

Personnel Committee

Thursday, 21 July 2016 at 10:30

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

AGENDA

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|---|--|---------|
| 1 | Minutes of the last meeting held on 25 May 2016 | 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 | Workforce Planning - Update on Work Based Learning Opportunities for Young People with Nottinghamshire County Council | 7 - 14 |
| 5 | Developing a Coaching Culture on Nottinghamshire County Council | 15 - 18 |
| 6 | Support for the Dying to Work | 19 - 24 |
| 7 | NCC Workforce Profile Information 2016 | 25 - 56 |
| 8 | Operational Report - Schools & Academies, Catering & Facilities Management Services | 57 - 82 |
| 9 | Work Programme | 83 - 86 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

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



Minutes

Meeting PERSONNEL COMMITTEE

Date Thursday 25th May 2016 (commencing at 2.00pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)
Nicki Brooks (Vice Chairman)

A Steve Carroll
Maureen Dobson
John Ogle
Tony Roberts MBE

A Rachel Madden
Mike Pringle
Liz Yates

OFFICERS IN ATTENDANCE

Julie Brailsford	Assistant Democratic Services Officer
Gill Elder	Group Manager HR
Brian Fitzpatrick	Unison
Claire Gollin	Group Manager HR
Shane Grayson	Group Manager Catering & Facilities
Jas Hundal	Service Director Transport, Property and Environment
James Minto	Unison
Marje Toward	Service Director, HR and Customer Service

CHAIRMAN AND VICE-CHAIRMAN

That the appointment by County Council on 12th May 2016 of Councillor Sheila Place as Chair of the Personnel Committee and Councillor Nicki Brooks as Vice-Chairman of Personnel Committee be noted.

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 10th March 2016, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

Apologies were received from Councillor Maureen Dobson (other reason
MEMBERSHIP

It was reported that Councillor Steve Carroll had been appointed in place of Councillor Darren Langton and Councillor Mike Pringle had been appointed in place of Councillor Yvonne Woodhead for this meeting only.

DECLARATIONS OF INTEREST

There were no declarations of interest.

EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE PERFORMANCE UPDATE AT 31ST MARCH 2016

RESOLVED 2016/10

1. To note the current level of performance and related trends in respect of sickness absence levels.
2. To keep the sickness absence performance target at 7 days for 2016/17.
3. To note the current actions taken by HR Business Partners to work with departmental managers to reduce absence and improve the health and wellbeing of their workforce.

NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING INFORMATION AS AT 31ST MARCH 2016

RESOLVED 2016/11

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

WORKFORCE STRATEGY 2016-2018

RESOLVED 2016/12

1. To approve the Council's Corporate Workforce Strategy for 2016-18 and recommend that further consideration is given to this by Policy Committee.

2. To note the proposals to develop actions for implementation and engagement with Group and Team Managers and the wider workforce.

OPERATIONAL REPORT – SCHOOLS AND ACADEMIES CATERING AND FACILITIES MANAGEMENT SERVICES

RESOLVED 2016/13

To note the contents of the report.

WORK PROGRAMME

RESOLVED 2016/14

That the Committee's work programme be noted.

The meeting closed at 2.52pm.

CHAIRMAN

25th May 2016

21 July 2016**Agenda Item: 4****REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN RESOURCES****WORKFORCE PLANNING: UPDATE ON WORK BASED LEARNING OPPORTUNITIES FOR YOUNG PEOPLE WITH NOTTINGHAMSHIRE COUNTY COUNCIL****Purpose of the Report**

1. To update Personnel Committee on the range of schemes and initiatives, as at 31st March 2016, which are focused on encouraging young people into the Council's own workforce by providing experiential, work based, learning opportunities with Nottinghamshire County Council.

Information and Advice

2. There are a significant number of young people across Nottinghamshire who are Not in Employment, Education or Training (NEETs). The County Council wishes to address this (having made explicit references within the current Strategic Plan) and has a number of established schemes to encourage youth employment by offering work based learning opportunities with the County Council thereby modelling good employment practice to other organisations.
3. These opportunities are open to young people across Nottinghamshire and neighbouring authorities.
4. The most recent update report on the schemes in place to offer work based learning opportunities for young people came to Personnel Committee in July 2015. The schemes are all managed and co-ordinated corporately through the Workforce and Organisational Development team (WOD) on behalf of the wider council.
5. In the period since the last report the schemes have been further developed to ensure they are more closely aligned with the Council's workforce planning priorities as set out in the 2016-2018 Workforce Strategy.
6. The schemes in place contribute to the delivery of the Council's wider workforce planning response by helping to address imbalances in the age profile of its workforce through encouraging a greater number of young people to work for the Council. The schemes also have the potential to provide progression routes to enable young people to develop a career within the County Council, particularly in areas where there are identified skill shortages.

7. These initiatives also support the Council's wider aspiration to support youth employment across Nottinghamshire and will be reported to the Economic Development Committee in November 2016 as part of the update provided into apprenticeships with Small to Medium Employers (SME's).

Apprenticeship Scheme

8. The County Council continues to work with Futures Apprenticeships Training Agency to ensure that our internal apprenticeship scheme is an attractive proposition for local young people.
9. Since its inception in June 2011, 192 apprentices have accessed 215 placements with the County Council (there have been more placements than actual apprentices as some individuals have been supported to move on from intermediate to advanced level apprenticeships linked to higher level NVQ qualifications).
10. The move from intermediate to advanced apprenticeships has occurred where it can be shown that the apprentice is capable of working at a higher level and this would significantly improve their employment prospects in certain fields (e.g. youth work).
11. As at December 2015 there were 58 apprentices placed within the Council. The target number of placements over a rolling 12 month period is set at 60. As of 31st March 2016 there were 51 current apprentices in active placements with the Council and a further 10 placements were advertised during April and May 2016 to ensure that the Council maintains its target.
12. Apprenticeships have been offered across all districts within the County however, there is particular emphasis on offering placements in those areas with higher levels of youth unemployment with the intention of attracting apprentices from those areas.
13. As well as the geographical spread, the success of the scheme also depends on placements being provided across a variety of services and departments.
14. In addition to the 41 new apprentices recruited between 1 April 2015 to 31 March 2016, a further 10 current apprentices began their apprenticeship prior to this date but are still on the apprenticeship scheme at NCC.
15. The quality of the Council's scheme has been nationally recognised. At the Apprenticeships 4 England award ceremony 2016 the County Council and Futures Advice secured the Bronze award for supporting apprenticeship recruitment. An apprentice in the Health and Safety team has also been named as runner up at the Prostart Training Agency "Apprentice of the Year" awards.
16. This year's annual NCC apprentice conference was attended by the leader of the Council and the Chief Executive and a new Apprentice Support Forum has been established jointly hosted by Futures and Nottinghamshire County Council. Both of these events are valued by the apprentices as they are able to hear from senior leaders and also gain valuable job seeking information.

17. There continues to be an improved focus on enabling apprentices to access employment opportunities within the Council on completion of their apprenticeship. Whilst there is no guarantee of a job within the Council, under current vacancy control arrangements, managers are encouraged to consider applications from apprentices (after those relating to re-deployment have been considered as a priority), for appropriate vacant positions in their service areas.
18. Whilst apprentices are encouraged to find employment within the Council, the scheme is also designed to develop the knowledge, skills and experience required to improve career prospects. Managers are encouraged to support the apprentices in their job seeking efforts towards the end of their placement.
19. During the 12 month period 1st April 2015 to 31st March 2016:
- 77% of apprentices completing their apprenticeship went on to employment or further education
 - 30% of these found employment with the Council on completion of their apprentice placement.

National Graduate Development Programme (NGDP)

20. The Council has been actively involved in the Local Government Association's NGDP scheme, which aims to build leadership capacity in local government, since 2009 and recruits to a new cohort annually.
21. Graduates recruited through the scheme become National Management Trainees (NMT's) employed by the County Council on a fixed-term two year contract during which they are provided with at least three placement opportunities with a strategic, operational and front line focus. This enables them to develop the leadership and management skills needed to help modernise and bring about improved services in local government.
22. To date 19 NMTs have been taken on by the County Council as part of the NGDP of which there are currently five on the scheme. While there is no guarantee of a job at the end of the scheme all 14 who have left the scheme so far have secured employment, four of whom still remain within the Council.
23. The County Council is planning to recruit a further three graduates to the scheme as part of this year's recruitment. The start date will be September 2016. The intention is that, at any one point, there will be six NMTs on the scheme with NCC. Those finishing the scheme will hopefully go on to access appropriate positions within the County Council. This supports the Council to build a talent 'pipeline' to develop and retain leadership talent within the organisation.

Nottinghamshire Financial Management Training Scheme (CIPFA)

24. The current financial challenges facing the public sector have highlighted the need for high quality financial management support. A key consideration for local authorities and other public sector organisations is to ensure that there are sufficient numbers of suitably qualified finance managers in the future. The County Council lead on the development of a collaborative scheme where graduates are recruited to a 39 month programme and have placements across a number of partner organisations.
25. Nine trainees were recruited on to the scheme in July 2013 and a further six in July 2014. It was agreed with partners there was to be no further recruitment during 2015. Three more trainees have recently been recruited to the scheme to start in July 2016.
26. Placements are rotated around participating organisations across the 39 month training period. Placements typically last for 12 months and are designed to provide trainees with the opportunity to experience a number of disciplines such as audit, management accounts etc. As well as the County Council the participating organisations are:
- Gedling Borough Council
 - Mansfield District Council
 - Newark & Sherwood District Council
 - Nottinghamshire Police
 - Nottinghamshire Fire and Rescue Service
 - Nottingham Healthcare Trust
 - County Health Partnership
 - Grant Thornton
27. As of the 31st March 2016 there were eight trainees on the scheme. Of the seven trainees who have left the scheme all but one moved into positions within the County Council or with partner organisations.

Work Experience Placement Scheme

28. As part of the work based learning programme, the Council offers short term, unpaid, work experience opportunities to support its aspiration to be an exemplar of good employment practice. The programme aims to encourage people back into the workplace and engage young people with a view to considering the career options available to them in local government and wider public sector.
29. The central co-ordination of placements within the Workforce and Organisational Development team ensures the process for applications across all service areas are dealt with equitably and consistently. Placements typically last for up to two weeks and are offered across the Council to:
- School pupils aged 14-18
 - School leavers
 - Undergraduates and graduates
 - Adults seeking a change of career
 - Adult returners to work

30. The scheme is not currently designed to accommodate or fund requests for placements of longer than 10 working days in duration or sandwich course/industrial placements which are usually undertaken as part of an under graduate degree course.
31. The scheme does not link with any government Welfare to Work scheme.
32. Work experience applications are made through the County Council's public website and every effort is made to try and accommodate requests although no guarantee of securing an appropriate placement can be given.
33. A successful placement requires a considerable investment in managerial/supervisory time and the scheme relies on managerial commitment and participation. Inability to offer a suitable placement is usually due to reported lack of capacity within teams to offer support to placements. The increased use of digitalisation within the workplace also means that basic tasks previously undertaken as part of work experience, such as filing, are now electronic transactions.
34. The Workforce and Organisational Development team is currently reviewing the focus of the work experience scheme with a view to extending the range and duration of placements available and actively engaging more managers across the whole Council to improve the placement success rate. This includes:
- Promoting interest in the Council's scheme through more accessible information on the Council's public website and schools portal
 - Reviewing the online Work Experience application form to ensure that applications provide clear information on what they want from their placement to provide managers with sufficient information to identify a suitable placement in their team or service
 - Engaging more managers across the whole Council to improve the placement success rate by identifying when and where their team can offer placements.

Proposals for further development

35. The Council's current Work Based Learning offer will need to be responsive to new employment initiatives announced by the Government as part of the Enterprise Bill, in particular, the implementation in April 2017 of an Apprentice Levy and Public Sector Duty. The levy is applicable to all large employers with a pay bill of over £3 million, to be paid as a percentage tax on the employers' payroll which will fund the national Apprentice Programme.
36. The implementation of the levy presents an opportunity to extend and broaden the scope of the current apprentice programme to include higher level apprenticeships and the Council's current approach to non-graduate traineeships.
37. Further more detailed information on the application and the implications of the Apprentice Levy and Public Sector Duty will be presented to Personnel Committee for consideration in the Autumn.

Other Options Considered

38. Other options to continue and broaden the overall approach are currently under consideration.

Reasons for Recommendations

39. To keep members informed of the range of initiatives to support work based learning opportunities available across the Council which support the strategic objective of increasing youth employment and enhance the Council's workforce capacity as set out in the 2016-18 Workforce Strategy.

Statutory and Policy Implications

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

Financial Implications

41. Centrally allocated budget for 60 placements is currently available to enable managers to take on an Apprentice. Some services also fund their own placements. Traineeships are also centrally funded. There is no cost arising from the work experience scheme.

Human Resources Implications

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

Equality implications

43. The Council works actively with partner organisations to endeavour to attract a diverse cohort of apprentices and trainees, representative of all protected characteristics in the local community and labour market, to participate in all of its experiential work based learning schemes.

RECOMMENDATIONS

It is recommended that Personnel Committee:

1. Note the achievements and focus to date of the Council's current work based learning initiatives.

2. Note the proposals for further developments of the schemes involved to ensure improved alignment with the Council's workforce planning priorities and to maximise the use of the Apprentice Levy to meet Public Sector Duty with effect from April 2017.
3. Agree to receive further annual update reports, the next in July 2017.

Marjorie Toward
Service Director HR and Customer Service
Resources Department

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

Constitutional Comments (KK 22/06/16)

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

Financial Comments (RWK 22/06/16)

45. The financial implications are set out in paragraph 41.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

**REPORT OF THE SERVICE DIRECTOR, CUSTOMERS AND HUMAN
RESOURCES****DEVELOPING A COACHING CULTURE IN NOTTINGHAMSHIRE
COUNTY COUNCIL****Purpose of the Report**

1. To inform Personnel Committee about the Council's success in having its Coaching Programme shortlisted for the Chartered Institute of Personnel and Development (CIPD), 2016 People Management Awards.

Information and Advice**Background**

2. The CIPD is the independent, not for profit, professional body for HR and people development, with more than 140,000 members worldwide committed to championing better work and working lives. The Institute sets the standard and benchmark for excellence in people and organisational development and its annual People Management Awards celebrate this.
3. Nottinghamshire County Council's in-house Coaching Programme, designed and delivered by the corporate Workforce and Organisational Development team, was entered under the category for the Best Coaching and Mentoring Scheme.
4. As reported to Personnel Committee on 20th January 2016, the Council's Coaching Programme is designed to support organisational transformation through the development of a Coaching Culture. The programme is delivered through a Manager as Coach training programme and an in-house Coaching network.
5. The Coaching Programme is supported through the competency based Employee Performance and Development Review (EPDR) and Supervision process.

Criteria considered

6. In shortlisting the entries in this category the CIPD's judges were specifically looking for a clear link between a coaching (or mentoring) strategy and initiative to clear business goals, improvement or development needs.
7. The fact that the Council's Coaching programme underpins organisational transformation through the creation of a coaching culture and is a core element

of its new Workforce Strategy, which Personnel Committee approved on 25th May 2016, evidenced this to the judges.

8. The judges also looked for evidence of effectiveness in programme design, resourcing, delivery, supervision and outcomes which the team were able to demonstrate in their submission.
9. The County Council is the only public sector employer amongst the 6 employers to have been shortlisted in the coaching initiative category and will be competing for the winning place with major private sector employers.

Next Steps

10. Following the presentation of entries as the second stage of judging on 13th July, the winner will be announced at a national event on 27 September 2016.
11. Feedback from the ongoing process will be used to further develop the Council's coaching programme and promote it to managers and employees.
12. Members will be updated on the Council's progress.

Other Options Considered

13. No other options have been considered.

Reasons for Recommendation

14. To profile the Council's achievement in receiving high profile national recognition for the quality and effectiveness of its coaching programme and of the benefits this is bringing to both individual employees and the organisation.

Statutory and Policy Implications

15. 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.

Equalities Implications

16. NCC Coaches represent the diversity of its workforce and coaching is available to all NCC employees across the Council through the EPDR process. The monitoring and evaluation of coaching outcomes includes an analysis by protected characteristics (age, disability, ethnicity, sexual orientation, religion and belief, gender). There is provision to allocate a coachee with a particular protected characteristic a coach with the same declared characteristic where this is material to the coaching topic.

Human Resources Implications

17. These are set out in the body of this report. Trades union colleagues are supportive of both the overall Workforce Strategy and the Council's Coaching programme which sits within this.

RECOMMENDATION

18. It is recommended that Personnel Committee note the achievement of the Council in the recognition by the recognised professional body for HR and people development for the quality and content of its in-house Coaching Programme at national level.

Marjorie Toward
Service Director - Customers and HR
Resources Department

For any enquiries about this report please contact:

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

Constitutional Comments (KK 22/06/16)

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

Financial Comments (RWK 22/06/16)

20. There are no direct financial implications arising from the proposals in the report.

Human Resources Comments (CLG 15/06/16)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

21st July 2016

Agenda Item: 6

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****SUPPORT FOR THE “DYING TO WORK” CAMPAIGN****Purpose of the Report**

1. The purpose of this report is to inform Personnel Committee of the “Dying to Work” campaign and to seek support for signing the voluntary charter in support of this initiative.

Information and Advice**Background:**

2. The Dying to Work campaign was launched in light of the unfortunate and upsetting experience of a GMB member employed by a private company who had been diagnosed with terminal breast cancer. The cause was subsequently picked up nationally by the Trades Union Congress. It has received broad support from across the political spectrum with a number of private organisations having signed up to a voluntary charter.
3. The campaign seeks to afford additional employment protection to terminally ill employees who may not have the time to reskill or adapt to any “reasonable adjustments” which they may be offered under the current provision of the Equality Act 2010.
4. As retirement ages are increasing and Cancer Research UK are projecting that 1 in 3 people will be diagnosed with cancer, more people will receive a terminal diagnosis during their working life. Currently 1 in 10 new cancer cases are found in people under 50 which equates to over 33 thousand cases a year and whilst recognising all the significant advances in prevention and treatment, not all diagnoses being considered terminal, this is nonetheless an increasing concern.
5. The Council as part of its ongoing joint work with the recognised trades unions to review and consider its employment policies and management guidance, has set up a joint working party to consider the impact of terminal illness on both continuing employment and pay and pension benefits.

6. The voluntary charter seeks to agree ways in which employees will be supported, protected and guided through their employment following a terminal diagnosis. Nottinghamshire would be the first large county council nationally to sign up to the voluntary charter. A draft charter is attached to this report at Appendix 1.

Reasons for Recommendations

7. The Council treats its employees reasonably and with dignity and respect and is seeking to raise awareness and continue to promote a caring and sensitive approach to those employees unfortunate enough to receive a diagnosis of terminal illness and where the condition is significantly life limiting.
8. Through the ongoing work of the joint Task and Finish Group, the aspirations set out in the attached charter are being translated into clear advice and management guidance and training to support and enable those with line management responsibilities in handling any cases involving terminal illness in the most sensitive way possible. This will also ensure that personal control and choice is maintained wherever possible in accordance with the various existing employment policies and pension requirements.

Statutory and Policy Implications

9. 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

10. The value of treating employees fairly and sensitively in the most challenging of circumstances strengthens the overarching psychological contract and builds further engagement with the workforce.
11. In seeking to promote Nottinghamshire as a great place to live and work, our commitment to employees facing a diagnosis of terminal illness may be another positive reason for candidates to elect to apply here making us an employer of choice particularly in the hard to recruit to disciplines such as frontline children's social care.

Equalities Implications

12. The Council's Attendance Management and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of these policies and the further work of the joint Task and Finish Group will build on the existing management guidance.

Financial Implications

13. Consideration will be given to any implications for the Local Government Pension Fund and requests for extensions to sick pay will be monitored to identify any additional financial impact arising from the adoption of the voluntary charter.

