

## **Personnel Committee**

**Monday, 11 May 2015 at 14:00**

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

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### **AGENDA**

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 18 March 2015  | 3 - 4   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Workforce Planning Information As At 31st March 2015   | 5 - 24  |
| 5 | Employee Health and Wellbeing and Sickness Absence<br>Performance Update as at 31st March 2015   | 25 - 48 |
| 6 | School Customer Survey Results - Catering & Facilities<br>Management Services  | 49 - 56 |
| 7 | Work Programme   | 57 - 60 |

### **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:-

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Christine Marson (Tel. 0115 977 3825) or a colleague in Democratic Services prior to the meeting.

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

Meeting	PERSONNEL COMMITTEE
Date	Wednesday 18 <sup>th</sup> March 2015 (commencing at 2.00 pm)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

Sheila Place (Chairman)

Nicki Brooks (Vice Chairman)

Maureen Dobson

Darren Langton

John Ogle

A Ken Rigby

Tony Roberts MBE

Liz Yates

Yvonne Woodhead

**OFFICERS IN ATTENDANCE**

Julie Brailsford Assistant Democratic Services Officer

Gill Elder Group Manager, HR

Helen Fifoot Team Manager, Schools Catering

Brian Fitzpatrick Unison

Claire Gollin Group Manager, HR

Jas Hundal Service Director Transport, Property and Environment

Kevin McKay Group Manager, Catering &amp; Facilities Management

Martin Sleath Branch Secretary, Unison

Marje Toward Service Director, HR and Customer Service

**MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 21<sup>st</sup> January 2015, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

**APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Ken Rigby (other)

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE PERFORMANCE UPDATE**

### **RESOLVED 2015/007**

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

## **EMPLOYEE RESOURCING INFORMATION AS AT 31<sup>ST</sup> DECEMBER 2014**

### **RESOLVED 2015/008**

1. To note the updated employee resourcing information and trends contained within the report, including the use of agency staff, consultants and interims.
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 put in place to minimise the impact in respect of compulsory redundancies.

## **OPERATIONAL REPORT – SCHOOLS AND ACADEMIES CATERING SERVICE**

### **RESOLVED 2015/009**

## **WORK PROGRAMME**

### **RESOLVED 2015/010**

That the Committee's work programme be noted.

The meeting closed at 3.10pm

## **CHAIRMAN**

18<sup>TH</sup> March 2015

11<sup>th</sup> May 2015

Agenda Item: 4

**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING  
INFORMATION AS AT 31<sup>ST</sup> MARCH 2015****Purpose of the Report**

1. The purpose of this regular, quarterly report is to provide Elected Members with an updated overview of the position in relation to the County Council's directly employed workforce and trends relating to this data. This workforce information will enable the Council to effectively monitor the on-going impact of organisational change and transformation on the number and nature of its staff and assist it to plan its future staffing and skills requirements.

**Information and Advice****Background:**

2. To support the successful delivery of its *Redefining Your Council* transformation programme and enable it to become a high performing organisation which is an employer of choice, the Council will need to adopt an integrated, structured and strategic approach to its overall workforce planning. This will include:
  - talent management
  - career planning
  - succession planning
  - identification and addressing of skill gaps
  - leadership and management development
  - effective recruitment
  - effective retention.
3. Critical to this is establishing current and future staffing requirements and identifying what type of employees the organisation will need based on a prediction of key service demands and major workforce issues. The Council will need to identify its people resource needs and regularly review these to reflect changes in requirements.
4. This will necessitate equipping our people to be more flexible in working across the organisation and with partners with effective cross skills training and adopting a more systematic approach to retraining, redeployment and career

development which includes identifying horizontal, rather than vertical, opportunities.

5. These priorities will ensure that the Council has the right skills sets available in the right places in a flexible delivery model across a range of partner and other employing organisations.
6. This new organisational design model will require a flexible, mobile, workforce which is responsive to supply and demand.
7. This approach will be reflected in the Council's new Workforce Strategy for 2015-2018 which is being developed as part of the Workforce Development Programme of the Council's cross cutting transformation portfolio.

#### **Headcount:**

8. The actual County Council headcount figure for non-school based staff **as at 31<sup>st</sup> March 2015** is **8,959**. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees. Since April 2014 this represents an in year overall headcount reduction of **213** from **9,172**.
9. The trend of overall reduction in workforce numbers is due to a number of reasons including the implementation of Service Reviews and organisational re-design of the Council with resultant redundancies and transfer out of some staff, as well as natural turnover and retirement.
10. Moving forward, there may be considerable fluctuation in workforce numbers arising from the need to respond to the demands of new legislative requirements in Adult Social Care and the impact of the adoption of a range of Alternative Service Delivery Models.

#### **Vacancy Management:**

11. The majority of vacancies continue to be filled on a temporary basis under the Council's Vacancy Control Process. The intention of these arrangements is to ensure robustness and consistency of vacancy management to enable agreed post reductions to be made with the minimum number of compulsory redundancies by deleting vacant posts and providing redeployment opportunities for employees at risk of redundancy.
12. The Vacancy Control statistics in **Appendix A** reflect the period January 2015 to March 2015. During this period **408** vacancies went through the vacancy control process with the following outcomes:
  - Permanent – **171** posts
  - Fixed term – **228** posts
  - Agency workers – **8** posts
  - Deletions – **1** post

## Turnover:

13. The latest Local Government Association Workforce Survey shows that the Local Government average turnover is **11.40%**.
14. The most recently available CIPFA Value for Money benchmarking data measures turnover through leavers, excluding redundancies. Against all the County Councils in the benchmarking group the average against this indicator is **10.00%**, whilst across all local authorities who are members of the benchmarking network, it is **10.60%**.
15. When redundancies are factored in the NCC turnover rate, calculated as the mean average over the previous 12 month period, currently stands at **11.90%**, compared to **11.40%** at the previous quarter.
16. Further to discussions at the previous Personnel Committee, Elected Members requested more detailed information regarding the reasons for people leaving the organisation. The table in **Appendix B** details the reasons for leaving whole year 2014/15. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.
17. As has been previously recognised, natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other reasons and **Appendix B** gives some useful insight into the reasons people give for moving on.
18. This information provides details of the reasons given for leaving, divided into the previous four quarters. The most common reason for leaving in every quarter is “resignation” which covers employees who are successful in securing a new job including promotion either internally or externally; employees who choose to leave for family reasons including those who choose not to return after maternity leave or career break, and employees who choose to return to full time education.
19. The second highest reason for leaving is voluntary redundancy which given the activity around transformation of services within the County Council, is to be expected. The third highest reason is retirement which relates to those employees who can access their accrued pension benefits.
20. The use of this information is an important part of workforce planning and the need to understand why employees choose to leave allows us to identify whether specific actions are required. For example if employees are leaving from a particular area or profession, there may be a need to consider and review recruitment and retention strategies or investigate more closely the reasons for staff moving on.
21. Information is currently gathered on these reasons from a range of sources, including the BMS forms managers complete, exit questionnaires, leaver interviews and anecdotal information from our agency managed service

provider where in some cases people leave employment to pursue opportunities with other employers as part of a contingent workforce.