RECOMMENDATIONS

It is recommended that Members:

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

Marjorie Toward

**Service Director - Customers and Human Resources
Resources Department**

For any enquiries about this report please contact: Gill Elder, Group Manager
HR on 0115 9773867 or gill.elder@nottsgov.uk

Constitutional Comments (KK 23/06/16)

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

Financial Comments (RWK 23/06/16)

15. There are no financial implications arising directly from the proposals in the report.

Human Resources Comments (GME 22/06/16)

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

Background Papers

TUC Dying to Work Campaign Fact Sheet

Electoral Division(s) and Member(s) Affected

All

DYING TO WORK VOLUNTARY CHARTER

Nottinghamshire County Council is committed to support, protect and enable any employee working with a diagnosis of terminal illness who chooses to remain in work where it is reasonable to do so.

- We recognise that terminal illness requires support and understanding and not additional and avoidable stress and worry
- Terminally ill workers will be secure in the knowledge that we will support them following their diagnosis and we recognise that safe and reasonable work can help maintain dignity, offer valuable distraction and can be therapeutic in itself
- We will provide our employees with the security of work and peace of mind and support to choose the best course of action for themselves and their families which helps them through this challenging period with dignity and without undue financial loss
- We support the GMB initiated TUC Dying To Work campaign so that all employees battling terminal illness have adequate employment protection and wherever reasonable within the rules of the LGPS, have their death in service benefits protected for their beneficiaries.

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****NCC WORKFORCE PROFILE INFORMATION 2016****Purpose of the Report**

1. The purpose of this report is to provide Personnel Committee with an updated summary of the profile of the direct workforce of Nottinghamshire County Council, 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. The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. All public sector employers with 150 or more employees, including local authorities, have a specific statutory duty, set out in Regulations which came into force on 10 September 2011, to collect and publish annually relevant, proportionate, information about the profile of their direct workforce defined by their "protected characteristics", that is age, gender (including gender reassignment), race/ethnicity, disability, religion/belief and sexual orientation.
5. The intention is to provide the public with the information they need to hold public bodies to account for their performance on equality in employment and to enable employers to set themselves specific, measurable equality objectives.
6. Collecting this information has facilitated the Council to undertake a year on year trend analysis, 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.

7. 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.
8. It will also be used to inform the development of actions to support the delivery of the Council's wider workforce planning priorities, including succession planning and talent management, 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.
9. The Council has a well-established network of employee support groups for its Black and Minority Ethnic; Lesbian, Gay and Bisexual, 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

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. The historical data contained in this report therefore reflects the date of this systems change to enable meaningful year on year comparison.
11. The latest annual workforce information for Nottinghamshire County Council (NCC) is **as at April 2016** when the overall workforce headcount of centrally employed permanent and temporary staff, many of whom are part time employees, stood at **6,010.88** full time equivalent.
12. 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.
13. This authority has previously opted to include data relating to employees of NCC controlled schools in this data set, although there is no statutory obligation on a local authority to do so. The inclusion of data about individuals employed in schools demonstrated a significant variance in the percentage representation of employees by all protected characteristics when compared with the direct County Council workforce.
14. Given the changed nature of the authority's relationship with schools and its inability to directly influence their recruitment, promotion and retention practices its action plans for improvement cannot extend to individual schools this will be excluded from the published data from this year onward. This also provides a consistent basis for comparison with other County Councils which now in the main also exclude school based employees from the scope of their own direct reporting.

15. Comparison with previous years enables trends to be identified and reflects the degree to which the County Council's workforce has changed over the previous 5 years (a period over which organisational change and associated service redesign and restructuring have been a constant), in relation to their protected characteristics.
16. The information from the previous report helped inform the development of the Council's new Workforce Strategy for 2016-8. Areas for ongoing improvement identified in this current report will form part of the detailed action plans which will be developed to support the delivery of the strategy. The trade unions and employee support groups will be involved in this work.

Key trends

17. The relevant data is set out in the attached **Appendix** to this report.
18. Underpinning the data in the report is the ongoing impact on the Council's workforce numbers of service review and redesign in response to organisational transformation and budget pressures, including headcount reduction transfers out to other employers 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.
19. In the 12 month period between April 2015 and April 2016 the reduction in the Council's directly employed workforce equated to **439.55 fte**, including the transfer out of staff to the Inspire Community Benefits Society from 1st April 2016.
20. 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.
21. **Age:**
 - In common with the wider local government sector, the County Council has an ageing workforce, as at April 2016 the average age of a NCC employee was 47.
 - As at 1st April 2016, over 60% of all NCC employees were within the 46-55 and 56-65 age groups, compared to just over 54% in 2012. 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 has increased by 0.96 percentage points since 2015, 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 and has decreased by 0.20 percentage points compared to 2.84% in 2015. This continues to be under representative of the 20.75% 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 most recent Office of National Statistics (ONS) regional data (31.3.16) indicates that in the East Midlands overall only 12% of this age range are not in education or training. Nottinghamshire County Council has its own Apprenticeship Programme for young people aged 16-24 offering up to 60 placements a year, however the young people undertaking these apprenticeships are employees of the Council's partner Training Agency, Futures, and cannot therefore be included in the Council's workforce report.

22. Disability:

- The proportion of all NCC employees who declare themselves disabled is 4.97% having risen from 4.83% in 2015 an overall trend of improvement on 4.69% in 2012.
- 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 22.30% of the local adult population have a declared disability, however only a proportion of these will be in or actively seeking work.

23. 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 incrementally increased since 2012 from 7.56% to 8.04% as at April 2016.
- BaME employees account for 0.28 percentage points more of the workforce than in April 2015, comparing favourably to 7.36% in the wider Nottinghamshire Community but remaining below the 9.50% 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 at 2.24%, followed by employees of Other White origin at 2.10%.

24. Gender:

- Women are disproportionately over-represented in the NCC workforce, the gender split of the overall Council workforce is 68.14% female and 31.86% male compared with a split in both the Community and LLM comparators which are now both 50.80% female to 49.20% men.
- This reflects the nature of some of the roles with the Council which traditionally have a female bias, also the fact that, as at April 2016, the authority still 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 lowest

paid part-time job roles which predominate in areas such as catering and cleaning, 73.55% of the NCC workforce on the lowest grades are female.

- 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.
- This gender balance pattern will shift further as Highways and Property services which are both predominantly male move into alternative service delivery models during 2016/17.
- At 60.54% women are least proportionately represented in the most senior posts at Group Manager level and above.
- Representation is the most balanced at the level equating to Team Manager at 68.54% which is almost equivalent to the gender split across the whole workforce.

25. Across the UK women are currently paid on average 19.2% less than men (*source House of Commons Women and Equalities Committee March 2016*). The “Gender Pay Gap” measures the difference in the average hourly earnings received by men and women and is influenced by a range of factors including part time working reflective of caring responsibilities, promotion prospects and the traditional clustering of women in low paid, low skilled occupations.
26. The Government published the draft Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 in February 2016. Still subject to parliamentary approval, these would introduce a mandatory gender pay gap reporting duty for employers of 250 or more employees which is expected to come into force from October 2016.
27. The pay information must be based on data from a specific pay period every April beginning with the month ending 30th April 2017 and employers will have 12 months to calculate and publish their overall mean and median pay gap information on an annual basis meaning that the first publication will be required before April 2018.
28. Requirements for employers to publish information relating to the gender bonus over the preceding 12 months do not apply to this authority given that its Single Status agreement removed any such payments from all employees.
29. It is therefore proposed that from 2018 onward the Council’s annual Pay Policy Statement, which reflects the situation at the first of February each year will be used to comply with the new requirement to publish this information on a regular annual basis.
30. The legislative time scale will enable the Council to do the necessary work to calculate and understand the size of its gender pay gap and develop an action plan to address it as necessary in advance of this.

31. **Sexual Orientation:**

- The overall disclosure rate of sexual orientation for direct NCC employees continues to be low and has increased by 0.74 percentage points since April 2015.
- Refreshed measures are being taken to address this, see **paragraph 43** below.
- 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 their sexual orientation the majority, 96.75%, have declared themselves to be Heterosexual.
- 16 employees in the direct workforce have declared that as at April 2016 they are Transgender that is a different gender than that assigned at birth.
- **Table 3 in section 4b of the appendix** further breaks down declared sexual orientation by category.

32. **Religion and Belief:**

- The disclosure rate of religion and belief for direct NCC employees has improved by 0.66 percentage points since April 2015.
- Refreshed measures are being taken to address this, see **paragraph 43** below.
- Community data is available through the 2011 census; however there is no available LLM comparator data.
- As at 1st April 2016 of those direct NCC employees who declared that they have a religion or belief, 53.57% are Christian, compared to 65.94% in the Community and 39.94% have declared they have no religion or belief which is considerably higher than the community comparator of 31.48%.
- **Table 4 in section 4b of the appendix** further breaks down declared religion or belief by category.

33. **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
- 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
- vi. LGB employees are also most highly represented in the mid-graded posts
- vii. The highest percentage of employees declaring no religion or belief are in the lowest paid frontline posts.

Disclosure rate:

- 34. New employees have been 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.
- 35. The introduction of the BMS at the end of 2012 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.
- 36. 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.
- 37. 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.
- 38. 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 system improvements whilst some disclosure rates characteristics have improved on last year, others have fallen.
- 39. As at April 2016 the disclosure rate for disability stood at 85.80% a fall of 0.75 percentage points since April 2015.
- 40. Disclosure rates for ethnicity amongst NCC employees also fell between 2015 and 2016 by 1.33 percentage points to 86.85%.
- 41. The situation in respect of sexual orientation and religion and belief is set out in paragraphs 28 and 29 above.
- 42. Current performance is set out in detail in **chart 1, part 3a** of the **appendix**.
- 43. To seek to address the impact of under reporting, frequent reminders are issued to improve engagement. These encourage individual employees to complete and update their personal information, promote the positive business reasons for this, give reassurance that the information will be treated with utmost confidentiality and specify

that 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. The most recent reminder was issued in June 2016.

Areas for action:

44. The Council's new Workforce Strategy for 2016-18, which was approved by Personnel Committee on 25th May 2016, sets out its strategic workforce planning priorities in response to the challenges it faces over the coming years and the workforce transformation needed to deliver these priorities.
45. This strategy supports the delivery of the Council's overarching strategic priorities including its core value to Treat People Fairly. This extends to the way in which the Council recruits, develops, rewards, deploys and manages its workforce.
46. One of the four themes of the Workforce Strategy reflects the Council's strategic aspiration to be an **Employer of Choice**, this includes adopting good employment practice that is fair and equitable and acting as a role model to other employers who contribute to the economy of Nottinghamshire in this respect.
47. Treating people fairly is a key priority under the **Healthy Organisation** theme of the Workforce Strategy which acknowledges that a healthy organisation is a diverse organisation committed to inclusivity which provides fair and equal access to employment and opportunity to ensure that the Council maximises its people potential.
48. Key areas for action under this theme include:
 - Ensuring that the Council maximises its workforce capacity by creating a workforce drawn from across the wider labour market which is properly representative of all the communities in Nottinghamshire
 - Evaluating barriers to under-represented groups joining the council's workforce
 - Evaluating barriers to under-represented groups being in leadership positions, maximising potential and reflecting this in the identification of future leaders and senior managers
 - Promoting diversity across the Council's workforce and ensuring it is reflective of the community served using national standards to improve practice and ensuring the council models good practice
 - Reviewing reporting mechanisms to ensure the Council publishes and acts on information on its Gender Pay Gap in line with legal requirements from 2017 onward
 - Encouraging and supporting all NCC employees to respect and value others, treat others with fairness and honesty and challenge bad behaviour.

Priorities for 2016/17:

49. Working as appropriate in conjunction with managers, employees, self-managed employee groups and trades union colleagues we will:

- Progress the review of the Council's people policies and procedures which will include ensuring that they are inclusive, are fully compliant with the statutory requirements of the Equality Act 2010 and are "equality proofed".

This work commenced with a workshop involving managers, trades unions and HR colleagues on 16th May 2016 to initiate a review of the Council's Recruitment policy.

- Assess the level of diversity of background, experience and perspective across the leadership and management cohort to identify and eliminate the barriers to under-represented groups being in leadership positions and reflects this in the identification and development of its leaders for the future.
- Define the characteristics of "high potential" to develop rapid career progression to professional and line management positions.
- The majority, nearly 70%, of participants on the Council's ongoing Leadership Development Programme are women; this should contribute to beginning to address the under representation of women in the most senior posts in the Council by equipping them for more senior leadership roles.
- In order to begin to develop further this aspiration a corporate Management Development Programme will be developed during 2016 which will offer learning and development opportunities to support existing line managers to progress into the leadership cohort as well as enabling aspiring managers to develop the skills to take on their first management post.
- Continue to review our workforce profile to ensure that under-represented groups are encouraged to consider employment with the Council and are not disadvantaged in doing so.
- Encourage and support all under-represented groups to remain in the Council's employment.
- 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.
- 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 management guidance, developed in conjunction with the trade unions, with an associated eLearning package was launched in early 2016.
- New guidance for managers on supporting transgender employees was issued in May 2016 and a related eLearning package is currently under development.

- Increase the representation of young people in the Council's workforce linked to structured succession planning.
- This ambition is already supported by an increased commitment to providing related learning opportunities for young people aged 16-24 within NCC (as separately reported to this Committee), including apprenticeships, work experience placements, graduate and specialist traineeships.
- The County Council's apprenticeship scheme for young people aged 16-24 which supports up to 60 individual placements in each rolling 12 month period. Whilst apprentices are employees of the Council's training agency, Futures, rather than NCC and are not therefore included in the data set out in the **appendix**, to date 33% of these have gone on to secure jobs within this Council boosting the representation of young people in our workforce.
- There are plans to extend and further develop these provisions for young people as part of a wider response to the requirements of the national Apprentice Levy and Public Sector Duty which comes into force in April 2017.
- Encourage existing employees to declare and update as necessary their personal data relating to their protected characteristics to provide a more robust baseline for the analysis of workforce profile data.
- 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 40 above**.

Performance Benchmarking

50. The Council is performing well against the most recently published relevant indicators compared with the other County Councils in its Chartered Institute of Public Finance (CIPFA), benchmarking group:

Indicator	Nottinghamshire County Council (April 2016)	CIPFA average (31.3.15)
% of women in leadership posts (*CIPFA definition spinal column point 47 and above on NCC pay scale)	46%	45%
% of employees who consider themselves to have a disability (*declared)	4.97%	2.7%
% of employees aged 50 or over	37%	37%
% BaME employees (*declared)	8.04%	5.6%

51. The Local Government Association does not currently include equality indicators for benchmarking in its annual Workforce Survey.

52. The County Council subscribes to the annual national Stonewall Workplace Equality Index which is a national standard 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.
53. Using Stonewall's criteria as a model for good practice, feedback from the 2015 survey was used to identify actions to improve the Council's engagement with its LGB workforce resulting in the Council's ranking improving to 64th in the 2016 Stonewall top 100 employers listing, 8th out of 44 public sector submissions, a rise of 30 places on the previous year's rating. Further actions are in the process of being identified with the aim of further improving this ranking for 2017.

Other Options Considered

54. 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

55. 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

56. 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

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

Equalities Implications

58. 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.
59. The equality impact is directly highlighted throughout the report.

Human Resources Implications

60. The human resource implications are implicit within the body of the report. The Corporate Equalities Group considered and commented on the initial draft at a meeting on 8th July 2016. Trades Union colleagues have also been consulted on the information contained within the report at the Central Joint Consultative and Negotiating Panel meeting on 5 July 2016.

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 2016 on the Council's public website.

Marjorie Toward

**Service Director Customers and Human Resources
Resources department**

For any enquiries about this report please contact:

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Constitutional Comments (KK 22/06/16)

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

Financial Comments (RWK 22/06/16)

62. There are no direct financial implications arising from the proposals in the report.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All



**Nottinghamshire
County Council**

Workforce Profile Information 2016

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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 by its protected characteristics as defined under the Equality Act 2010.

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish equality information on a regular annual basis. The latest workforce information for Nottinghamshire County Council (NCC) is based on data as at **April 2016**.

The Council's Business Management System (BMS), 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 meaningful comparison to historical data prior to 2012, very difficult.

The report also shows how NCC's workforce has changed over the five years, 2012–2016 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

Data for the current year is shown broken down by department and reflects the Council's interim structure as at 1st September 2016, data relating to Public Health is now incorporated with Adult Social Care and Health (ASCHPP). This allows comparisons to be made between departments and between any department and all directly employed NCC staff. Comparisons of the NCC workforce against the local community and the local labour market are also shown where possible.

Whilst it is a legal requirement to publish relevant information about the workforce, the information is also used to inform the County Council's Workforce Strategy. The Council uses CIPFA Value for Money Indicators as its standard benchmark measures. Where possible, data definitions in this report match the CIPFA definitions to ensure consistency and thereby facilitate comparisons between reports produced by the Council and other County Councils in its benchmarking group.

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.

Data Collection and Definitions:

Topic	Definitions	Notes
Time frame	As at April 2016	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 2015 (Jan 2015 – Dec 2015)
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	Childrens, Families and Cultural Services	
Period/Year	Source of workforce profile data	
April 2012 onwards	Business Management System	

¹ As per 2011 census definitions

Part 2 - Executive Summary

Basis of reporting:

- Nottinghamshire County Council's direct workforce as at April 2016 was **6010.88 fte**
- This represents a reduction of **439.55 fte** overall in the 12 months since April 2015. The majority of this reduction is due to the establishment of the Inspire Community Benefits Society and the transfer of those staff out of the direct employment of the County Council
- As at April 2016, the proportion of employees disclosing their personal information from which this report is derived is 100% for both gender and age.
- As indicated in Part 3 disclosure rates for sexual orientation and religion remain lower than for the other protected characteristics although they have risen since April 2015.
- The initiative to further encourage employees to declare and update their personal data is regularly refreshed
- Disclosure rates for Disability and for Ethnicity have fallen since April 2015
- The graphs in Part 4 section a) summarises overall performance across the whole council workforce
- Section b) of Part 4 separates out this data by department), as well as providing relevant Community and Local Labour market comparison
- Part 4 section c) breaks the data down by grade

Key Trends:

Age

- The County Council's workforce overall has an increasingly ageing workforce, with just under 60% of its workforce now being aged 46 or over, compared to under 61% in 2015.
- There is a direct correlation between age and experience, employees aged 46 to 55 continue to be 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 reduced slightly from 2.84% to 2.64% in the last 12 months
- Community and Local Labour Market (LLM) comparators for young people aged 16-25 do not allow for meaningful comparison as a significant majority of this cohort remain in full time education or training.

Ethnicity

- The proportion of NCC employees that classify themselves as Black and Minority Ethnic has increased from 7.76% to 8.04%
- This compares favourably with the current representation in the community served which is 7.36%
- Representation of BaME employees in the NCC workforce is lower than the 9.50% in the Local Labour Market (LLM)

- The highest representation of BaME employees is in mid-graded posts at professional and first line management level.

Disability

- The proportion of employees overall, including, who classify themselves as having a disability has increased from 4.83% in April 2015 to 4.97% in April 2016
- This is significantly lower than the percentage of people with a declared disability, as defined by the equality Act 2010, in the LLM which is now 22.30%.
- There is no meaningful Community Comparator as the national census definition of disability is not based on the Equality Act definition
- The highest representation of disabled employees is also in mid-level professional and line management posts.

Gender

- Women make up the majority of the overall NCC workforce at 68.14% compared to 50.80% in both the Community and LLM
- Proportionate to their overall representation in the wider work force, men continue to be most highly represented in the most senior posts at and above Group Manager level where they make up 39.6% of all employees on these grades
- Women continue to be proportionately most highly represented in the lowest paid front line posts.
- The representation of women at Team Manager level is most reflective of the workforce as a whole
- At 60.54% the least proportional representation for women is at the most senior levels within NCC.

Religion and Belief

- Of those employees who have declared, the percentage declaring they have no religion or belief is higher than that in the local Community which is 31.48%
- The significant majority of those employees who have declared a religion or belief, 53.57%, are Christian
- No LLM comparator data is available.

Sexual Orientation

- Of those who employees who have declared their sexual orientation 3.25% are Lesbian , Gay, Bisexual or Transgender (LGB)
- No LLM or Community comparator data is available.

Commitment to improvement:

As part of its Workforce Strategy, the Council has a range of measures in place to ensure that it continues to attract, develop and retain 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.

This will enable the Council to take steps to address the under-representation of any protected characteristic where this is evidenced by the data in this report.

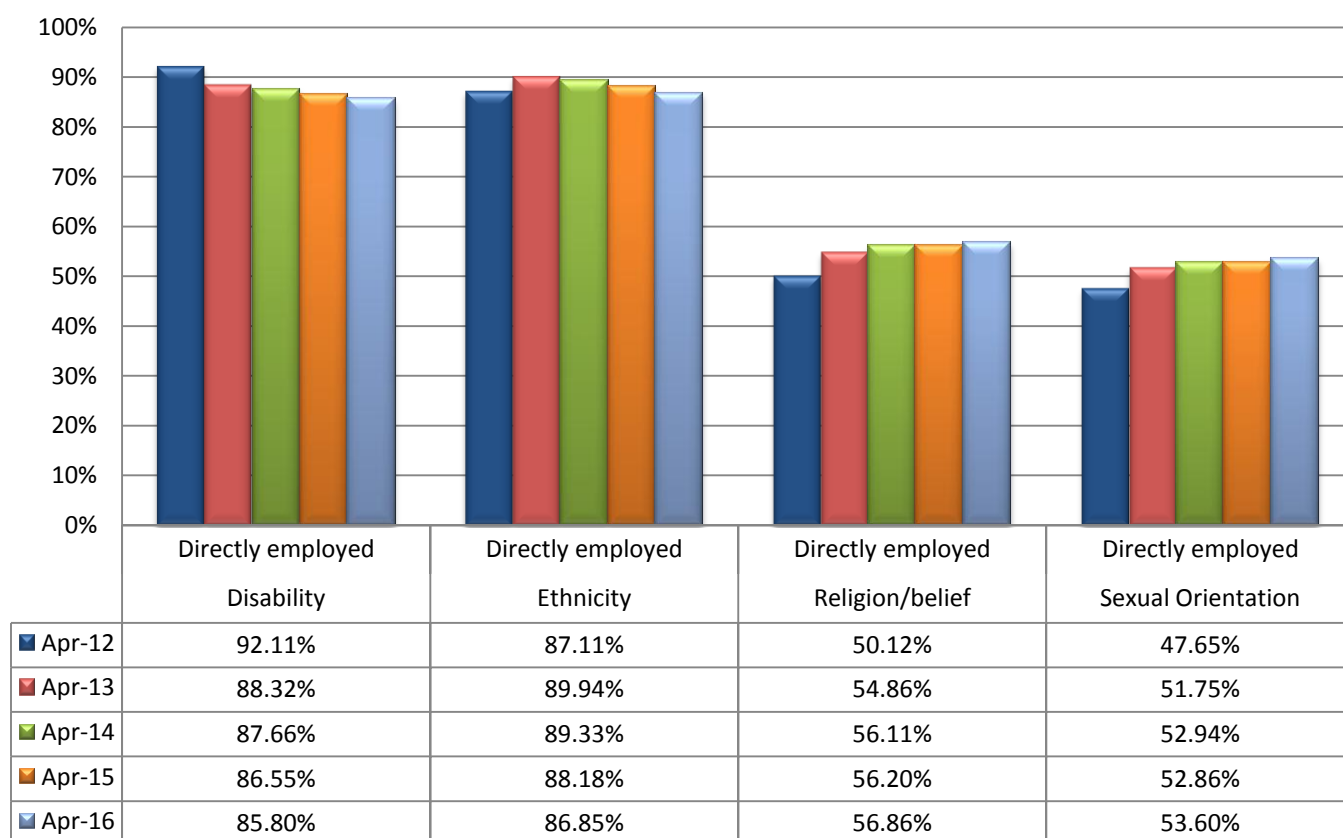
Part 3 – Disclosure Rates

3a Disclosure rates

Disclosure rates for gender and age are 100%. Those for disability and for ethnicity have fallen from the last year. Whilst disclosure rates for sexual orientation and religion/belief are improved, the level of non-disclosure remains a factor when interpreting the data. Since the introduction of the BMS system in November 2011, NCC employees have been able to update their own personal data using the Employee Self Service (ESS) facility on the Business Management System (BMS).

Communications encouraging staff to update their personal details were sent out via the intranet, Team Talk and Frontline magazine during December 2014, January 2015. A refreshed communication to engage with staff, explain the positive reasons for holding this information and to encourage them to update their details was issued in August 2015 and this will be reissued in June 2016.

Chart 1: Disclosure rates 2012-2016

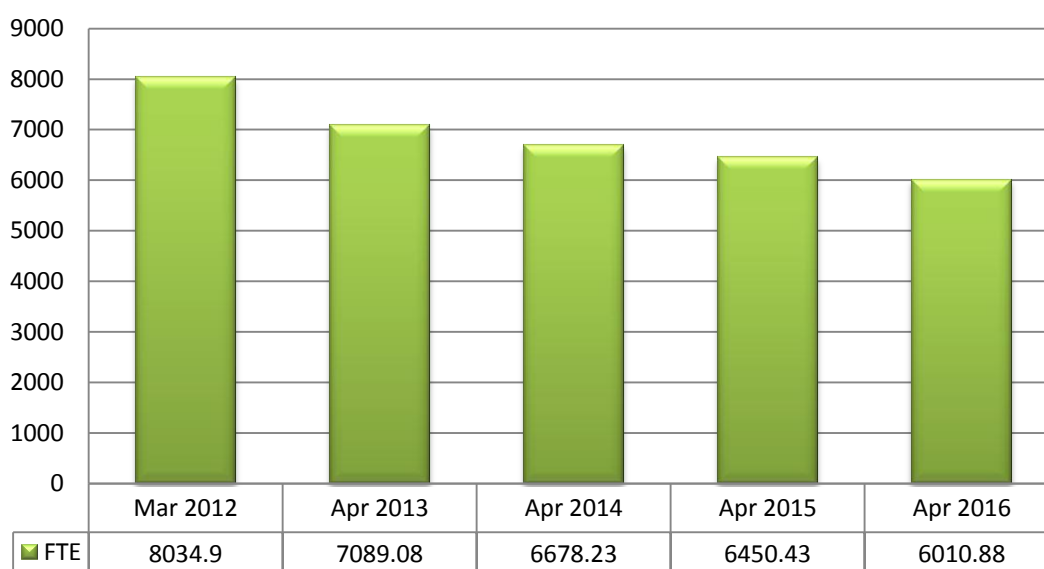


Part 4 - Workforce Profile

4a Profile of Nottinghamshire County Council over time.

Nottinghamshire County Council (NCC) Workforce 2012-2016

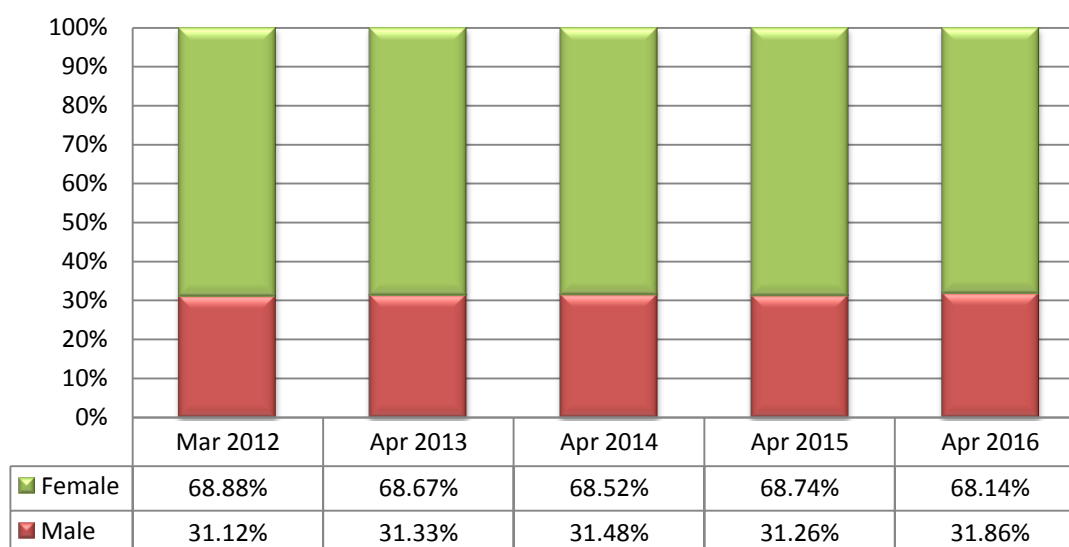
Chart 1. Whole Nottinghamshire County Council Workforce
(based on FTE) 2012-15



Workforce Profile of Nottinghamshire County Council (NCC) 2012-2016

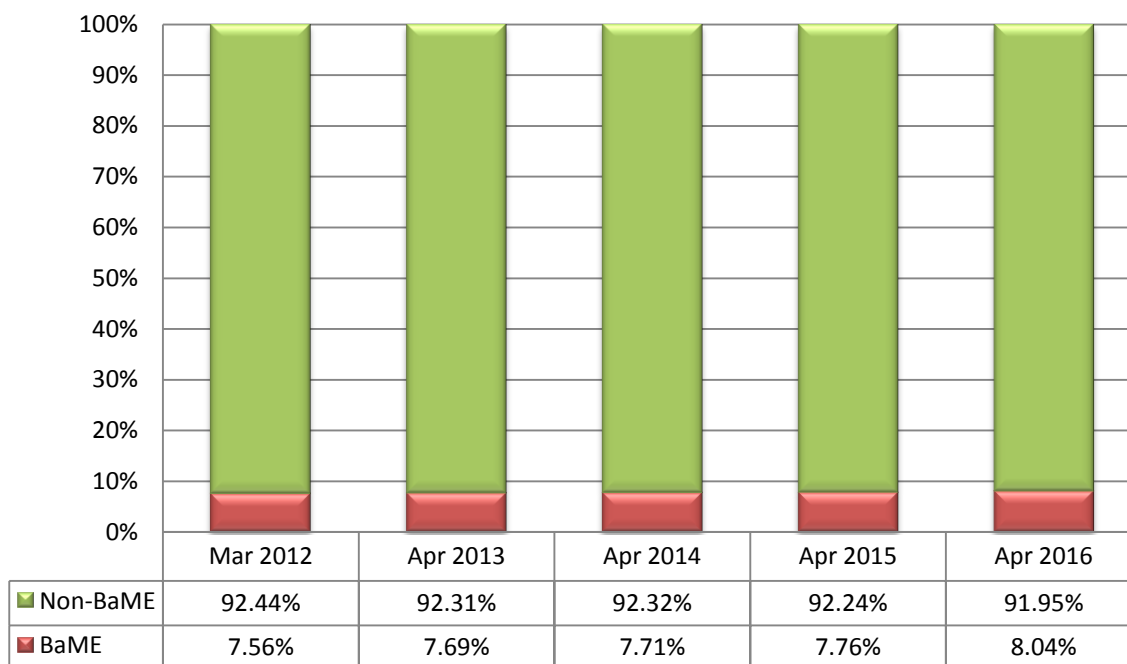
All based on FTE

Chart 2. NCC Gender Profile (based on FTE) 2012-16



In 2016 16 employees across NCC stated they were transgender (different gender to what they were at birth)

**Chart 3. Whole NCC Ethnicity Profile (based on FTE)
2012- 2016**



Non-disclosures are removed when calculating %. Overall non-disclosure for 2016 is 14%

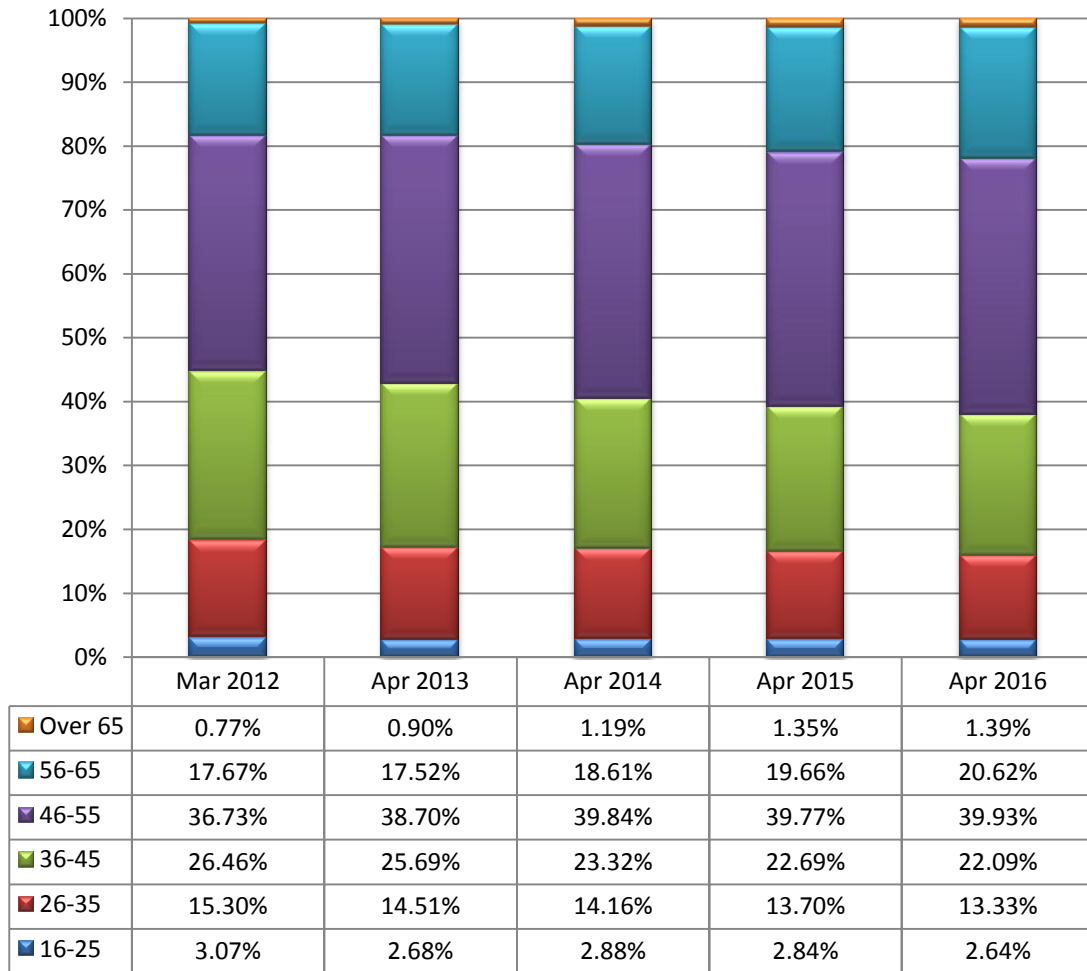
BaME definition is anyone who is not declared themselves as White British/English/Scottish/Welsh/N.Irish

**Chart 4. Whole NCC Disability Profile (based on FTE)
2012-16**



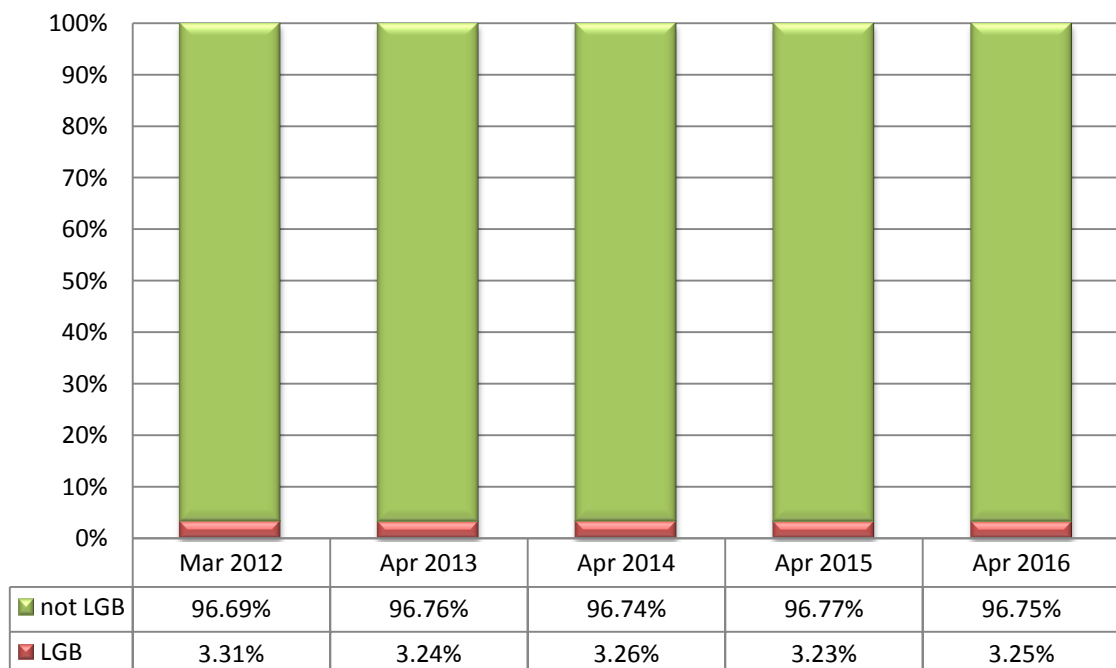
Non-disclosures are removed when calculating %, Overall non-disclosure for 2016 is 13%