### **Redundancies:**

22. When redundancies are proposed, all reasonable mitigations are considered in order to reduce the impact of post deletions arising from service review on individuals, including vacancy control, redeployment, effective workforce planning (including retraining / reskilling), reduced working hours and, wherever possible, volunteers for redundancy are given priority consideration.
23. The following table provides an update on the confirmed number of overall redundancies during the current year, as at 31st March 2015, and also the previous financial year.

	2013/14	2014/15	Total To date	%
<b>Voluntary Redundancy</b>	134	227	361	<b>86.0%</b>
<b>Compulsory Redundancy</b>	14	45	59	<b>14.0%</b>
<b>Total:</b>			<b>420</b>	

24. As at year end 2014/15 the proportion of redundancies achieved by voluntary means had increased by **1.7 percentage points** on the previous quarter.
25. As the next stage of major organisational change begins to impact it may become increasingly difficult to achieve a majority of necessary post redundancies by voluntary means moving forward.
26. The trades unions continue to work closely with management at a corporate level through the Joint Redundancy and Redeployment Working Group to ensure that the potential to reduce the number of compulsory redundancies is fully and consistently explored and maintained.
27. The range of mitigations, including the Vacancy Control and associated redeployment search, retraining and job search support will remain in place to help manage and minimise the impact on individuals, are described below:

### **Redeployment:**

28. Every effort continues to be made to support employees at risk of redundancy by seeking redeployment into suitable alternative employment opportunities. This includes an on-line redeployment portal for employees at risk of redundancy.



29. In comparison to the number of potential compulsory redundancies during this period the number of employees redeployed now equates to a **28.5%** success rate, compared with **33.3%** at the last quarter.
30. This declining trend is an indication of the impact of ongoing organisational change and is resulting in an overall decrease in the number of posts available for redeployment along with a reduction in available job vacancies.
31. The Council aims to offer every reasonable support to engage redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into suitable alternative posts.

**Other support for employees at risk of redundancy:**

32. The Council remains actively committed to pro-actively assisting staff at risk of redundancy to remain in employment wherever possible and to support staff to respond positively to the impact of service and organisational change.
33. A dedicated intranet site offers an extensive range of on-line support and guidance covering a wide range of topics ranging from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management.
34. This support package is continually reviewed, extended and improved, in conjunction with trades union colleagues, to reflect feedback from employees and additional events are made available, on a Countywide basis, on a demand led basis. Access to the support package extends to all employees facing change at work but those at risk are prioritised.
35. The provisions continue to be well utilised, between April 2013 and March 2015, employees made **11,339** views of information and associated support guides and documents. Since its introduction in November 2013, the Council's new on-line redundancy calculator has to date received **17,176** views in total.
36. Managers are requested to facilitate access to this information, or to bring it to the attention of employees who do not routinely have access to a computer during the course of their employment. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.
37. In the period since the 1st April 2014 to 31<sup>st</sup> March 2015 a further **167** training and support sessions were offered, run in partnership with external providers including Job Centre Plus and Futures.
38. These sessions were attended by an additional **500** employees and **24** further events have been arranged onward, initially, up to September 2015, to support those employees identified as being at risk as a result of the most recent proposals

### TUPE Transfers:

39. The overall impact of staffing reductions needs to be considered in the context of fluctuations in the workforce due to the implementation of transfers of staff in and out of the authority under the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
40. As further Service Reviews are undertaken the number of TUPE transfers out arising from the implementation of agreed alternative service models may increase.
41. Since the previous quarter there has been 1 additional transfer into the authority bringing the total number during 2014/15, to 3 and it remains the case that 71 NCC staff in total have transferred out of the authority as set out in the table below:

<b>TUPE transfers 2014/15</b>	<b>In</b>	<b>Out</b>
Catering and Cleaning	1	69
ASCHPP Joint Commissioning	1	
Rampton Hospital Library		2
Community Safety Team	1	
<b>Total</b>	<b>3</b>	<b>71</b>

### Use of Agency Workers:

42. The latest quarter's figures for agency workers, consultants and interims can be found in **Appendix C**. In the latest quarter to 31<sup>st</sup> March 2015, there has been an increase of 38 agency workers overall. The majority of these are in ASCH & PP Day Services and Residential where the number has increased from 31 to 44. There has also been an increase from 64 to 70 in children's social care as set out in **Appendix D**.
43. At the previous Personnel Committee, Members requested further information on why the Council continues to use agency workers in a variety of services and locations.
44. Previous information provided has sought to explain how the effective use of agency workers can assist in reducing the number of compulsory redundancies, as has been the case with the Business Support Review and Adult Social Care, Health and Public Protection Care and Support Centres. However there are a number of other reasons why contingent workers rather than direct employees continue to be used in some areas.
45. These include securing workers with a particular skillset which is not available within the Council and which is only required for a time limited period for example investigators in Trading Standards or the SAP Payroll expert currently assisting in the Business Support Centre. In some cases there is urgent

business need for a role to be filled which does not allow for the time a full recruitment process can take.

46. Finally there are the certain service areas where there is a known shortage of experienced, qualified professionals, for example social workers in Children's Social Care. A case study describing the difficulties in this area was submitted to Personnel Committee on 21<sup>st</sup> May 2014. An updated version of this case study with some further suggestions on how the situation can be improved can be found at **Appendix D**.

### **Reasons for Recommendations**

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

### **Statutory and Policy Implications**

48. 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**

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

### **Equalities Implications**

50. The Council's Enabling Procedure and Early Retirement and Redundancy and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of the redundancy consultation and selection processes and that this is undertaken in compliance with the requirements of the Equality Act 2010.
51. Equality Impact Assessments are undertaken as appropriate as part of the Service Review process to ensure that implications of any proposed changes for service users and staff are identified and action taken to address any specific issues or disproportionate impacts on particular groups arising from the proposed changes.

52. This Committee has also received a report summarising the profile of the County Council's workforce, as at 1<sup>st</sup> April 2014, as part of an established annual reporting regime. The report highlights that despite post reductions, the representation of disabled people, people from black and ethnic minority groups and the balance of male and female employees on the workforce continues to remain fairly constant and comparable with the representation in the local community.

### **Financial Implications**

53. The range of mitigations in place help to ensure that, wherever possible, at risk staff are redeployed to suitable alternative posts thus maintaining the Council's investment in their skill development and reducing the cost of redundancy compensation payments, and, where the redundant employee is over 55 years of age, under Local Government Pension Scheme Regulations, the early release of their pension benefits.

54. The financial cost of redundancies to the Council is factored into the Medium Term Financial Strategy and actual costs are reported on an annual basis through the Statement of Accounts.