Chart 5. Whole NCC Age Profile (based on FTE) 2012-16



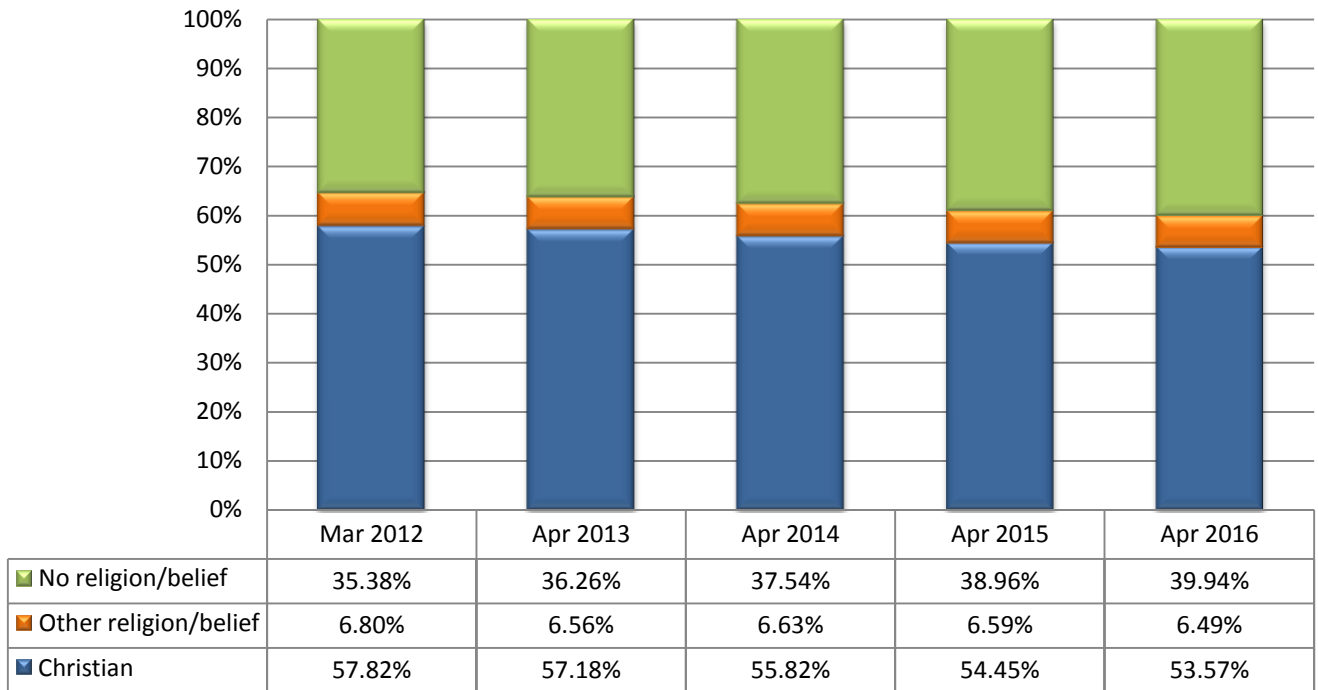
100% disclosure

**Chart 6. Whole NCC Sexual Orientation Profile
(based on FTE) 2012-16**



Non-disclosures are removed when calculating % non-disclosure for 2016 is 54%

Chart 7. Whole NCC Religion/Belief Profile
(based on FTE) 2012-16



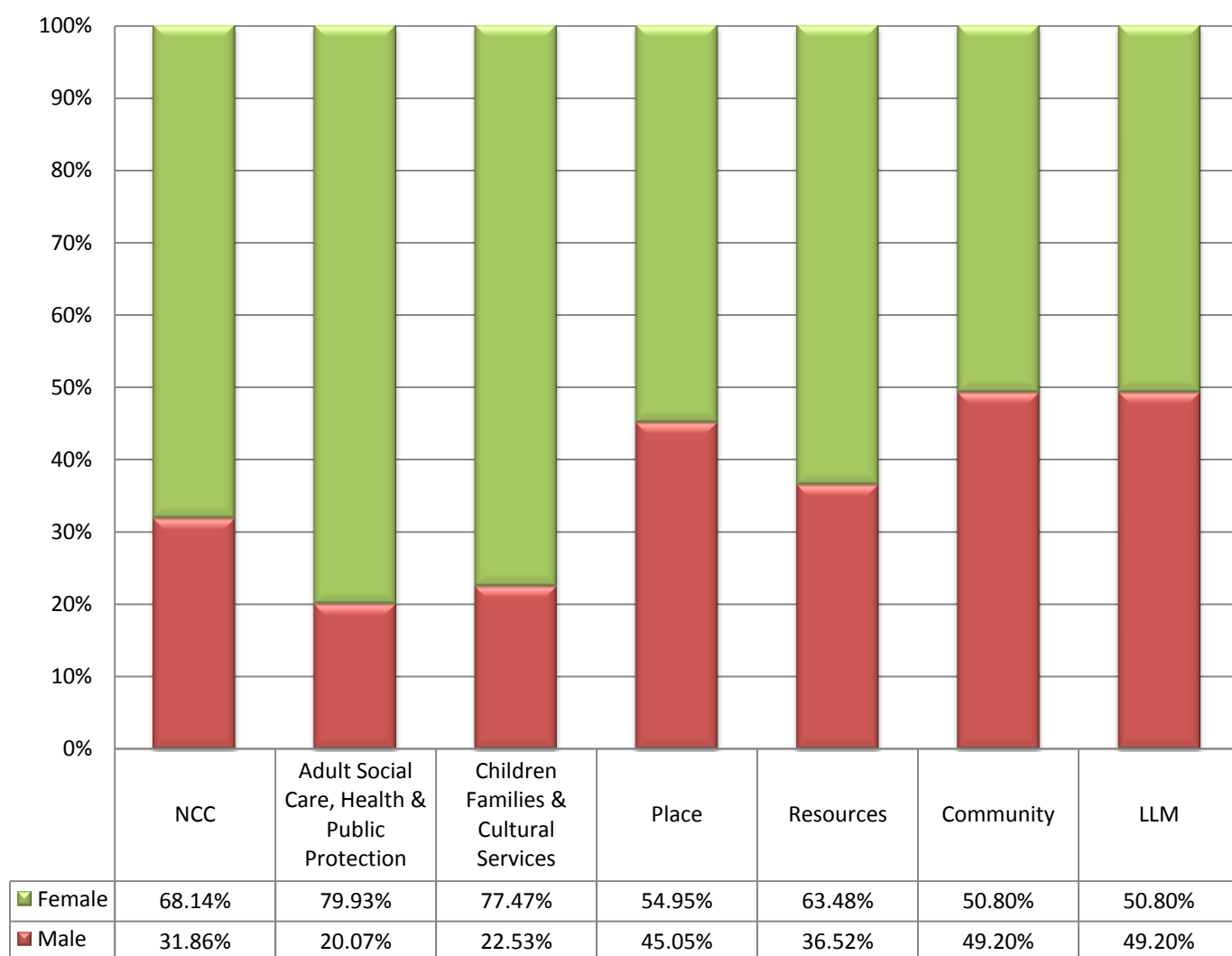
Non-disclosures are removed when calculating % non-disclosure for 2016 is 52%

4b Profile of NCC employees broken down by department compared with the community and local labour market

Workforce Profile of Nottinghamshire County Council (NCC) 2016

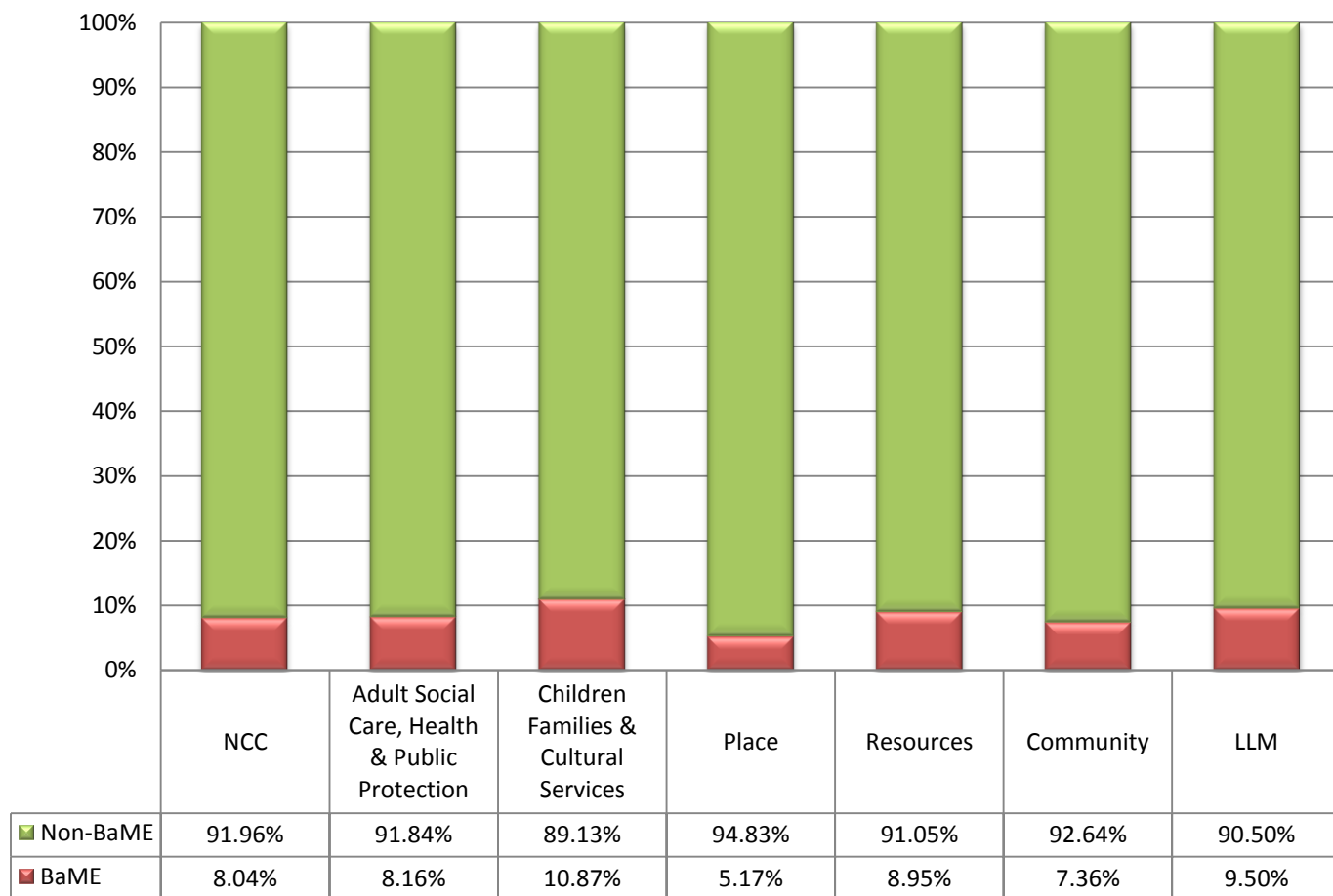
Table 1.	FTE	Posts
All directly employed	6010.88	8919
Adult Social Care Health and Public Protection	1559.46	1926
Children Families & Cultural Services	1332.21	2120
Place	1910.46	3503
Resources	1208.74	1370

Chart 8. NCC Workforce by Gender 2016



In 2016 16 employees across NCC stated they were transgender (that they had a different gender to what they were at birth)

Chart 9. NCC Workforce by Ethnicity 2016



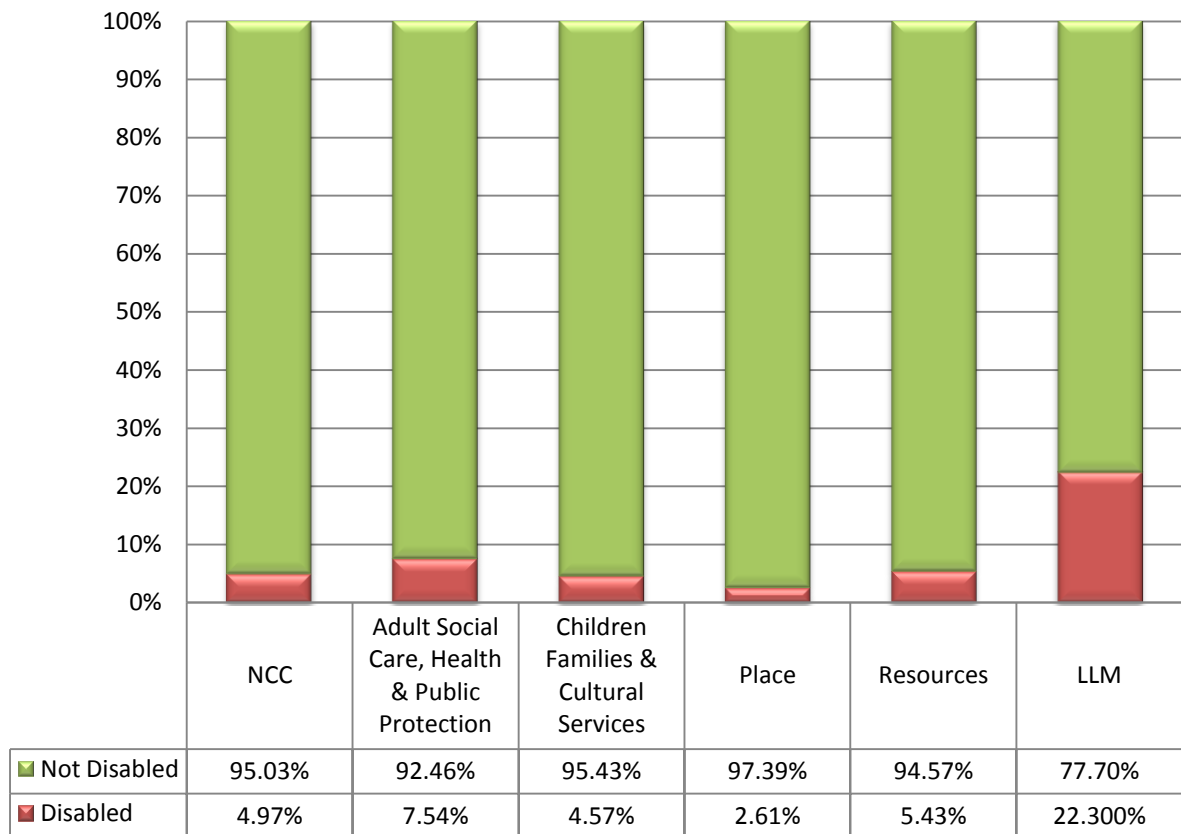
Non-disclosures are removed when calculating %

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

Table 2		
Based on FTE	Directly employed	Community
Non-BaME (white British)	91.96%	90.5%
Asian/Asian British	2.01%	3.3%
Black/Black British	2.24%	3.1%
Mixed	0.68%	0.6%
Other white	2.10%	2.5%
Other ethnic group	1.02%	
Disclosure rate	86.85%	100%

Non-disclosures are removed when calculating %

Chart 10. NCC Workforce by Disability status 2016

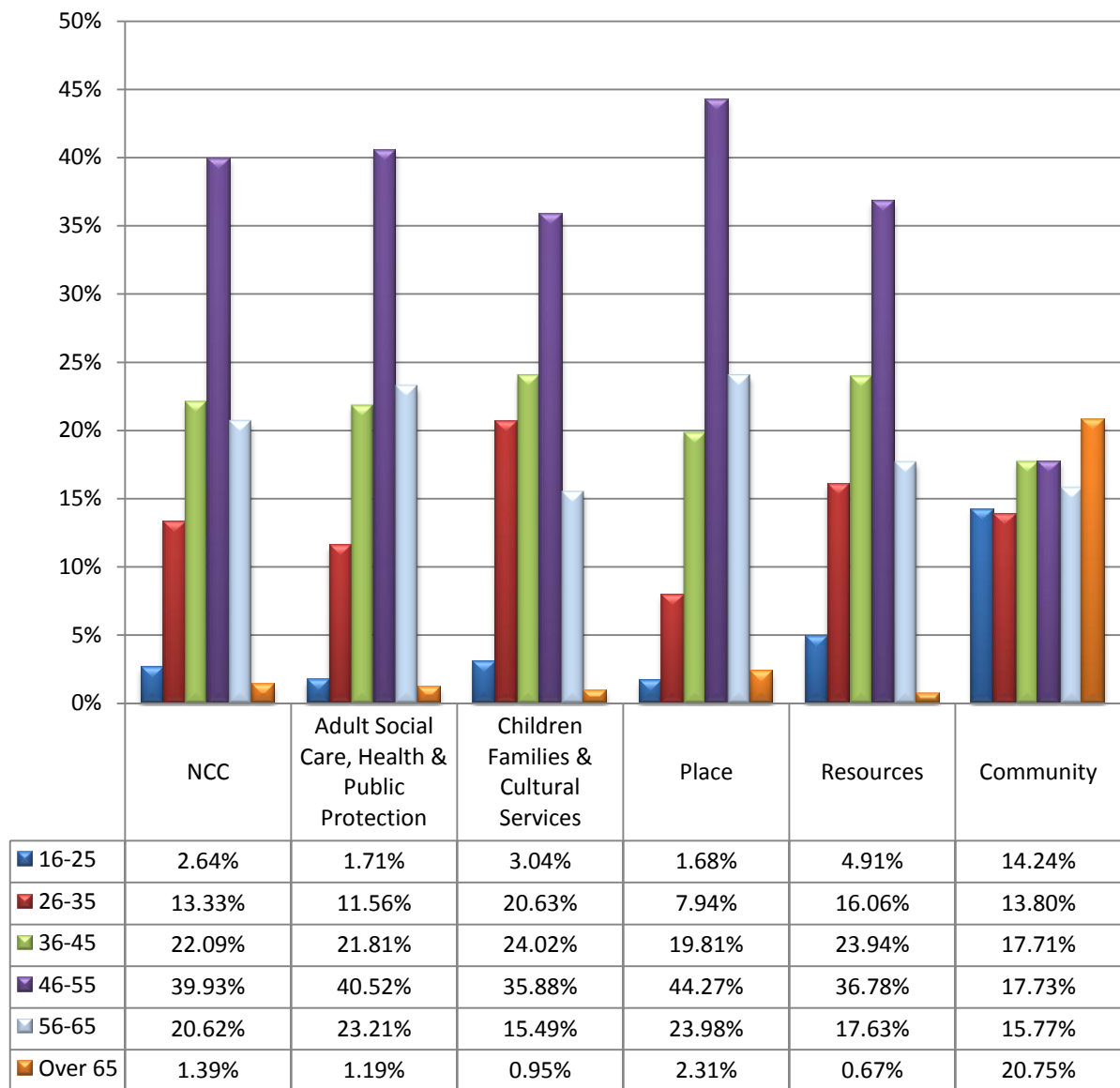


Data is not available for the community comparative, as disability figures collected via the census are not based on the Equality Act (2010) definition.

Data for the LLM is based on the Equality Act (2010) and is defined as EA Core disabled, meaning - those who have a long-term disability which substantially limits their day to day activities. This matches the Council's application form definition which is used to collate data at the point of recruitment.

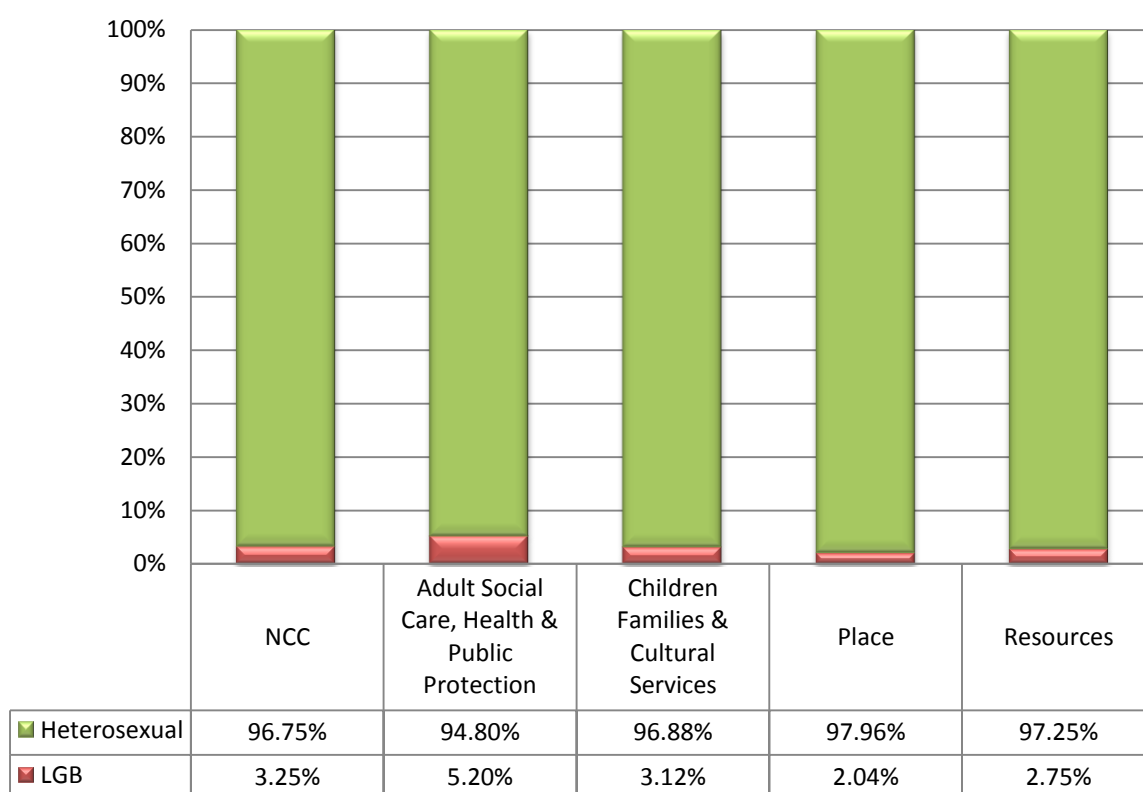
The LLM figure is considerably higher than previously published figures, based on the former DDA definition. This could be due to a number of factors, including methodology, question wording and changes in government policy (e.g. entitlement to benefits) influencing how people answer.

Chart 11. NCC Workforce by Age 2016



LLM data for age uses different age group categories so is not comparable.