### **RECOMMENDATIONS**

It is recommended that Members note:

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

**Marjorie Toward**  
**Service Director HR and Customer Service**

**For any enquiries about this report please contact:** Claire Gollin, Group Manager HR on 0115 9773837 or [claire.gollin@nottsc.gov.uk](mailto:claire.gollin@nottsc.gov.uk)

### **Constitutional Comments (KK 24/04/15)**

55. The report is for noting only.

**Financial Comments (SES 20/04/15)**

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

**Human Resources Comments (CLG 9/04/15)**

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

**Background Papers**

Trade union side comments and appendix - Ofsted Report on Children's Social Care 2013/14

**Electoral Division(s) and Member(s) Affected**

All



**Appendix A: Outcomes from Vacancy Control Process 01.01.2015 – 31.03.2015**

<b><u>By Department:</u></b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>ASCHPP</b>	<b>78</b>	<b>115</b>	<b>20</b>	<b>93</b>	<b>1</b>	<b>1</b>
<b>CFCS</b>	<b>74</b>	<b>131</b>	<b>31</b>	<b>100</b>	<b>0</b>	<b>0</b>
<b>E&amp;R</b>	<b>118</b>	<b>137</b>	<b>112</b>	<b>20</b>	<b>5</b>	<b>0</b>
<b>PPCS</b>	<b>17</b>	<b>24</b>	<b>8</b>	<b>14</b>	<b>2</b>	<b>0</b>
<b>Public Health</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>288</b>	<b>408</b>	<b>171</b>	<b>228</b>	<b>8</b>	<b>1</b>

**By Division:**

<b>ASCHPP</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>ADVIS</b>	1	1	0	1	0	0
<b>Access and Public Protection</b>	37	57	9	46	1	1
<b>North and Mid Notts</b>	16	24	8	16	0	0
<b>South Notts</b>	8	10	1	9	0	0
<b>Bassetlaw OA</b>	1	4	0	4	0	0
<b>BGR PD</b>	1	2	0	2	0	0
<b>Broxtowe CLDT</b>	1	1	0	1	0	0
<b>Commissioning Day Services – Resi</b>	8	8	2	6	0	0
<b>MA / Ash PD Team</b>	1	1	0	1	0	0
<b>Social Care</b>	1	2	0	2	0	0
<b>YA – PD Teams</b>	1	4	0	4	0	0
<b>Younger Adults South</b>	1	1	0	1	0	0
<b>Total</b>	<b>78</b>	<b>115</b>	<b>20</b>	<b>93</b>	<b>1</b>	<b>1</b>

<b>CFCS</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Education Standards &amp; Inclusion</b>	28	36	5	31	0	0
<b>Children's Social Care</b>	34	76	26	50	0	0
<b>Youth, Families and Culture</b>	12	19	0	19	0	0
<b>Total</b>	<b>74</b>	<b>131</b>	<b>31</b>	<b>100</b>	<b>0</b>	<b>0</b>
<b>Environment &amp; Resources</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>County Supplies</b>	1	1	0	0	1	0
<b>Finance and Procurement</b>	5	8	0	8	0	0
<b>Highways</b>	21	31	22	6	3	0
<b>HR and Customer Service</b>	3	3	0	3	0	0
<b>ICT</b>	2	3	2	1	0	0
<b>Transport Property and Environment</b>	86	91	88	2	1	0
<b>Total</b>	<b>118</b>	<b>137</b>	<b>112</b>	<b>20</b>	<b>5</b>	<b>0</b>
<b>PPCS</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Communications</b>	4	4	0	4	0	0
<b>Transformation Programme</b>	2	3	1	2	0	0
<b>Corporate Strategy</b>	1	1	1	0	0	0
<b>Planning</b>	4	5	1	4	0	0
<b>Legal and Democratic Services</b>	5	9	5	2	2	0
<b>Policy, Performance and Research</b>	1	2	0	2	0	0
<b>Safer and Engaged Communities</b>	0	0	0	0	0	0
<b>Total</b>	<b>17</b>	<b>24</b>	<b>8</b>	<b>14</b>	<b>2</b>	<b>0</b>



<b>Public Health</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
	1	1	0	1	0	0
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>



## Appendix B

<b>New reason</b>	<b>April - June 2014</b>	<b>July - September 2014</b>	<b>October - December 2014</b>	<b>January - March 2015</b>
Retirement	21	34	24	18
Retirement Ill Health	11	7	8	3
Death in Service	1	0	3	0
Dismissal Conduct	3	1	2	0
Dismissal Capability including absence	3	4	7	2
Failed Probation	2	1	1	0
Mutually agreed termination	3	1	0	2
End Fixed Term Contract	28	7	6	4
Redundancy Compulsory	19	9	13	4
Redundancy Voluntary	126	49	36	16
Resignation	129	185	152	136
	346	298	252	185
<b>Average (mean) headcount over the quarter</b>	9204	9044	8993.5	<b>8967</b>



## APPENDIX C

### Agency Staff employed at 31<sup>st</sup> March 2015

Department	Agency staff	Consultants	Interims	Total
<b>PPCS</b>				
Transformation Programme		3		3
Communications Team	7			7
Legal Services	8			6
Corporate Strategy		4		4
Democratic Services				
<b>Total</b>	<b>15</b>	<b>7</b>		<b>22</b>
<b>ASCH&amp;PP</b>				
Access & Public Protection	1	1		2
North & Mid Notts	12			12
South Notts	4			4
Strategic Commissioning, Day Services and Residential	44			44
Trading Standards	10			10
<b>Total</b>	<b>71</b>	<b>1</b>		<b>72</b>
<b>CFCS</b>				
Children's Social Care	70			70
ESI			1	1
YFC	8			8
Business Support	14			14
<b>Total</b>	<b>92</b>		<b>1</b>	<b>93</b>
<b>E &amp; R</b>				
Finance				
Highways	16		8	24
HR		2	2	4
ICT	11	1		12
Procurement	1			1
Transport, Property and Environment	11	1		12
<b>Total</b>	<b>39</b>	<b>4</b>	<b>10</b>	<b>53</b>
<b>Total all Departments</b>	<b>217</b>	<b>12</b>	<b>11</b>	<b>240</b>



## Appendix D:

### Updated Case Study – Children’s Social Care

1. As reported in May 2014, there continues to be an ongoing need to use agency workers within children’s social care. This case study focusses on the requirement for experienced, qualified social workers as we do not have the same problem recruiting and retaining unqualified workers to provide cover for sickness and other short term absence within residential children’s homes. It remains the case that wherever possible relief staff rather than agency workers are used to cover this urgent, short term need.
2. Longer term placements for experienced, qualified frontline child protection social workers, team managers, Independent Reviewing Officers and Child Protection Coordinators remain in place covering for the following reason: vacancies (42) maternity leave (11) sickness (9) support for newly qualified workers (7) and suspension (1). As previously described, there is a national shortage of this group of experienced qualified social workers and competition to recruit them permanently or secure quality agency worker capacity is challenging. Agency usage is currently at 70 FTE and this figure fluctuates, having been as low as 56 and as high as 80+. An equivalent level of need has not previously been reflected in the ASCH workforce but this may change with the new requirements placed on local authorities by the Care Act and Deprivation of Liberty agenda.
3. A project has been running from November 2013 which has focussed on a strategic approach to social work recruitment and retention within children’s social care and which aimed to promote Nottinghamshire as a positive place to work and live. The primary aims of the project were to seek ways to recruit and stabilise the workforce; reduce agency spend; and to develop an effective recruitment and retention strategy. There have been 107 social workers recruited in this time although a number of these fall into the category of newly qualified and will therefore take up to two years to develop the skills and knowledge to enable them to carry a full caseload. Turnover in children’s social care remains higher than the recognised local and national rates.
4. It has become increasingly apparent that the common perception that social workers sign up with an agency whilst waiting for the “right” permanent role to come along is no longer true in this sector. There are a number of highly experienced workers who have chosen temporary placements over permanent employment, preferring to parachute into Local Authorities to improve services frequently after an adverse inspection by Ofsted.
5. There are a variety of acknowledged reasons for this including significantly enhanced rates of pay; the ability to make an immediate impact and improve the quality of social care in a particular location; a preference to have greater freedom over time at work and location; and the opportunity to work in areas and on projects for a time limited period with the aim of developing new skills and therefore enhancing career opportunities.
6. Children’s social care is engaged in a transformation programme which has implemented a Multi-Agency Safeguarding Hub and realigned teams to ensure the service is better able to meet and manage the current level of demand. This work is ongoing and future developments will include further integration of the Early Help offer.

7. A number of employers have tried to address these nationally recognised issues in various ways and these include the following although the list is not exhaustive:
- Recruitment and retention payments sometimes known as “golden hellos” and “golden handcuffs” ranging from £500 to £3000
  - Overall enhanced rates of pay which sit outside of national pay bargaining including market factor supplements
  - Re-location packages
  - Key worker housing schemes
  - Recruitment referral schemes where employees are paid a finder’s fee for introducing new recruits who are successfully appointed
  - Career breaks and sabbaticals
  - Paid travel to work time
  - Flexible contracts
  - Combining with other employers to sign a memorandum of understanding in terms of aligning agency rates
  - Consideration of geography based payments to attract and retain candidates in hard to recruit to areas.
8. In Nottinghamshire, we recognise there is a potential issue with Team Manager pay for qualified social work compared to some neighbouring authorities and we are considering options in relation to this as the ability to recruit and retain experienced and skilled managers is essential for the safe and effective operation of the service. For the wider children’s social work workforce, we have been researching how to improve our ability to retain qualified and experienced social workers once we have recruited them; including looking at what other Councils have done and the impact of this. An update on progress will be provided to Personnel Committee at a future meeting.
9. Whilst pay is clearly a key feature in attracting good quality social worker candidates and was identified as the main issue in the latest social work health check undertaken in CFCS, it is recognised that there are a number of other factors which determine whether people apply for and stay in jobs in Nottinghamshire and these include:
- Non-pay benefits
  - Training and professional development
  - Team building and development
  - Effective leadership
  - Clear career pathways and progression, including staff rotation
  - Caseloads and wider support in work including business support, IT, office space, car parking
  - Flexible working
  - Approach to resilience and health and well being
  - Supportive management.
10. Agency usage continues to be closely monitored and there is a plan in place to have a phased reduction whilst permanent recruitment continues. Qualified social workers have been provided through the managed service since 1<sup>st</sup> February 2015 with a significant reduction in the management margin and consistent contractual rates being applied. The margins paid previously ranged between £6 and £11 per hour which has now reduced to £4.50 per hour for all new assignments.



**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE****EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE  
PERFORMANCE UPDATE AS AT 31<sup>ST</sup> MARCH 2015****Purpose of the Report**

1. To inform Members about both Nottinghamshire County Council's current performance in relation to levels of sickness absence across its wider workforce and the current and planned measures being taken to improve the health and wellbeing of its direct employees, as set out in the Employee Health and Wellbeing Action Plan for 2015/18.

**Information and Advice****Background**

2. The role of the Council's Health and Wellbeing Board in promoting and improving health and wellbeing in the workplace to other local employers, extends to being a champion of good practice in employee wellbeing and engagement in its own right.
3. The Council's managers are critical to the success of this approach. Information on process, procedure and effective management of absence are available through a range of eLearning and web based materials, complemented by workshops to guide managers through more complex absence management issues. Targeted HR support and advice is also available to all managers to enable them to manage and reduce sickness absence in their service areas.
4. Sickness absence data, reasons reporting and associated trend analysis is drawn down at regular quarterly intervals from the data input by line managers into the corporate Business Management System (BMS). This report represents the position at year end out turn for 2014/15, that is **as at 31<sup>st</sup> March 2015**.
5. This information is used to inform the development of measures to ensure that, working with and through managers, the ongoing trend of improvement in attendance is maintained, and to identify additional corporate responses to further improve the health and wellbeing of the Council's workforce.
6. The aim remains to provide a psychologically healthy working environment which minimises the potential for the development of a culture of "presenteeism" by continuing to develop management capability and engaging the Council's workforce to proactively build a culture of positive mental and physical wellbeing.

7. The focus of this strategy is on:

- Promoting good health and healthy lifestyle choices
- Putting preventative workplace measures in place to avoid exposing employees to ill health wherever possible
- Early engagement to return to work and rehabilitate those who are absent due to ill health.

8. The actions being taken or planned to deliver this strategy are set out in the Council's Employee Health and Wellbeing Action Plan, an updated version of which is attached as **Appendix D** of this report.

## Benchmarking

9. The Council aspires for its performance relating to the number of days absence attributable to sickness per employee per annum to be better than the national average for comparable organisations.

10. The Chartered Institute of Personnel and Development (CIPD), latest report identifies absence levels across the whole public sector as an average **8.70 days** per employee per annum.

11. The Local Government Association (LGA) continues to report that across the whole Local Government sector the average sickness per FTE employee per annum is **8.80 days**.

12. The latest available data from all relevant national benchmark organisations for comparable Shire authorities is summarised as follows:

- The national Chartered Institute of Public Finance and Accountancy (CIPFA) data indicates average performance against all the County Councils in the benchmarking group is now **8.50 days**
- The LGA also report the average sickness per FTE employee per annum for upper tier councils only as **9.00 days**.

## Current performance

13. NCC's overall performance continues to be considerably better than the national average for the local government sector the wider public sector and the overall trend remains one of incremental improvement. Organisational transformation and the associated uncertainty arising makes it essential to retain a focus on employee wellbeing and resilience in order to sustain this progress.

14. As set out in **Appendix A** of this report, average overall reported sickness levels stood at **6.68 days** as at 31<sup>st</sup> March 2015, an improvement by a further decrease of **0.17 days** on the previous quarter of the year.

15. A sustainable performance target for 2014/15, in line with the highest performance quartile of CIPFA national benchmarking regime for local government, was agreed and set at **7.40 days** on average per employee per year by 1st April 2015. The year-end data evidences that this in year target was achieved and exceeded.