Chart 12. NCC Workforce by Sexual Orientation 2016



Non-disclosures are removed when calculating %

No data was collected on sexual orientation for the LLM or 2011 census.

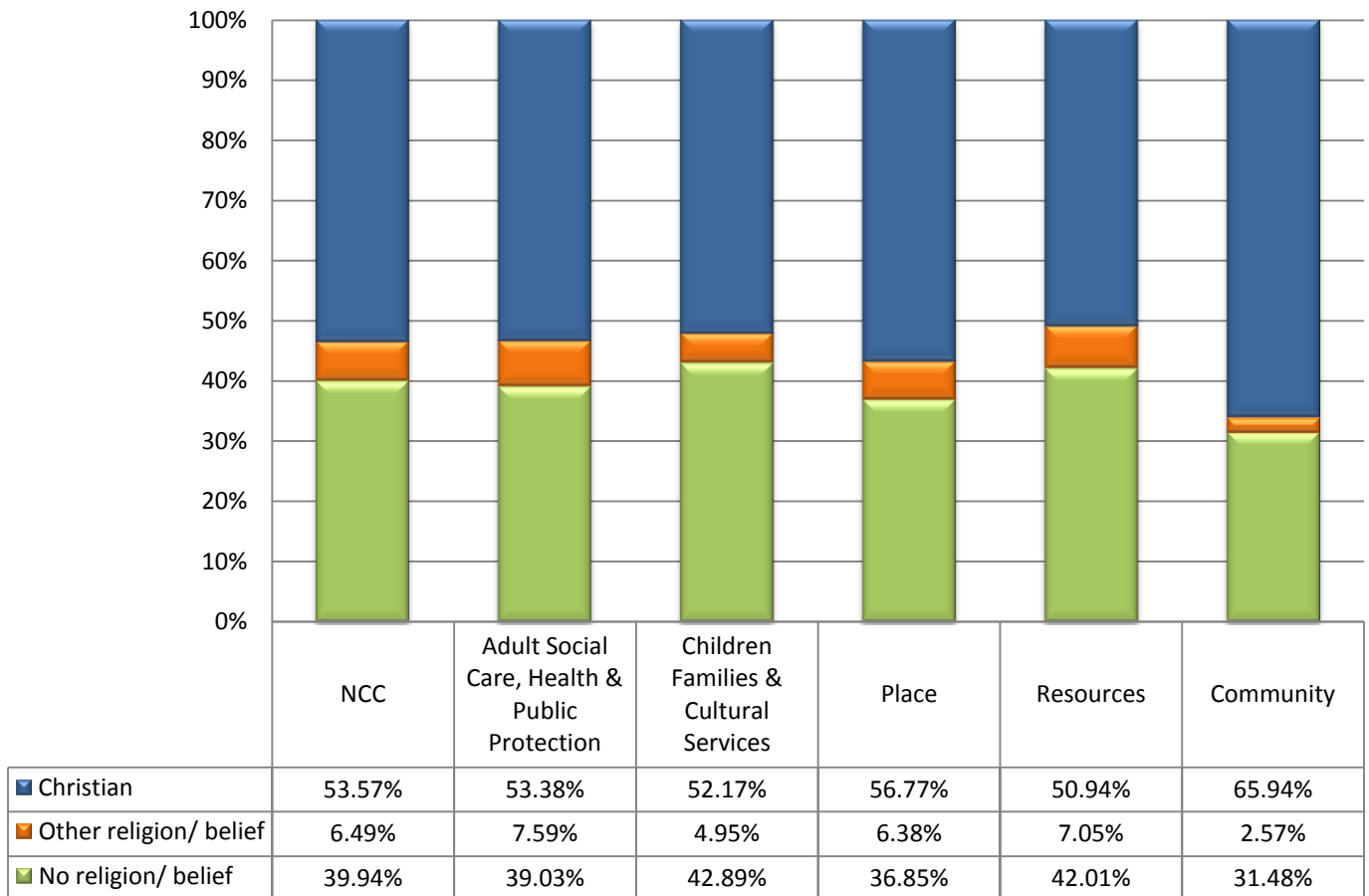
Table 3	Based on FTE
Bisexual	0.73%
Gay	1.18%
Heterosexual/ straight	96.77%
Lesbian	1.31%
Disclosure rate	52.86%

Non-disclosures removed when calculating %

The relatively low disclosure rate for LGB is likely to impact on the quality of this data.

No data was collected on religion for the LLM. The chart below groups all religions/beliefs other than Christian, together. However, these are broken down in the table that follows.

Chart 13. NCC Workforce by Religion/Belief 2016



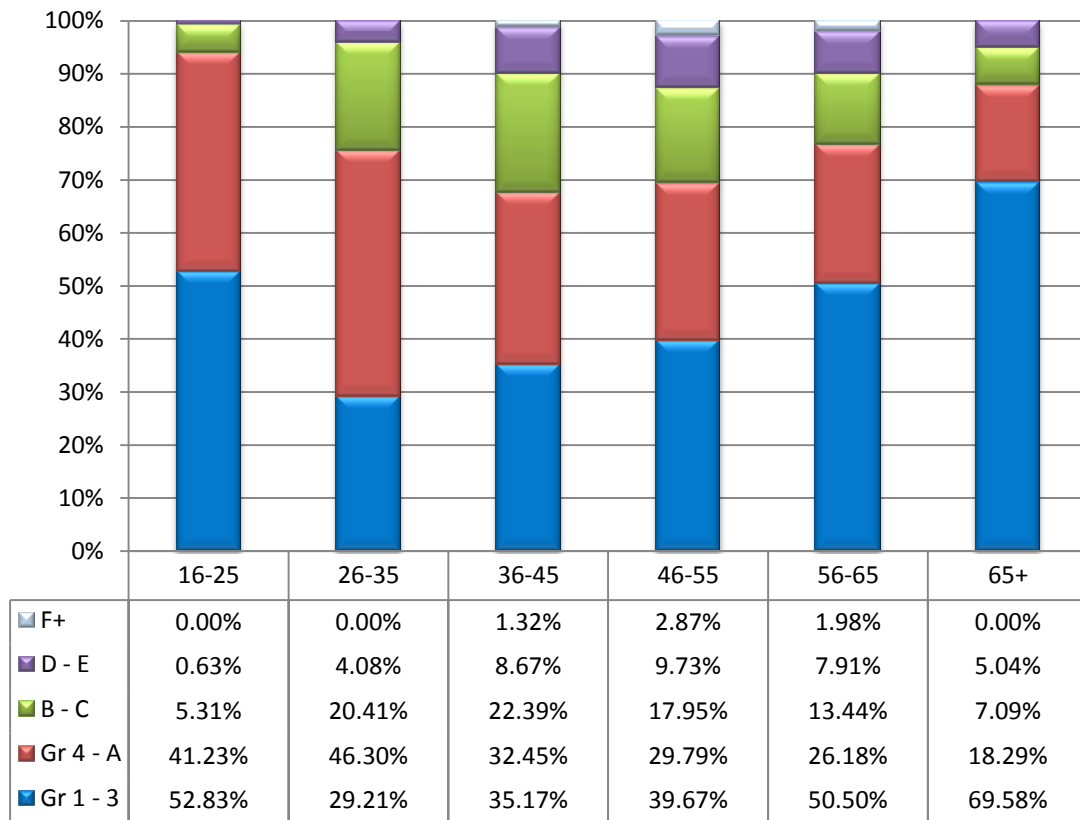
Non-disclosures are removed when calculating %

Table 4		
	Directly employed	Community
Buddhist	1.52%	0.25%
Christian	53.57%	65.94%
Hindu	0.59%	0.48%
Jewish	0.09%	0.1%
Muslim	0.84%	0.95%
Sikh	0.68%	0.43%
Other religion/ belief	3.22%	0.37%
No religion/ belief	39.94%	31.48%
Disclosure rate	56.9%	93.02%

Non-disclosures removed when calculating %

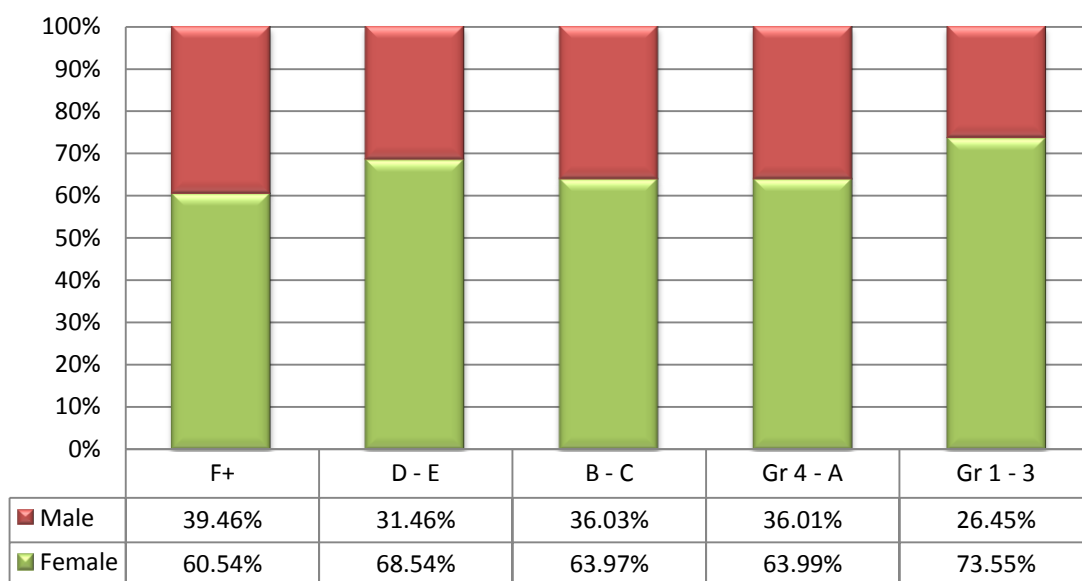
4c Profile of NCC employees by grade of post
(non declarations are excluded in all cases)

Chart 14. Age Profile by Grade 2016



All data based on FTE

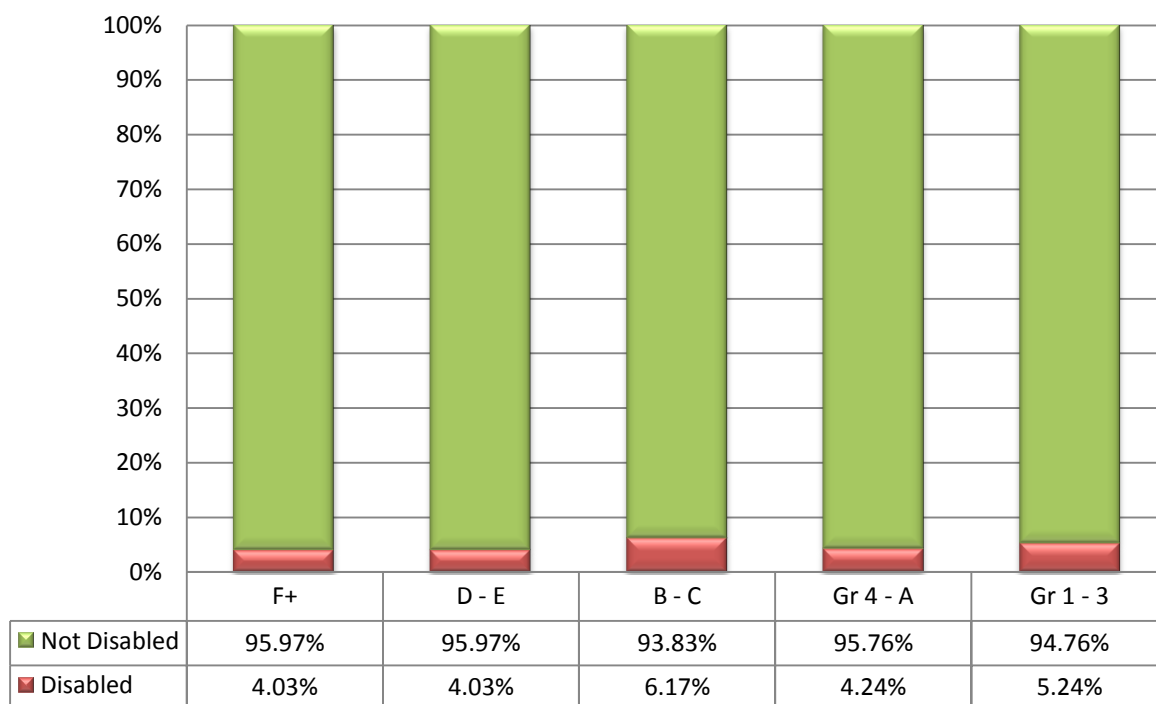
Chart 15. Gender Profile of Grades 2016



All data based on FTE

NCC gender profile is Male – 31.86%, Female – 68.14%

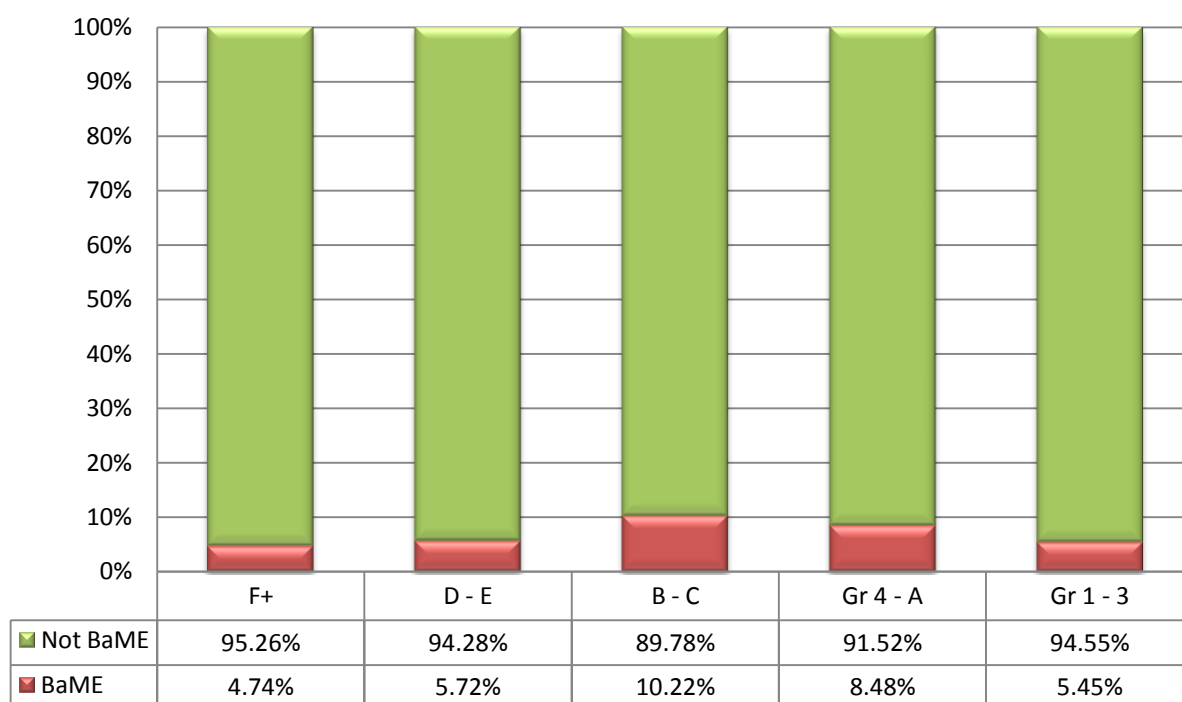
Chart 16. Disabled Profile of Grades 2016



All data based on FTE

NCC profile is Disabled – 4.97%, Not Disabled – 95.03%

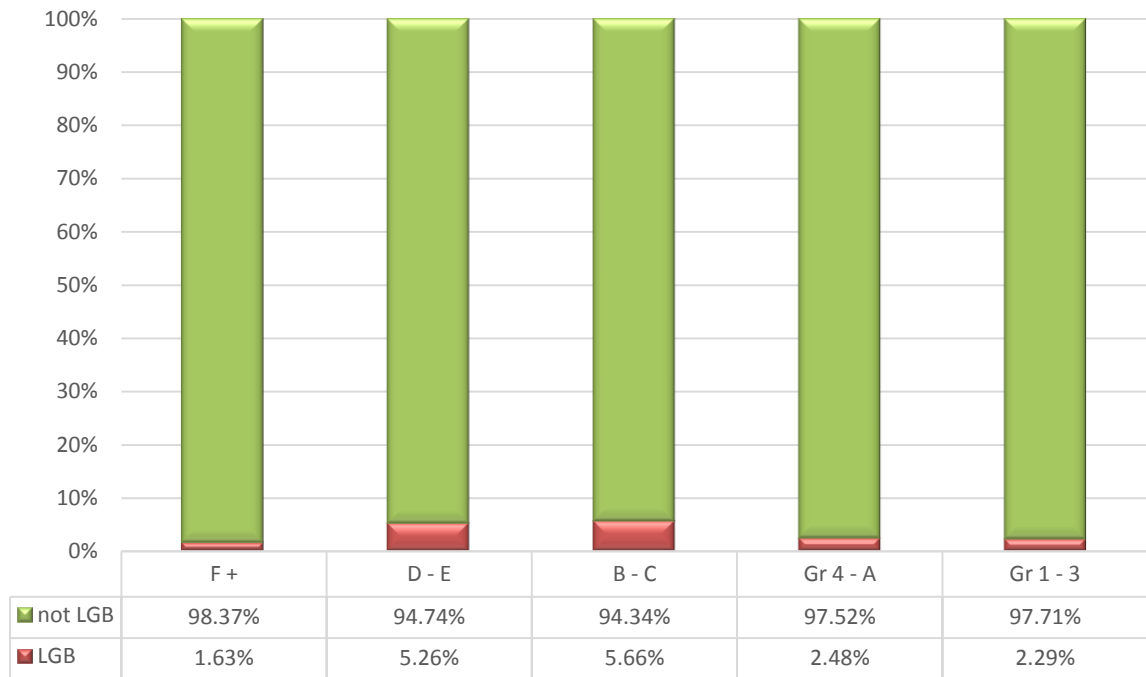
Chart 17 Ethnicity Profile of Grades 2016



All data based on FTE

NCC profile is BaME – 8.04%, Not BaME – 91.96%

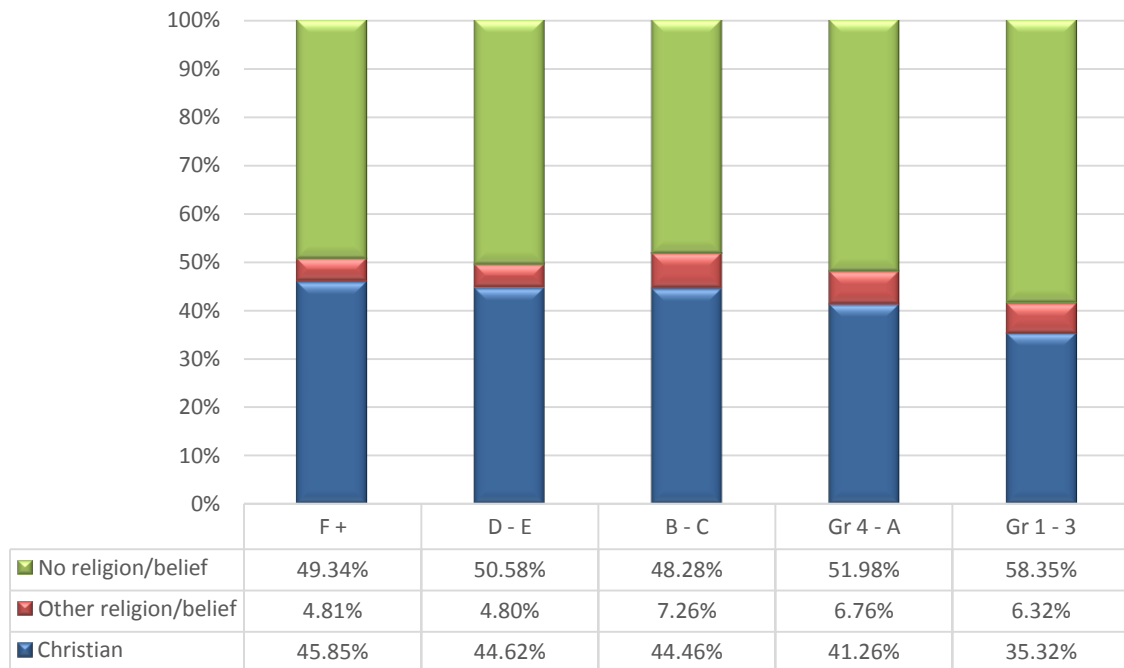
Chart 18 Sexual orientation by grades 2016



All data based on FTE

NCC profile is LGB – 3.25%, Not LGB – 96.75%

Chart 19 Religion/Belief by grade 2016



All data based on FTE

NCC profile is No Religion/Belief – 39.94%, Other Religion/Belief – 6.49%, Christian – 53.57%

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

1. This report provides the period 2 monthly performance reports for the Schools and Academies Catering and Facilities Management Services ending 31st May 2016.