16. The Council now needs to identify and agree a revised target for 2015/16 that is stretching whilst also being both realistic and sustainable if reporting levels increase. Based on current performance, it is proposed that this is set at **7.00 days** per employee per annum by 1<sup>st</sup> April 2016.
17. The Council's performance is most influenced and impacted on by the performance of its largest direct services. The transfer out of some substantial functions within the authority into alternative service delivery models is likely to impact on the relative overall performance outcome.
18. Absence remains consistently highest in the ASCHPP department where there has been an increase of **0.03 days** on the previous quarter and this now stands at **10.99 days**.
19. The Council's sickness absence reporting continues to include schools under County Council control (excluding Academies which are independent employers) in order to enable the Council to make consistent year on year comparison to identify performance trends and to benchmark this authority's performance against other local authorities using national benchmarking data, including CIPFA, whose definitions include schools.
20. The level of reported absence in schools is currently **5.31 days** lost on average per employee.

#### **Reasons for absence:**

21. The 14 categories adopted by the Council for managers to attribute a reason for each occurrence of employee sickness absence when recording the absence on the Business Management System reflect those used by the LGA. This allows for comparison with other local authorities and national performance benchmarking.
22. Reasons for absence in NCC as at 31st March 2015 are set out in **Appendix B** of this report:
  - **Stress:**
23. Relatively high levels of stress related absence across the wider local authority sector reflect the operating environment of budget reductions and organisational change which have resulted in post reductions and increased demands on those who remain in the service. This also raises the potential for "presenteeism" to occur which needs to be identified and managed at source.
24. The LGA report the most common overall cause of all absence across the local government sector as stress, depression, anxiety, mental health and fatigue and that this comprises **21.9%** of all absence across the sector.
25. Despite an ongoing improvement from a position when stress and stress related illness constituted as much as **21%** of all recorded absence, it is currently the most prevalent cause of sickness absence in the County Council. Reported absence attributed to stress and related conditions currently stand at **17.78%** of all reported absence as indicated in **Appendix B** compared with **17.56%** at the previous quarter.

26. Feedback from the Council's 2013 Employee Survey indicated that support to employees to deal with pressure at work and to strike an effective work-life balance are areas for improvement, in particular helping individuals to handle the impact of stress, anxiety and depression more effectively.
27. It is imperative that this trend of improvement is maintained and that levels of stress and stress related illness continue to decline. This priority is reflected in the Council's Employee Health and Wellbeing Action Plan for 2015-18.
28. The Council already has a range of existing provision aimed at reducing work related stress and maintaining employees at work including:
- An established and well received employee Counselling service, delivered through an external provider "Care First"
  - The inclusion of stress management in absence management learning resources for managers
  - A wide range of flexible working provisions to help employees manage their work/life balance
  - An on-line stress audit tool, "Well Worker" which enables managers to engage with their staff to identify actual and potential stressors and action plan accordingly.
29. In addition HR Business Partners work with managers in stress hot spot areas to identify causes and solutions which might include any of the above.
30. HR are also actively working with the trade unions through the Joint Wellbeing and Attendance Management Steering Group (JWAMSG), a sub group of the Central Joint Consultation and Negotiating Panel (CJCNP), to focus on supporting staff through change.
31. This work has a particular focus on mental health awareness. Specific guidance for managers on supporting staff with mental illness to remain in and perform well at work and developing learning associated materials which are under on-going development.
- **Other reasons:**
32. The next most prevalent reason for absence across the Council remains surgical operations and post-operative recovery, although this has fallen to **16.95%** from **17.36%** at the previous quarter.
33. It is important for the purposes of accurate monitoring that, wherever possible managers attribute the reason for absence against one of the 14 categories in the BMS system. Management, reporting against the category of "Other" reasons has improved by **0.40** percentage points from **15.61%** to **15.21%** since the previous quarter. This improving trend follows a recent reminder to managers on the NCC intranet about the importance of attributing every absence against one of the reasons reporting categories.
34. Within this Council absence attributable to muscular skeletal problems now stands at **12.24%**, a decrease of **0.25** on the previous quarter. This level currently reflects the comparatively high proportion of physically demanding frontline services, where this type of health problem can be work related, which are currently provided in-house compared to the alternative service models in place in many other authorities.

### **Long term absence:**

35. The most recent LGA Workforce Survey reports the main causes of reported short term absence across all local authorities are minor illnesses, such as colds, flu, stomach upsets and headaches.
36. Acute medical conditions, primarily stress, mental ill-health and musculoskeletal injuries are most commonly responsible for long term absence, that is of more than 4 weeks continuous duration, the former being most prevalent in non-manual occupations and the latter in manual.
37. It is recognised nationally, backed up by research from the Health and Safety Executive (HSE) that the longer an individual has been absent from work due to illness the less likely it is that a successful return can be facilitated.
38. The CPID research confirms that across the public sector, long term absence of 4 weeks duration or more accounts for just over **50%** of all absence.
39. As set out in **Appendix C** of this report, for the final quarter of the year data indicates that overall **58.97%** of all reported absence across the Council is long term. Whilst this is an improvement from **61.59 %** at the previous quarter, the Council has an in year target of reducing long term absence to **50%** which has not been met and this will be carried forward to the next financial year.
40. In order to achieve this target a priority moving forward will be for HR to support managers to respond to long term absence in a timely and proactive manner and work with the individual employee concerned to achieve an effective rehabilitation back into work through the use of reasonable adjustments, including phased return.

### **Employee Health and Wellbeing Action Plan 2015/18:**

41. As the Council embarks on the next phase of its Redefining Your Council transformation programme, it is vital that organisational and individual resilience is maximised and support is available to its employees to personally cope with change and perform their best at work.
42. The Council remains committed to enabling all NCC managers to monitor workloads and support their staff through change and to offer support on an individual basis.
43. Supporting the Council to be a Healthy Organisation will therefore be a key priority of the Council's new Workforce Strategy which is being developed to support the delivery of the Workforce Development Programme of the Council's cross cutting transformation portfolio.
44. An updated Employee Health and Wellbeing Action Plan for 2015-18 has been developed which identifies a series of actions to effectively address the actual and potential impact of ongoing and significant change on employee wellbeing.
45. The key priorities of the plan are themed around:

- Supporting managers and individual employees to maintain positive mental wellbeing through organisational change
- Promoting effective workload management and prioritisation to reduce stress and the potential for “presenteeism”
- Raising the awareness of managers and employees about mental ill health and related issues in the workplace
- Monitoring the Council’s progress and evidencing achievement by working towards accreditation against the Wellbeing at Work Platinum level award
- Continuing to further develop and promote targeted health and wellbeing activities in the workplace

46. The specific activities reflected in the plan have been developed with input from both Public Health and the Trade Unions through the Joint Wellbeing and Attendance Management Steering Group.

47. The revised action plan has an emphasis on the promotion of good mental health and the effective management and support of employees experiencing mental health issues and is attached as **Appendix D** to this report.

### **Other Options Considered**

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

### **Reasons for Recommendations**

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

### **Statutory and Policy Implications**

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

### **Human Resources Implications**

51. These are set out in the body of this report. The trades unions are engaged in the further development of employee health and wellbeing initiatives through the Joint Wellbeing and Attendance Management Steering Group.

## **Equalities Implications**

52. The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is a separate policy which is applicable to all maintained schools and is recommended to all schools with different governance arrangements. These procedures contain guidance which ensures that appropriate management of the sickness absence of employees with a disability complies with the requirements of the Equality Act 2010.

## **RECOMMENDATIONS**

It is recommended that Elected Members:

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

**Marjorie Toward**  
**Service Director HR and Customer Service**

**For any enquiries about this report please contact:**

Claire Gollin, Group Manager HR, on 0115 9773837 or [claire.gollin@nottsgov.uk](mailto:claire.gollin@nottsgov.uk)

### **Constitutional Comments (SLB 09/04/15)**

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

### **Financial Comments (SES 10/04/15)**

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

### **Human Resources Comments (CLG 08/04/15)**

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

## **Background Papers**

Trade union side comments.

## **Electoral Division(s) and Member(s) Affected**

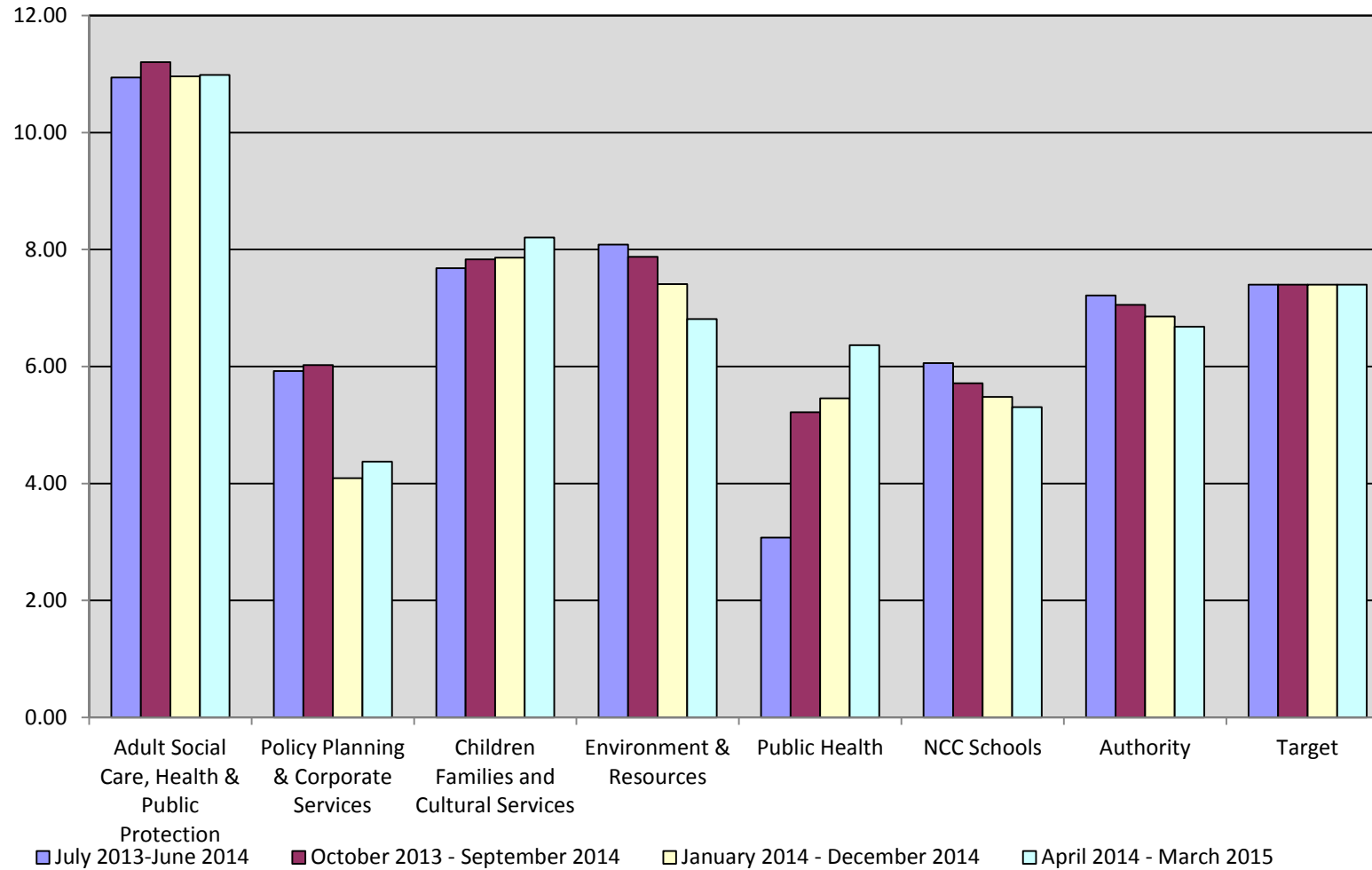
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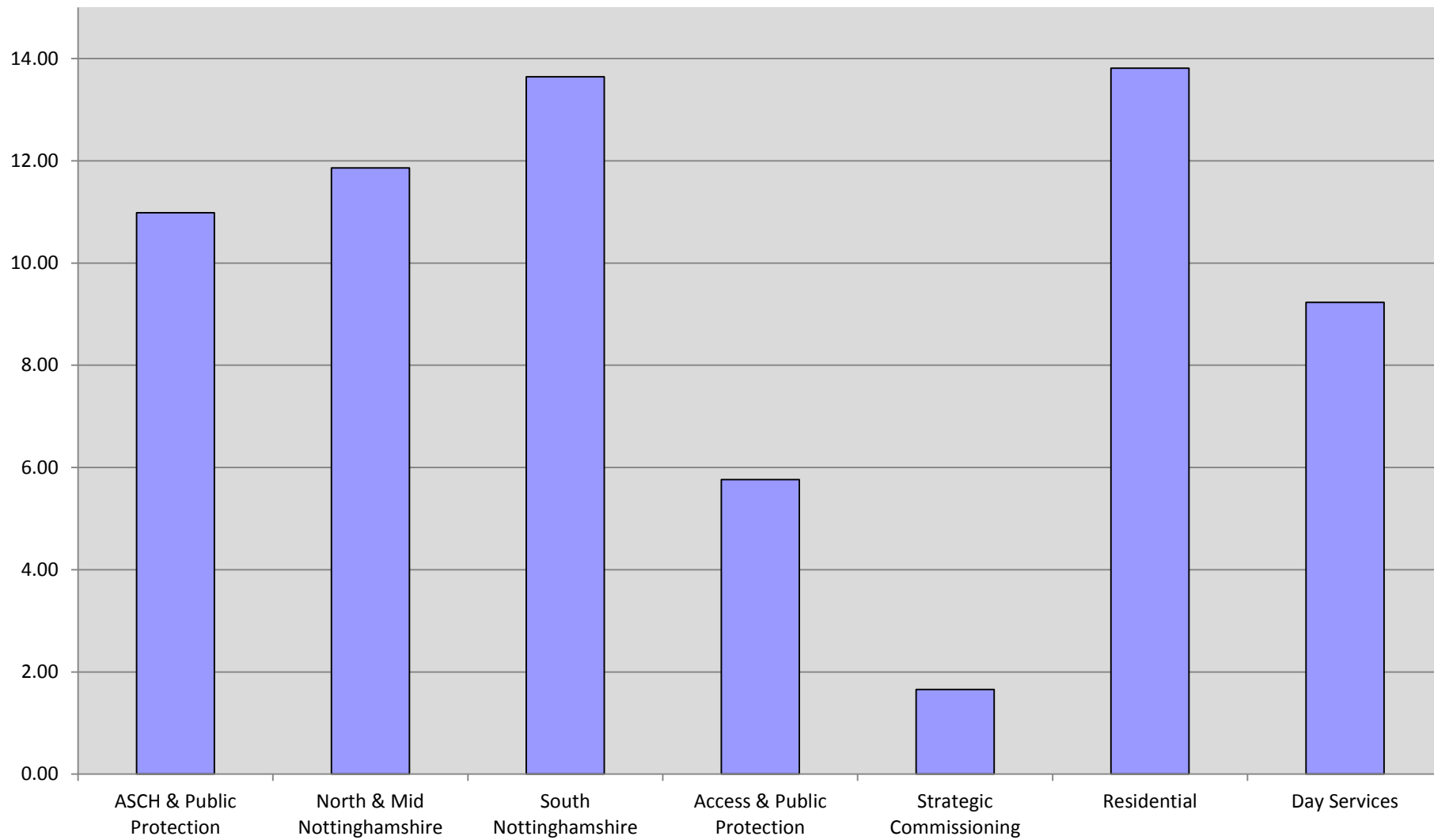