Information and Advice

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

Performance Reports**School Catering**

3. The Schools Catering Service served an average 45,551 meals per day over the 2 month period representing an increase of 0.7% on the same period for 2015/16 in total meal numbers. In real terms an increase of 319 meals.
4. Overall cumulative uptake for the period is now 62.5% in primaries and 55.3% in academies/secondary schools sector. This compares to 62.8% and 52.3% in the previous year respectively.
5. Take-up of Universal Infant Free School Meals (UIFSM) for 2016/17 is currently 76.4% compared to 76.8% in the previous year. It should be noted that figures for Nottinghamshire are based on the assumption that every entitled pupil attends school every day; which in reality is very rarely the case.
6. Other pupil premium free school meals are recorded at a 74.1% take-up.
7. Catering continues to operate at Bilsthorpe Depot after the Highways transition took place. Bilsthorpe accounts closed with a profit of £400. The new contract is on a cost plus basis.
8. Initial work is already underway for the next menu change within schools catering. This launch will focus on rural and health themes. Completed hard copy menus will be made available to members when complete.

9. The Cypad Kitchen Manager project is now in its major roll out/implementation phase – all 260 primary schools will be live by the end of the July school closure which is a major achievement for the operational managers who are leading and coordinating this project. This will achieve major efficiencies for the business and streamline our internal communications capacity and effectiveness. We are also considering the feasibility of implementing the inspection capability into the building cleaning service area. Feedback from frontline catering employees has been overwhelmingly positive
10. Queen Elizabeth Academy has been retained on a 3 year contract which involves the investment of returns in a newly designed second dining area, planned to be operational in September 2016. In addition we will also lose Sutton Academy at the end of the summer term. Becket, Magnus and St Edmund Campion contracts will come to an end in July 2016.
11. A number of schools are considering the type of contract they currently have with School Catering and are looking to have individual stand alone contracts rather than the current cross-subsidised contract, especially as schools plan to transfer to academy.

Overall Performance

Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturns (£000's)
Turnover	3,273	3,230	(43)	0	20,736
Direct Costs	2,822	2,694	128	0	18,187
Indirect costs	326	282	44	0	1,690
Overhead and Support Costs	142	142	0	0	855
Net Surplus - Deficit	(17)	112	129	0	4

Meal Numbers

Meal Numbers (000's)	Budget to date	Actual	Variance
Primary - Free Meals	134	125	(9)
Primary - Paid Meals	278	288	10
Universal Infant Free Meals	523	501	(22)
Secondary & SLA	388	399	11
Specials	8	8	0
Total	1,331	1,322	(9)

Facilities Management (FM) Services

12. An external ISO 9001 audit was carried out in Building Cleaning in late April 2016. This has resulted in all minor non-conformities being closed out and no new or additional issues found. For the first time in nine years, C&FM Building Cleaning has an audit related clean bill of health reflected by zero non conformities. We are committed to building on this success across all service areas throughout 2016.

Facilities Services 2016/17 Buy-Back Update

13. It is a challenging period of time for the service as Schools/Academies and also non-school customers, review their budget positions.
14. The Landscape Services business is projected to lose approximately 9% of its turnover this year as customers consider alternatives. However, the most significant cause of turnover reduction with Landscape Services has been the result of existing customers reducing their current work schedules in order to reduce service costs plus a number of sites who are undergoing development works whereby green space maintenance has been reduced.
15. The Building Cleaning Services is projected to see its turnover reduce by approximately 6% as customers face similar challenges and consider service level reductions to meet their budgetary requirements. This service has continued to see further requests from Schools to supply their Site Management/Caretaking provision and as a result new posts have been created for a number of schools.
16. Facilities Services is therefore undergoing a review of its direct costs in order to position its financial standing, aligned to the turnover reductions.
17. This Service continues to see the development of new business through providing residential house clearances, major cleans and landscapes work to support requirements from Adult/Social Care. This area of work continues to increase and evolve with an agreed Service Level Agreement in place with Adult and Social Care. In 2015/16 this new business opportunity raised in excess of £15k and is likely to increase further in 2016/17.
18. The Service is also bidding for The Torch Academy Cleaning Contract Toothill and Birklands. (It will now exclude Meden School) and we have entered into a partnership bid arrangement with Nottingham City Council in order to try and secure this large contract. The partnership is aiming to share/pool management and support services to provide a tender of high quality and which is both competitive and achievable. We were invited by the Academy to present our joint tender on Wednesday 22nd June 2016.
19. In addition, planned savings in the FM budgets for county offices are on course to be delivered.
20. Work is also underway with the improvement programmes, smarter ways of working, and corporate business support teams to review operating regimes within county offices and in developing a service delivery model across the county office estate that is in line with the resource hub operating in both County Hall and Trent Bridge House. The most advanced stages of the project are at Lawn View House and Sir John Robinson Way. Work is underway to consolidate operational budgets.

Overall Financial Performance

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturn (£000's)
Turnover	2,260	2,231	(29)	0	13,386
Direct Costs	1,979	1,964	15	0	11,882
Indirect costs	168	160	8	0	1,006
Overhead and Support Costs	136	136	0	0	814
Net Surplus - Deficit	(22)	(28)	(6)	0	(315)

County Hall & Trent Bridge House Catering & Facilities Management

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

Riverview

- Income was up by £4K on the previous year.
- Overall food cost percentage for the year was 44.9% against 48.4% for the previous year –a favourable reduction in our cost of sales of 4.5%.
- The overall labour percentage was 51.5 % which is an improvement on the figure of 53.6% of the previous financial year.
- The first 2 periods of 2016/2017 are on target to achieve breakeven status in the current financial year.
- West Bridgford catering is also adding an additional 80 school meals per day to production.
- There was a reduction in food costs against the 2014/2015 financial year. This trend continues into the current financial year.
- We were awarded 5* status following Environmental Health Officer visit in January 2016.
- Introduction of hot items in the County Hall coffee shop venue has resulted in sales of approximately £260 - £300 per day in total. This range of products will be extended in the forthcoming months to reflect both trends and seasonality.
- The West Bridgford catering operations at both County Hall and Trent Bridge House have been awarded the Healthy Options Takeaway Award. This ensures that we are committed to offering our customers healthy food choices to takeaway with them. Please see attached awards contained in this report.

Porthole:

- New electronic signage/digital screen is planned – awaiting costs.
- Regular management/supervision taking place.
- Income is rising. We anticipate this will increase, as services relocate to Trent Bridge House.
- New internal signage is in place – further signage is to follow.

General:

- Facilities Management – County Hall now have new uniforms in keeping with their front of house presence – feedback remains positive. Customer care and intervention training has already taken place. Full Security Industry Authority training for FM staff is planned this year – subject to audit – see below.
- It is planned to extend the Cypad programme to the West Bridgford catering and FM operations in addition to its inspection and audit capability for Building Cleaning.
- Both Senior Facilities Officers will also be more visible in their front of house roles. We are also looking at the feasibility of upgrading the current CCTV system.
- Options are being appraised to reposition the seating arrangements that currently service both the Committee Rooms and the Registrars facility.
- A full improvement review is also underway in relation to personal emergency evacuation plans for all areas/floors of both County Hall and Trent Bridge House. Call Point training for Fire Marshalls and Wardens has already taken place in both buildings. This includes coordination after evacuation has taken place. This is being extended to all county offices.
- With tighter controls and additional sales, County Hall & Trent Bridge House catering ended the financial year £15K away from a break-even point. It would not be unrealistic to expect a breakeven result at the conclusion of the current financial year.

Further works underway within the West Bridgford campus include:

Emergency Lift evacuation and servicing – ensuring continuity of service.

Additional external call point's system access for communication during an evacuation to be installed at TBH and CH – AF1's completed - installation work to begin shortly.

Alternative assembly points for TBH during cricket being arranged including alternative for disabled colleagues whilst McDonalds is unavailable.

Working with Property/Arc to create a procedure for shutting off the vents if a 'white powder' incident were to occur

SIA voluntary audit being organised for County Hall (current security)

CH/CFM supporting the Breastfeeding Friendly initiative working with the Health and Wellbeing – assessment to be carried out.

Deaf-Alert system being implemented across county buildings – procedures and user guides to be produced.

- Refurbishment County Hall - scope of work
Refurbishment of the ladies WC/cloakroom to provide ladies WC facilities including accessible cubicles, first aid / baby changing room and multi-faith room.
Refurbishment of the gents WC including a new cubicle.
Both WCs will be stripped back to shell status and refurbished with:
New suspended ceilings
New laminated wall coverings
New cubicles, IPS, vanity units and radiators
New sanitary ware
New floor coverings
New lighting and electrical installation

Programme

11th & 12th June - access enabling works through the CLASP block link corridor.

20th June - take procession of the STEPS car park and hand back the lower car park where the compound had been relocated.

Monday 27th June commence ladies WC refurbishment for 7 week duration subject to County Hall issues. 12 week programme in total and to be clear of site by the 19th September 2016.

County Hall issues

Brook Farm shop has been relocated and is operating as usual close to the main reception area.

Liberal Dem office behind ladies WC will be occupied.

Unisex accessible WC to be kept operational at all times, Operations to investigate service feeds for hot and cold water.

Contractors to be aware of general public attendance for the registrar service and contractors are to be respectful of this.

Access through the link corridor should minimise risk.

Training and Development

22. Training over 2500 employees dispersed over 400 operational units throughout the county remains both a priority and a challenge. The electronic Kitchen Manager project (Cypad) is now being rolled out, initially in Primary School kitchens and will facilitate our training requirement in time across all school kitchens. It also has the ability to encompass our inspection and audit requirements with report capability sent directly and electronically to the customer.

23. There are a number of ongoing training modules and courses which cover areas such as safeguarding children, food safety, control of substances, FM services, health and safety, asbestos awareness and Prevent. Our core training activity is listed below and represents a positive start.

Facilities Management Training for April and May 2016

Training Delivered	No of employees trained
Buffer use	3
General H&S	15
COSHH	48
Cleaning Equipment	11
Fire Safety Awareness	22
General cleaning (all levels)	38
Machine Use	20
Manual Handling	51
Premises Management	13
Sealing and Stripping floors	1
Slips Trips and falls	49
Step Ladder Training	7
Toilet Cleaning	48
Total	326

Catering Training for April and May 2016

Training Delivered	No of employees trained
Allergen Awareness	11
Food Safety Level 2	66
Food Safety Level3	24
Health & Safety Level 2	56
Induction (Safeguarding, Fire Awareness, COSHH,	28
Kitchen Manager	80
Manual Handling Refresher Training	20
Total	285

24. The services continue to achieve ISO 9001 and OHSAS 18001 accreditations. This is currently receiving particular focus from C&FM into 2016 with full senior management support. We are currently exploring the feasibility of having only one accreditation body across CFM.
25. The Schools Catering Service has retained its Food for Life Partnership – Gold.
26. The City/County joint tendering project continues with colleagues at Nottingham City for one academy chain only and is specific to the building cleaning service area.
27. Asbestos awareness sessions are also scheduled for CFM management and Business Support colleagues from May – July 2016.
28. C&FM managers have now attended the BSC e-recruitment workshops during February 2016 and are now utilising this functionality in recruitment which is being supported by the C&FM business support colleagues.
29. All C&FM managers now have the ability to work away from base via tablets. We are currently looking at current usage to ensure that we are extracting maximum value from these devices. It should be noted that management time spent at county offices – particularly Lawn View House and Trent Bridge House - has significantly reduced.

Other Options Considered

30. None – report for noting only.

Reasons for Recommendation

31. 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

32. 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

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

RECOMMENDATION

That the Committee notes the contents of this report.

Jas Hundal
Service Director
Environment, Transport & Property

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

Constitutional Comments

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

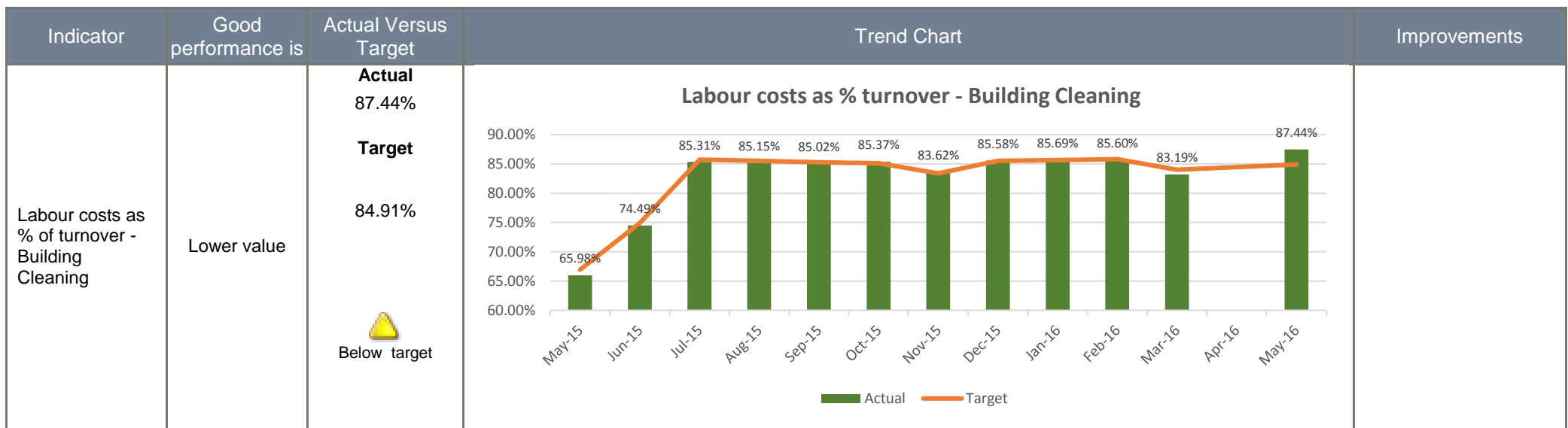
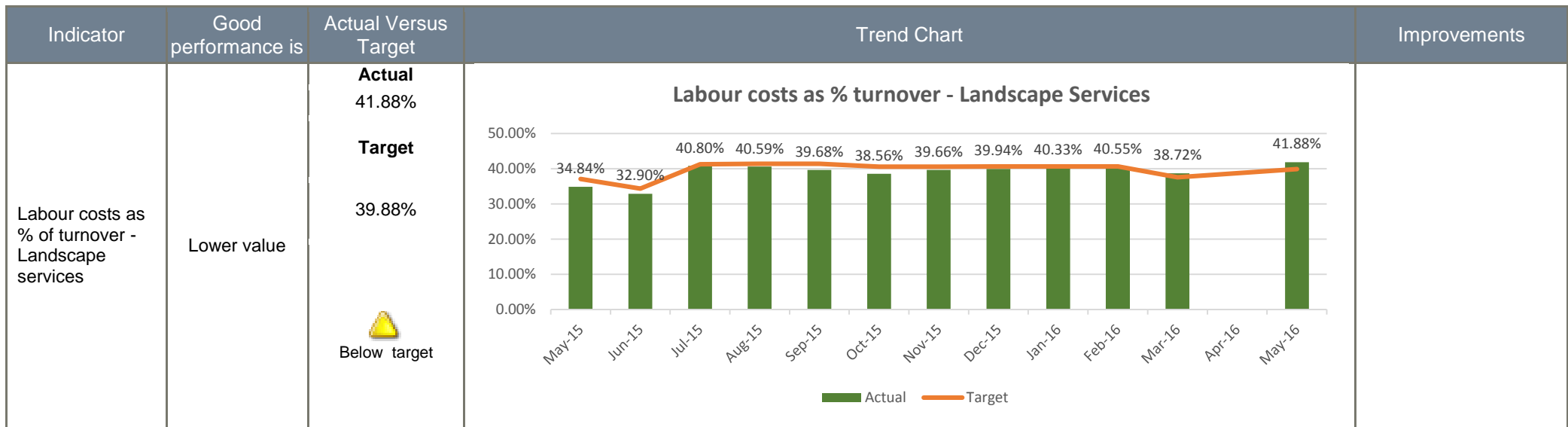
Financial Comments

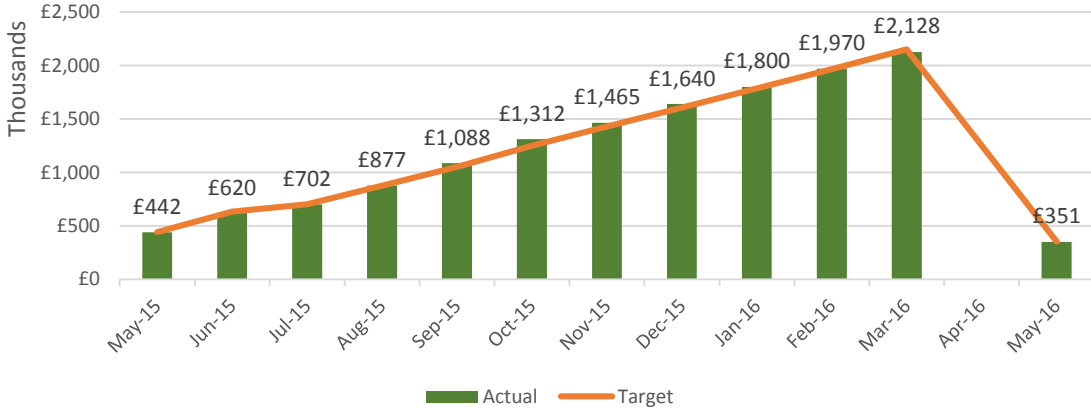

35. The financial implications are set out in the report

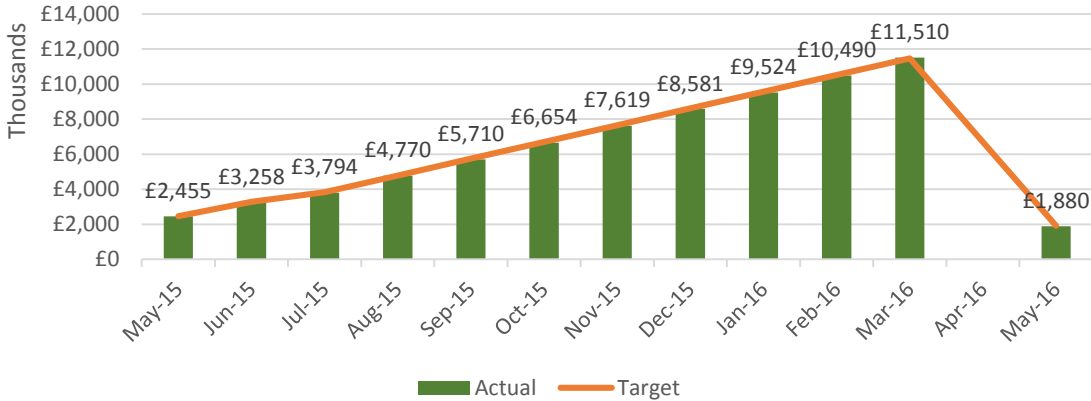

Facilities Management Performance Report Period 2 (2016-17)

Building Cleaning and Caretaking, Grounds Maintenance

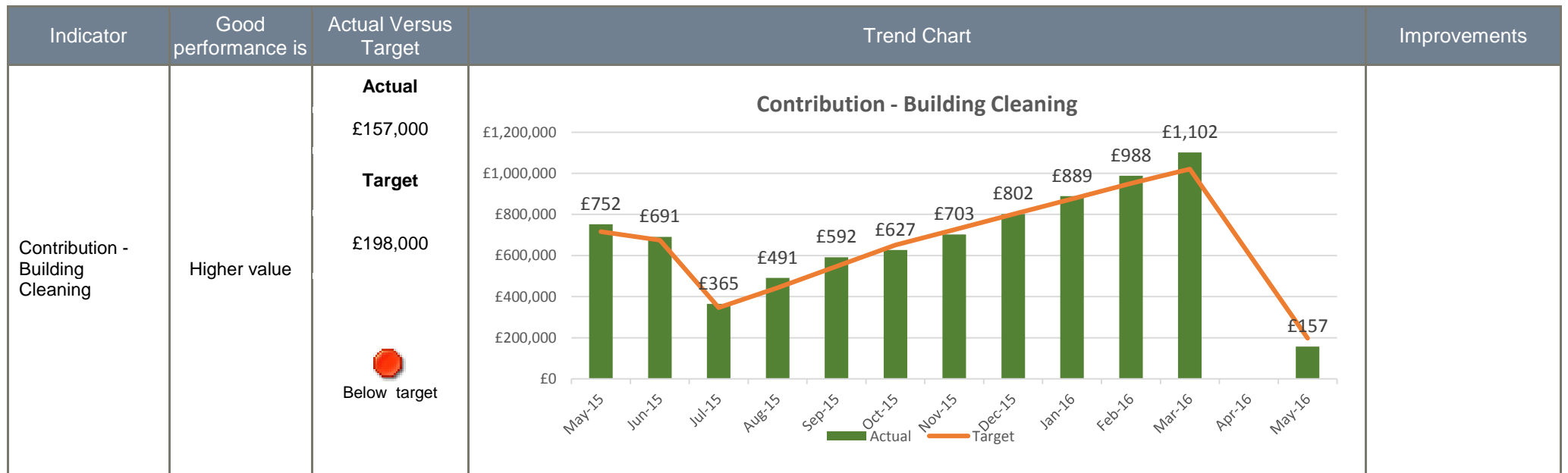
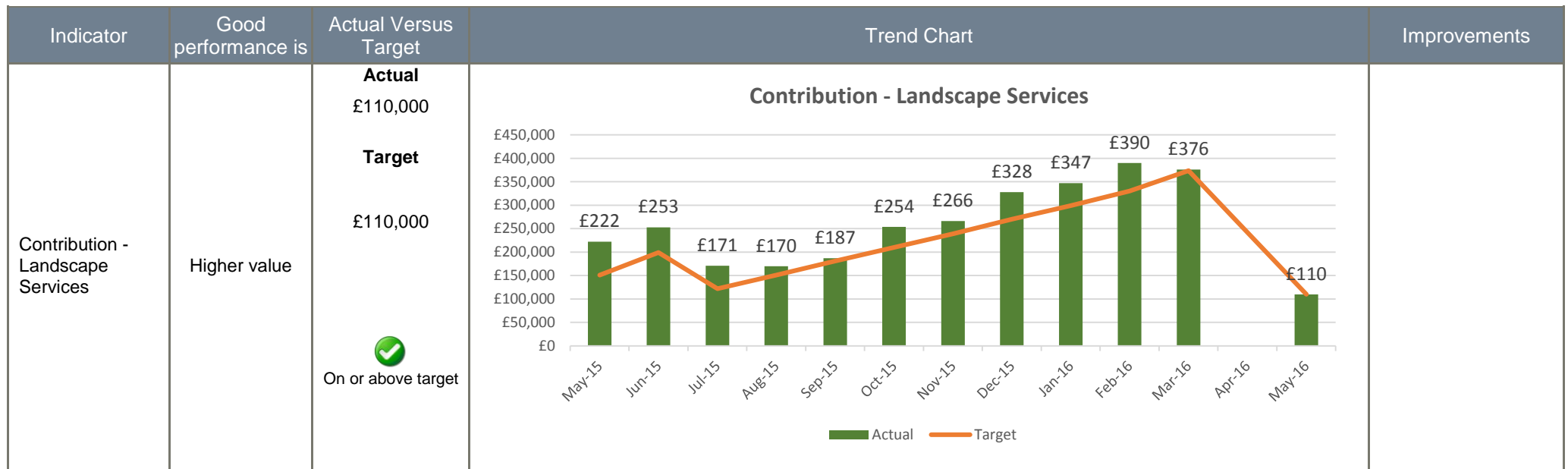
FINANCIAL



Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																										
Turnover - Landscape Services	Higher value	Actual £351,000	<h3>Turnover - Landscape Services</h3>  <table><thead><tr><th>Month</th><th>Actual (Thousands)</th><th>Target (Thousands)</th></tr></thead><tbody><tr><td>May-15</td><td>£442</td><td>£442</td></tr><tr><td>Jun-15</td><td>£620</td><td>£620</td></tr><tr><td>Jul-15</td><td>£702</td><td>£702</td></tr><tr><td>Aug-15</td><td>£877</td><td>£877</td></tr><tr><td>Sep-15</td><td>£1,088</td><td>£1,088</td></tr><tr><td>Oct-15</td><td>£1,312</td><td>£1,312</td></tr><tr><td>Nov-15</td><td>£1,465</td><td>£1,465</td></tr><tr><td>Dec-15</td><td>£1,640</td><td>£1,640</td></tr><tr><td>Jan-16</td><td>£1,800</td><td>£1,800</td></tr><tr><td>Feb-16</td><td>£1,970</td><td>£1,970</td></tr><tr><td>Mar-16</td><td>£2,128</td><td>£2,128</td></tr><tr><td>Apr-16</td><td></td><td></td></tr><tr><td>May-16</td><td>£351</td><td>£351</td></tr></tbody></table> <p>Actual Target</p>	Month	Actual (Thousands)	Target (Thousands)	May-15	£442	£442	Jun-15	£620	£620	Jul-15	£702	£702	Aug-15	£877	£877	Sep-15	£1,088	£1,088	Oct-15	£1,312	£1,312	Nov-15	£1,465	£1,465	Dec-15	£1,640	£1,640	Jan-16	£1,800	£1,800	Feb-16	£1,970	£1,970	Mar-16	£2,128	£2,128	Apr-16			May-16	£351	£351	
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Oct-15	£6,654	£6,654																																												
Nov-15	£7,619	£7,619																																												
Dec-15	£8,581	£8,581																																												
Jan-16	£9,524	£9,524																																												
Feb-16	£10,490	£10,490																																												
Mar-16	£11,510	£11,510																																												
Apr-16																																														
May-16	£1,880	£1,880																																												
		Target £1,909,000  On or above target																																												

Page 66 of 86



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

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

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

EXTERNALLY ASSESSED QUALITY STANDARDS


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

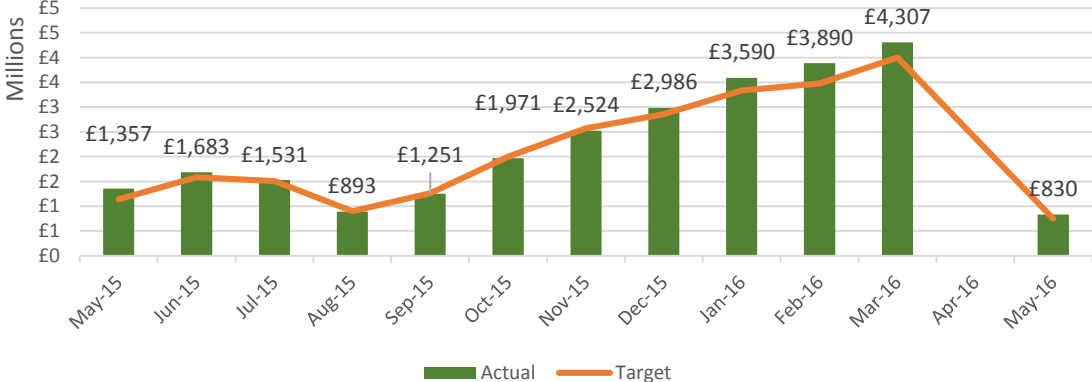

FINANCIAL – West Bridgford Campus; Catering West Bridgford

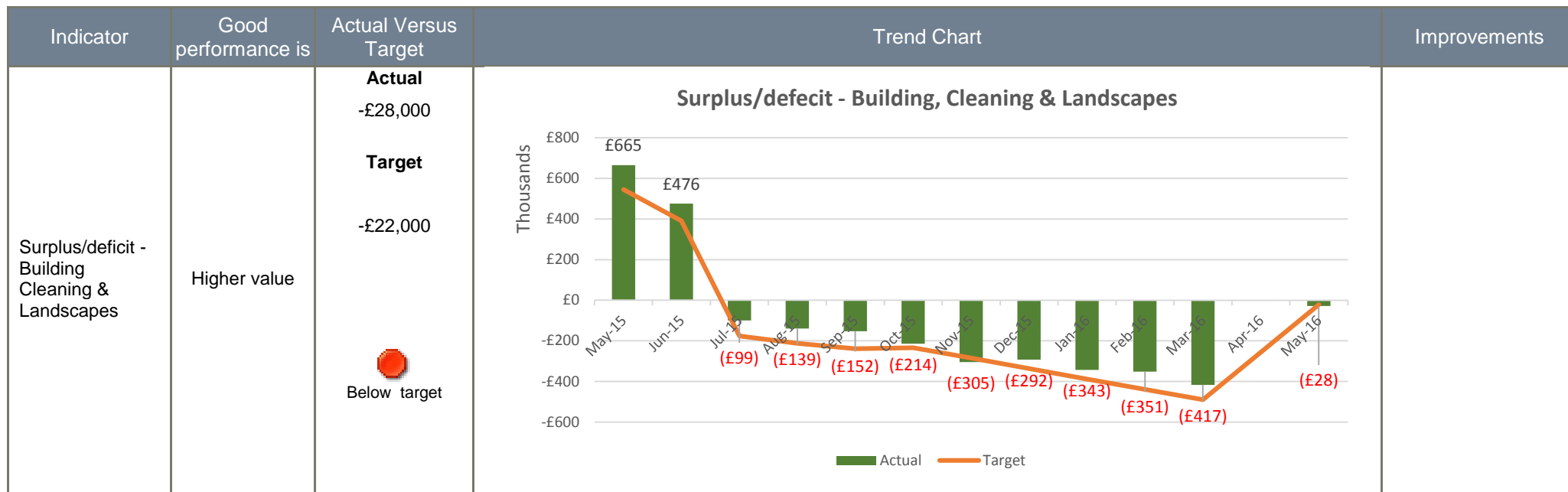
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																										
Labour costs as % of turnover - West Bridgford Campus Catering	Lower value	<div><div>Actual</div><div>53.25%</div><div>Target</div><div>56.55%</div><div></div><div>On or above target</div></div>	<div><div>Labour Costs as % of Turnover - West Bridgford Campus Catering</div><table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>May-15</td><td>61.50%</td><td>58.00%</td></tr><tr><td>Jun-15</td><td>55.93%</td><td>53.00%</td></tr><tr><td>Jul-15</td><td>52.54%</td><td>51.00%</td></tr><tr><td>Aug-15</td><td>59.83%</td><td>54.00%</td></tr><tr><td>Sep-15</td><td>56.71%</td><td>53.00%</td></tr><tr><td>Oct-15</td><td>54.00%</td><td>54.00%</td></tr><tr><td>Nov-15</td><td>51.90%</td><td>53.00%</td></tr><tr><td>Dec-15</td><td>51.97%</td><td>52.00%</td></tr><tr><td>Jan-16</td><td>52.58%</td><td>51.50%</td></tr><tr><td>Feb-16</td><td>52.36%</td><td>51.00%</td></tr><tr><td>Mar-16</td><td>51.52%</td><td>50.50%</td></tr><tr><td>Apr-16</td><td></td><td>52.00%</td></tr><tr><td>May-16</td><td>53.25%</td><td>55.00%</td></tr></tbody></table></div>	Month	Actual (%)	Target (%)	May-15	61.50%	58.00%	Jun-15	55.93%	53.00%	Jul-15	52.54%	51.00%	Aug-15	59.83%	54.00%	Sep-15	56.71%	53.00%	Oct-15	54.00%	54.00%	Nov-15	51.90%	53.00%	Dec-15	51.97%	52.00%	Jan-16	52.58%	51.50%	Feb-16	52.36%	51.00%	Mar-16	51.52%	50.50%	Apr-16		52.00%	May-16	53.25%	55.00%	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																										
Food costs as % of turnover - West Bridgford Campus Catering	Lower value	<div><div>Actual</div><div>42.28%</div><div>Target</div><div>44.63%</div><div></div><div>On or above target</div></div>	<div><div>Food Costs as % of Turnover - West Bridgford Campus Catering</div><table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>May-15</td><td>45.13%</td><td>43.00%</td></tr><tr><td>Jun-15</td><td>41.15%</td><td>43.00%</td></tr><tr><td>Jul-15</td><td>44.27%</td><td>43.00%</td></tr><tr><td>Aug-15</td><td>46.54%</td><td>43.00%</td></tr><tr><td>Sep-15</td><td>46.94%</td><td>43.00%</td></tr><tr><td>Oct-15</td><td>47.96%</td><td>45.00%</td></tr><tr><td>Nov-15</td><td>44.19%</td><td>45.00%</td></tr><tr><td>Dec-15</td><td>43.45%</td><td>45.00%</td></tr><tr><td>Jan-16</td><td>42.49%</td><td>45.00%</td></tr><tr><td>Feb-16</td><td>42.65%</td><td>45.00%</td></tr><tr><td>Mar-16</td><td>44.86%</td><td>45.00%</td></tr><tr><td>Apr-16</td><td></td><td>44.50%</td></tr><tr><td>May-16</td><td>42.28%</td><td>44.00%</td></tr></tbody></table></div>	Month	Actual (%)	Target (%)	May-15	45.13%	43.00%	Jun-15	41.15%	43.00%	Jul-15	44.27%	43.00%	Aug-15	46.54%	43.00%	Sep-15	46.94%	43.00%	Oct-15	47.96%	45.00%	Nov-15	44.19%	45.00%	Dec-15	43.45%	45.00%	Jan-16	42.49%	45.00%	Feb-16	42.65%	45.00%	Mar-16	44.86%	45.00%	Apr-16		44.50%	May-16	42.28%	44.00%	
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Facilities Management - Overall