## Appendix A: Overall Sickness Levels by Department on rolling 12 month basis

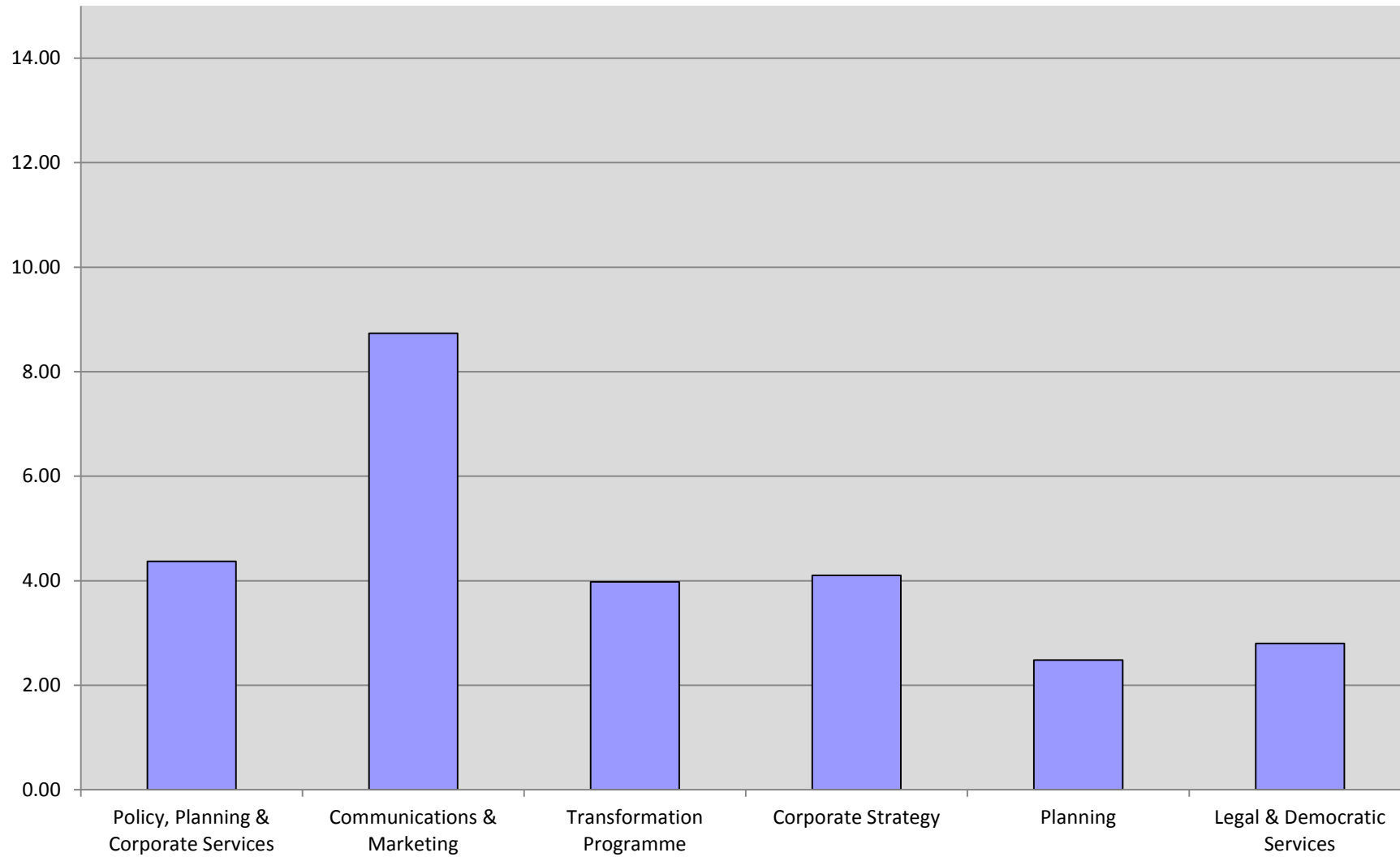
Chart 1. Average number of days sick per employee for the authority by department