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																										
Turnover - Overall Group Performance - Trading	Higher value	Actual £5,564,000	<h3>Turnover - Overall Group Performance - Trading</h3> <table border="1"><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>May-15</td><td>£6,047</td><td>£6,047</td></tr><tr><td>Jun-15</td><td>£9,061</td><td>£9,061</td></tr><tr><td>Jul-15</td><td>£11,491</td><td>£11,491</td></tr><tr><td>Aug-15</td><td>£12,857</td><td>£12,857</td></tr><tr><td>Sep-15</td><td>£15,886</td><td>£15,886</td></tr><tr><td>Oct-15</td><td>£19,289</td><td>£19,289</td></tr><tr><td>Nov-15</td><td>£22,676</td><td>£22,676</td></tr><tr><td>Dec-15</td><td>£25,632</td><td>£25,632</td></tr><tr><td>Jan-16</td><td>£28,916</td><td>£28,916</td></tr><tr><td>Feb-16</td><td>£31,762</td><td>£31,762</td></tr><tr><td>Mar-16</td><td>£35,499</td><td>£35,499</td></tr><tr><td>Apr-16</td><td></td><td></td></tr><tr><td>May-16</td><td>£5,564</td><td></td></tr></tbody></table>	Month	Actual (Millions)	Target (Millions)	May-15	£6,047	£6,047	Jun-15	£9,061	£9,061	Jul-15	£11,491	£11,491	Aug-15	£12,857	£12,857	Sep-15	£15,886	£15,886	Oct-15	£19,289	£19,289	Nov-15	£22,676	£22,676	Dec-15	£25,632	£25,632	Jan-16	£28,916	£28,916	Feb-16	£31,762	£31,762	Mar-16	£35,499	£35,499	Apr-16			May-16	£5,564		
		Month		Actual (Millions)	Target (Millions)																																									
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																										
Contribution - Overall Group Performance- Trading	Higher value	Actual £830,000	<h3>Contribution - Overall Group Performance - Trading</h3>  <table><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>May-15</td><td>£1,357</td><td>£1,357</td></tr><tr><td>Jun-15</td><td>£1,683</td><td>£1,683</td></tr><tr><td>Jul-15</td><td>£1,531</td><td>£1,531</td></tr><tr><td>Aug-15</td><td>£893</td><td>£893</td></tr><tr><td>Sep-15</td><td>£1,251</td><td>£1,251</td></tr><tr><td>Oct-15</td><td>£1,971</td><td>£1,971</td></tr><tr><td>Nov-15</td><td>£2,524</td><td>£2,524</td></tr><tr><td>Dec-15</td><td>£2,986</td><td>£2,986</td></tr><tr><td>Jan-16</td><td>£3,590</td><td>£3,590</td></tr><tr><td>Feb-16</td><td>£3,890</td><td>£3,890</td></tr><tr><td>Mar-16</td><td>£4,307</td><td>£4,307</td></tr><tr><td>Apr-16</td><td></td><td></td></tr><tr><td>May-16</td><td>£830</td><td></td></tr></tbody></table>	Month	Actual (Millions)	Target (Millions)	May-15	£1,357	£1,357	Jun-15	£1,683	£1,683	Jul-15	£1,531	£1,531	Aug-15	£893	£893	Sep-15	£1,251	£1,251	Oct-15	£1,971	£1,971	Nov-15	£2,524	£2,524	Dec-15	£2,986	£2,986	Jan-16	£3,590	£3,590	Feb-16	£3,890	£3,890	Mar-16	£4,307	£4,307	Apr-16			May-16	£830		
		Month		Actual (Millions)	Target (Millions)																																									
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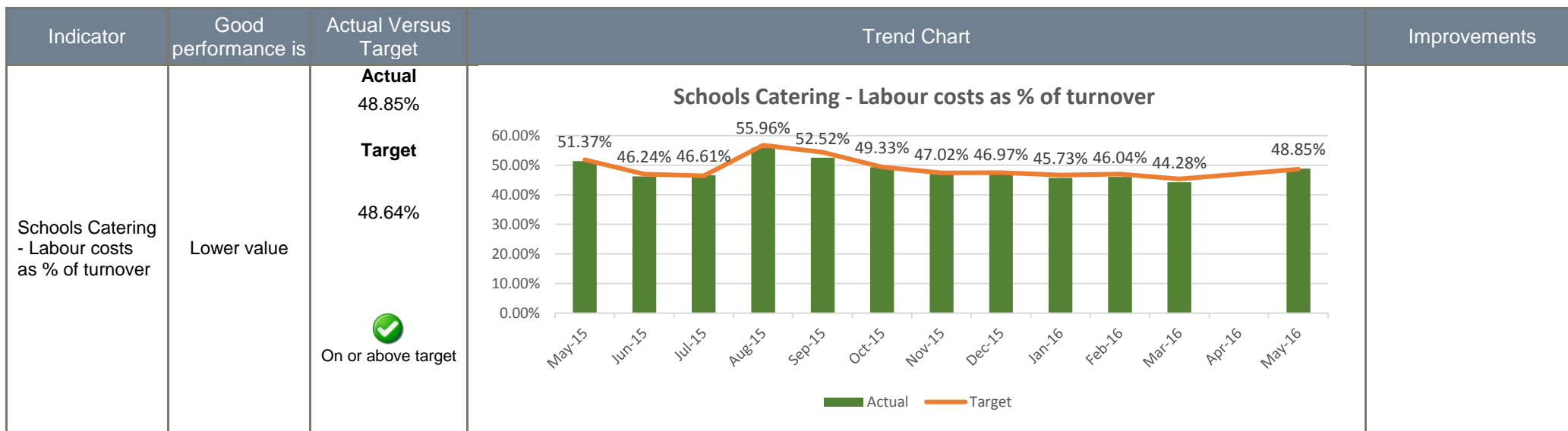
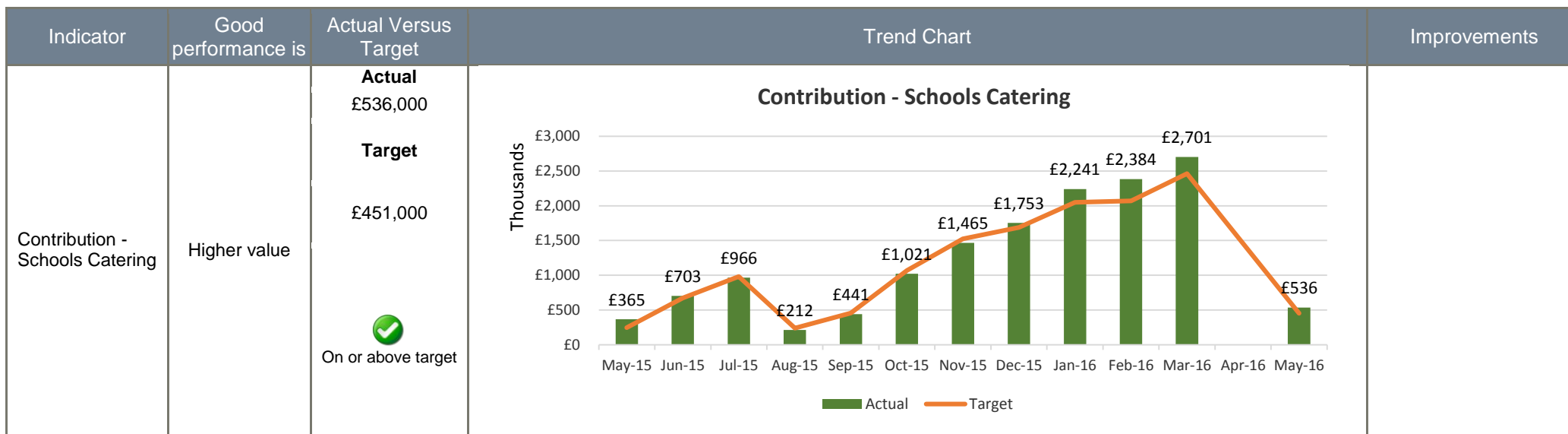
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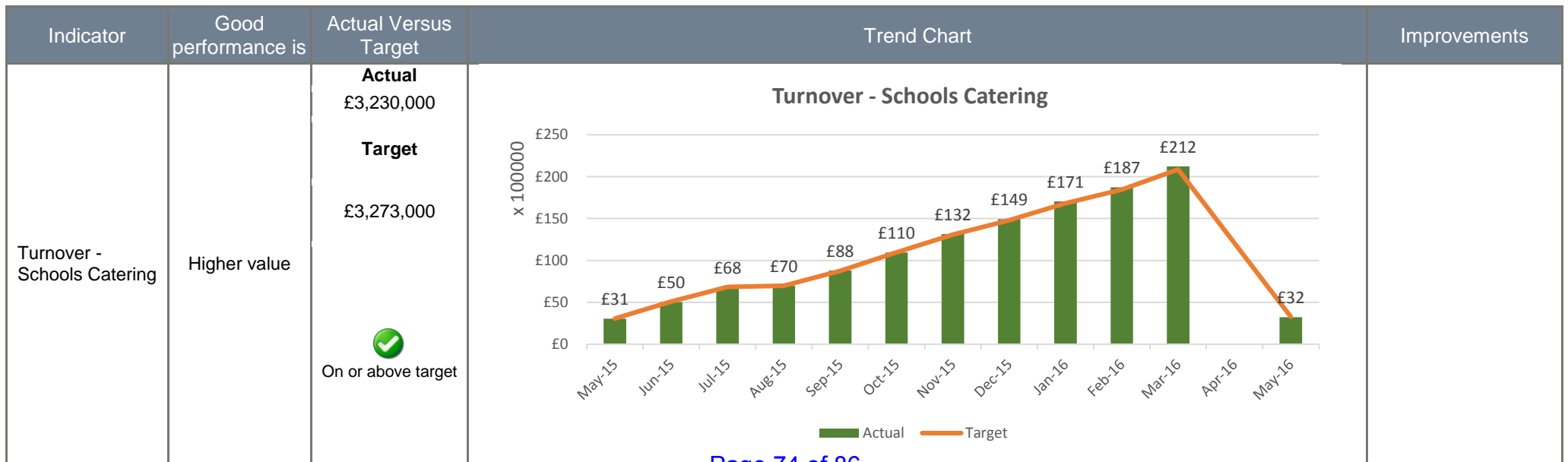
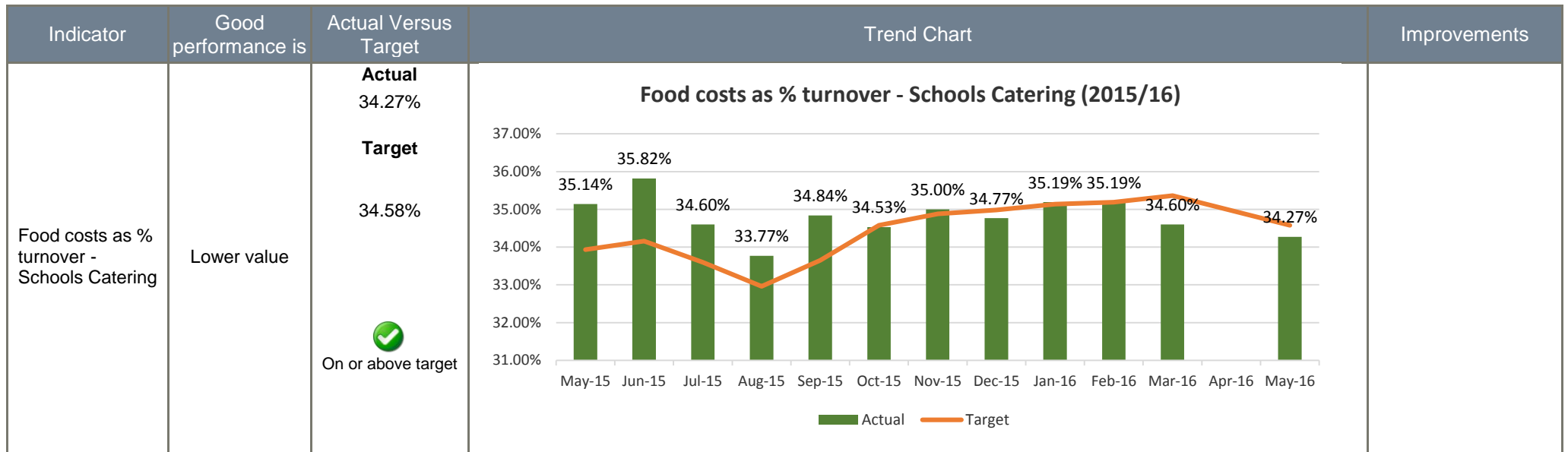
Status	Indicators
	Below target by more than 10%
	Below target by up to 10%
	On or above target
	No reported data or no target


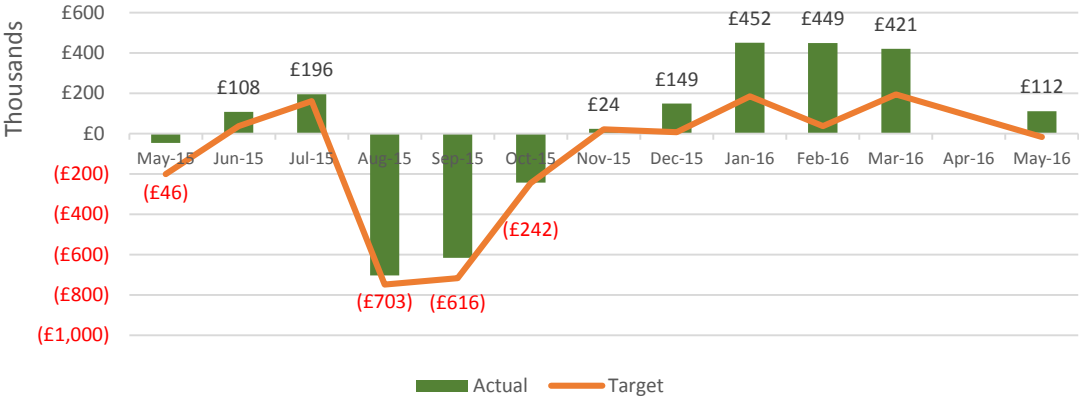
Schools and Academies Catering Performance Period 2 (2016-17)

Primary and Special Schools and Academies Catering


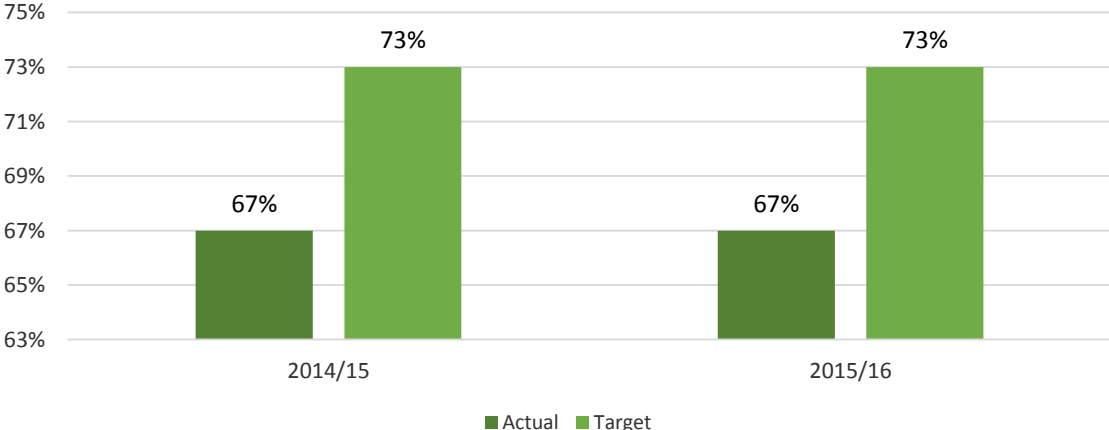
FINANCIAL






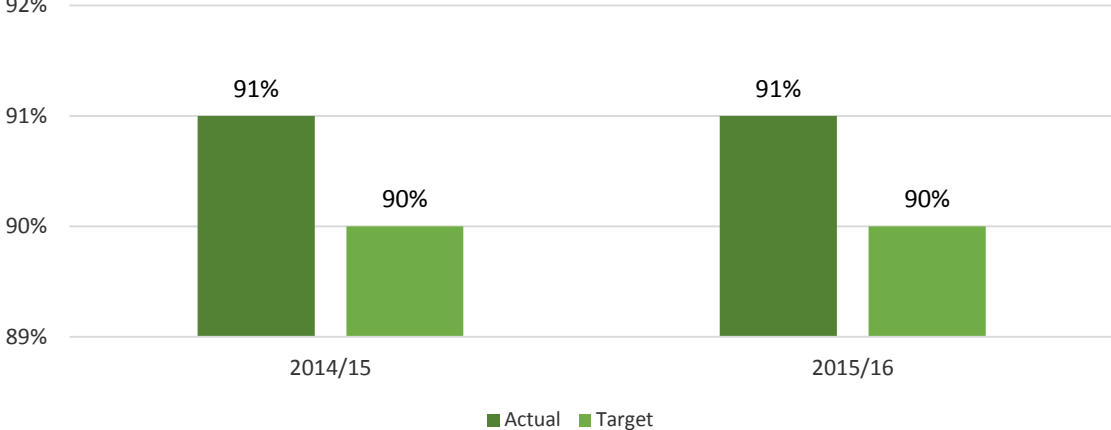
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Schools Catering	Higher value	Actual £112,000 Target -£17,000  On or above target	<p>Surplus/Deficit - Schools Catering</p> 	


Primary and Special Schools and Academies Catering PERFORMANCE

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Schools overall	Higher value	Actual 67% (Provisional) Target 73% (Provisional)  Below target	<p>Buy back Levels - Schools overall</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>





Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																										
Total Meal Take Up	Higher value	<div><div>Actual</div><div>58.80%</div><div>Target</div><div>60.00%</div><div><div></div><div>Below target</div></div></div>	<div><div>Total Meal Take up</div><div><div><div></div><div></div></div><div><div>62.00%</div><div>60.00%</div><div>58.00%</div><div>56.00%</div><div>54.00%</div><div>52.00%</div></div><div><div>May-15</div><div>Jun-15</div><div>Jul-15</div><div>Aug-15</div><div>Sep-15</div><div>Oct-15</div><div>Nov-15</div><div>Dec-15</div><div>Jan-16</div><div>Feb-16</div><div>Mar-16</div><div>Apr-16</div><div>May-16</div></div></div><table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>May-15</td><td>58.00%</td><td>60.00%</td></tr><tr><td>Jun-15</td><td>56.10%</td><td>60.00%</td></tr><tr><td>Jul-15</td><td>55.90%</td><td>60.00%</td></tr><tr><td>Aug-15</td><td>55.90%</td><td>60.00%</td></tr><tr><td>Sep-15</td><td>56.50%</td><td>60.00%</td></tr><tr><td>Oct-15</td><td>57.10%</td><td>60.00%</td></tr><tr><td>Nov-15</td><td>57.40%</td><td>60.00%</td></tr><tr><td>Dec-15</td><td>58.50%</td><td>60.00%</td></tr><tr><td>Jan-16</td><td>58.80%</td><td>60.00%</td></tr><tr><td>Feb-16</td><td>58.80%</td><td>60.00%</td></tr><tr><td>Mar-16</td><td>59.00%</td><td>60.00%</td></tr><tr><td>Apr-16</td><td>59.60%</td><td>60.00%</td></tr><tr><td>May-16</td><td>58.80%</td><td>60.00%</td></tr></tbody></table><div><div>Actual</div><div>Target</div></div></div>	Month	Actual	Target	May-15	58.00%	60.00%	Jun-15	56.10%	60.00%	Jul-15	55.90%	60.00%	Aug-15	55.90%	60.00%	Sep-15	56.50%	60.00%	Oct-15	57.10%	60.00%	Nov-15	57.40%	60.00%	Dec-15	58.50%	60.00%	Jan-16	58.80%	60.00%	Feb-16	58.80%	60.00%	Mar-16	59.00%	60.00%	Apr-16	59.60%	60.00%	May-16	58.80%	60.00%	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																										
Free meal take up	Higher value	<div><div>Actual</div><div>74.10%</div><div>Target</div><div>76.00%</div><div><div></div><div>Below target</div></div></div>	<div><div>Free Meal Take up</div><div><div><div></div><div></div></div><div><div>77%</div><div>76%</div><div>75%</div><div>74%</div><div>73%</div><div>72%</div><div>71%</div><div>70%</div><div>69%</div><div>68%</div></div><div><div>May-15</div><div>Jun-15</div><div>Jul-15</div><div>Aug-15</div><div>Sep-15</div><div>Oct-15</div><div>Nov-15</div><div>Dec-15</div><div>Jan-16</div><div>Feb-16</div><div>Mar-16</div><div>Apr-16</div><div>May-16</div></div></div><table><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>May-15</td><td>70.90%</td><td>76.00%</td></tr><tr><td>Jun-15</td><td>71.90%</td><td>76.00%</td></tr><tr><td>Jul-15</td><td>71.00%</td><td>76.00%</td></tr><tr><td>Aug-15</td><td>71.00%</td><td>76.00%</td></tr><tr><td>Sep-15</td><td>71.10%</td><td>76.00%</td></tr><tr><td>Oct-15</td><td>74.30%</td><td>76.00%</td></tr><tr><td>Nov-15</td><td>74.40%</td><td>76.00%</td></tr><tr><td>Dec-15</td><td>75.10%</td><td>76.00%</td></tr><tr><td>Jan-16</td><td>75.00%</td><td>76.00%</td></tr><tr><td>Feb-16</td><td>74.80%</td><td>76.00%</td></tr><tr><td>Mar-16</td><td>74.90%</td><td>76.00%</td></tr><tr><td>Apr-16</td><td>75.50%</td><td>76.00%</td></tr><tr><td>May-16</td><td>74.10%</td><td>76.00%</td></tr></tbody></table><div><div>Actual</div><div>Target</div></div></div>	Month	Actual	Target	May-15	70.90%	76.00%	Jun-15	71.90%	76.00%	Jul-15	71.00%	76.00%	Aug-15	71.00%	76.00%	Sep-15	71.10%	76.00%	Oct-15	74.30%	76.00%	Nov-15	74.40%	76.00%	Dec-15	75.10%	76.00%	Jan-16	75.00%	76.00%	Feb-16	74.80%	76.00%	Mar-16	74.90%	76.00%	Apr-16	75.50%	76.00%	May-16	74.10%	76.00%	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buyback levels – Primary and Special Schools	Higher value	<div><div>Actual</div><div>91%</div><div>Target</div><div>90%</div><div></div><div>On or above target</div></div>	<div><div><div>Buy back Levels - Primary and Special Schools</div><table><thead><tr><th>Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2014/15</td><td>91%</td><td>90%</td></tr><tr><td>2015/16</td><td>91%</td><td>90%</td></tr></tbody></table></div><div><div>Actual</div><div>Target</div></div></div>	Year	Actual	Target	2014/15	91%	90%	2015/16	91%	90%	
Year	Actual	Target											
2014/15	91%	90%											
2015/16	91%	90%											

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buyback levels – Secondary's and Academies	Higher value	<div><div>Actual</div><div>61%</div><div>Target</div><div>56%</div><div></div><div>On or above target</div></div>	<div><div><div>Buy back Levels - Secondaries and Academies</div><div><div><div>62%</div><div>60%</div><div>58%</div><div>56%</div><div>54%</div><div>52%</div></div><div><div><div>61%</div><div>56%</div></div><div><div>61%</div><div>56%</div></div></div><div><div>2014/15</div><div>2015/16</div></div><div><div>Actual</div><div>Target</div></div></div></div></div>	

Key symbols table:

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



We have been awarded
a HOT (Healthier Options
Takeaway) Merit.

We are committed to ensuring that healthy food options are available and have looked at our menu and cooking methods to provide a healthier choice for you.

Ask us about the changes we've made, we can also suggest options to help you make healthier choices.

Enjoy a takeaway as part of a healthy eating plan, but like all things, you need to do it in moderation.

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has been awarded a HOT
(Healthier Options Takeaway) Merit by

RUSHCLIFFE BOROUGH COUNCIL

Healthy food options are available at this
establishment – helping customers to make
healthier choices when eating out.

Signature: *John Kemp*

Date: *15 June 2016*

In partnership with



STAFF RESTAURANT - COUNTY HALL

has been awarded a HOT
(Healthier Options Takeaway) Merit by

RUSHCLIFFE BOROUGH COUNCIL

Healthy food options are available at this
establishment – helping customers to make
healthier choices when eating out.

Signature:

John Kemp

Date:

15 June 2016

In partnership with



COFFEE SHOP - COUNTY HALL

has been awarded a HOT
(Healthier Options Takeaway) Merit by

RUSHCLIFFE BOROUGH COUNCIL

Healthy food options are available at this
establishment – helping customers to make
healthier choices when eating out.

Signature:

John Kemp

Date:

15 June 2016

In partnership with

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

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

Information and Advice

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director Resources

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

Constitutional Comments (HD)

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

Financial Comments (PS)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Personnel Committee Work Programme

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

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