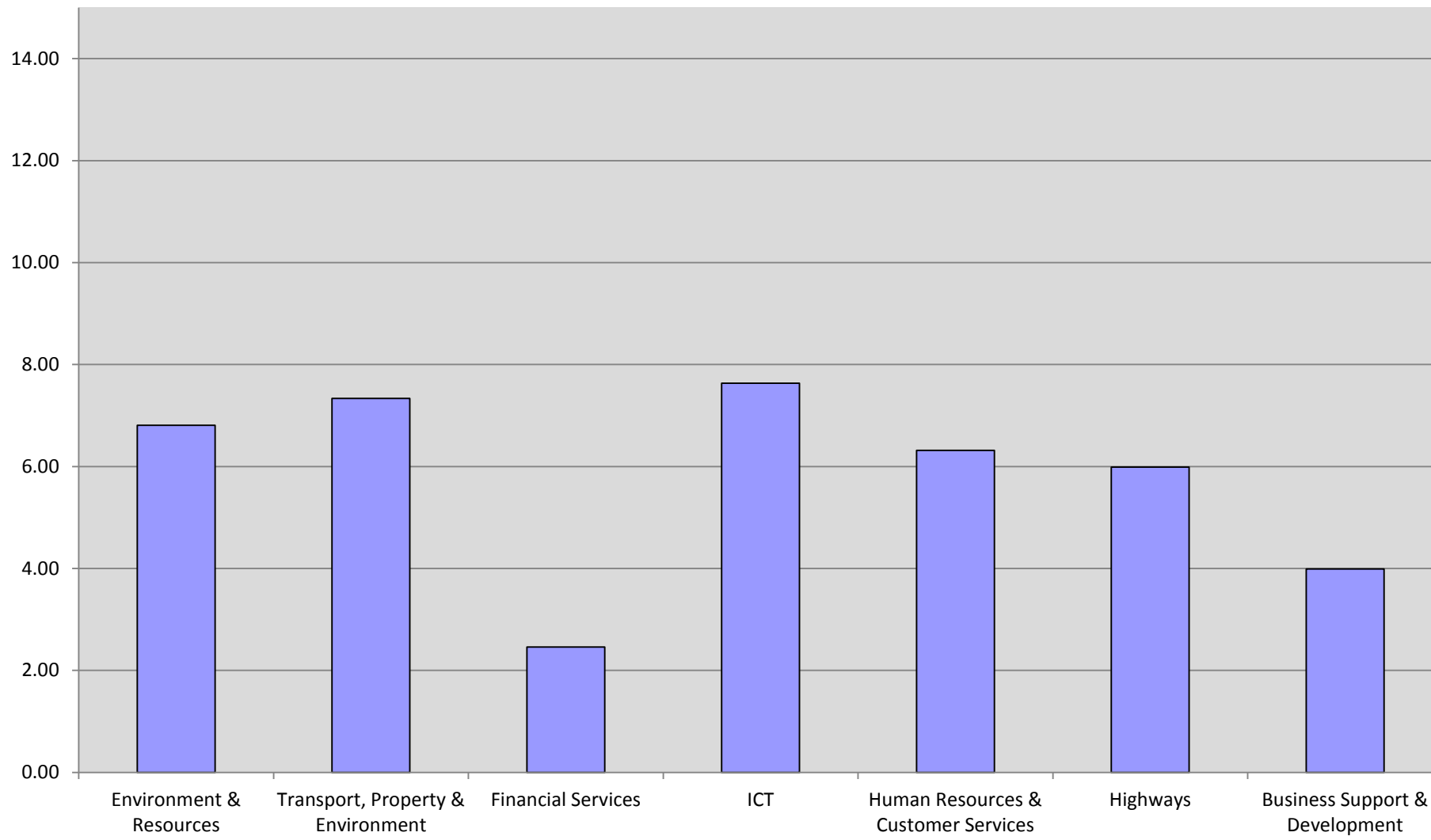
**Chart 2. ASCH & Public Protection**  
**April 2014 - March 2015**



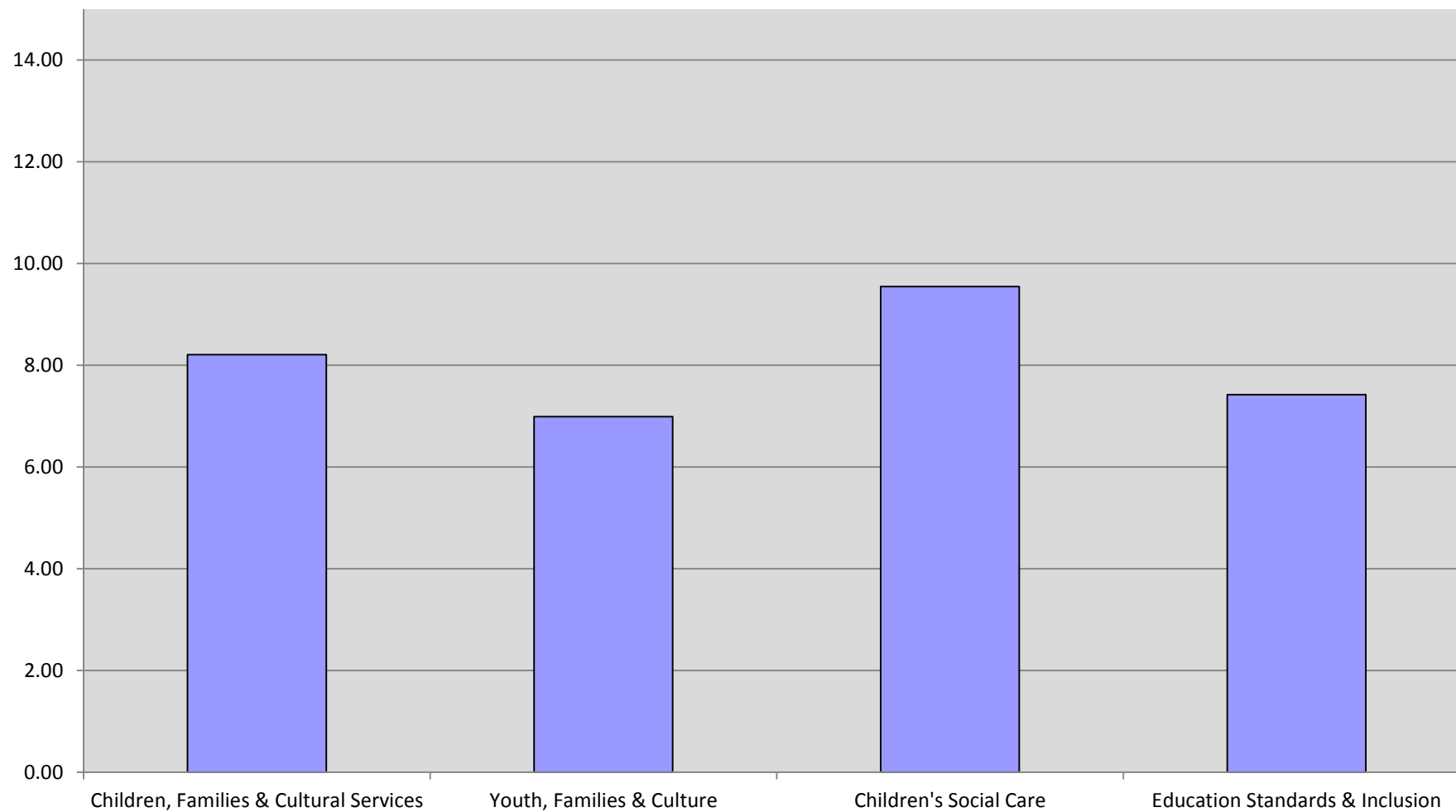
**Chart 3. Policy, Planning & Corporate Services**  
**April 2014 - March 2015**



**Chart 4. Environment & Resources**  
**April 2014 - March 2015**



**Chart 5. Children, Families & Cultural Services  
April 2014 - March 2015**



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

	Headcount	July 2013- June 2014	October 2013 - September 2014	January 2014 - December 2014	April 2014 - March 2015
<b>Adult Social Care, Health &amp; Public Protection</b>	1892	10.94	11.20	10.96	10.99
<b>Policy Planning &amp; Corporate Services</b>	289	5.92	6.02	4.09	4.37
<b>Children Families and Cultural Services</b>	2764	7.68	7.83	7.86	8.21
<b>Environment &amp; Resources</b>	3974	8.08	7.88	7.41	6.81
<b>Public Health</b>	62	3.07	5.22	5.46	6.36
<b>NCC Schools</b>	9289	6.06	5.71	5.48	5.31
<b>Authority</b>	<b>18, 248 overall</b>	<b>7.22</b>	<b>7.06</b>	<b>6.85</b>	<b>6.68</b>
Target		7.40	7.40	7.40	<b>7.40</b>

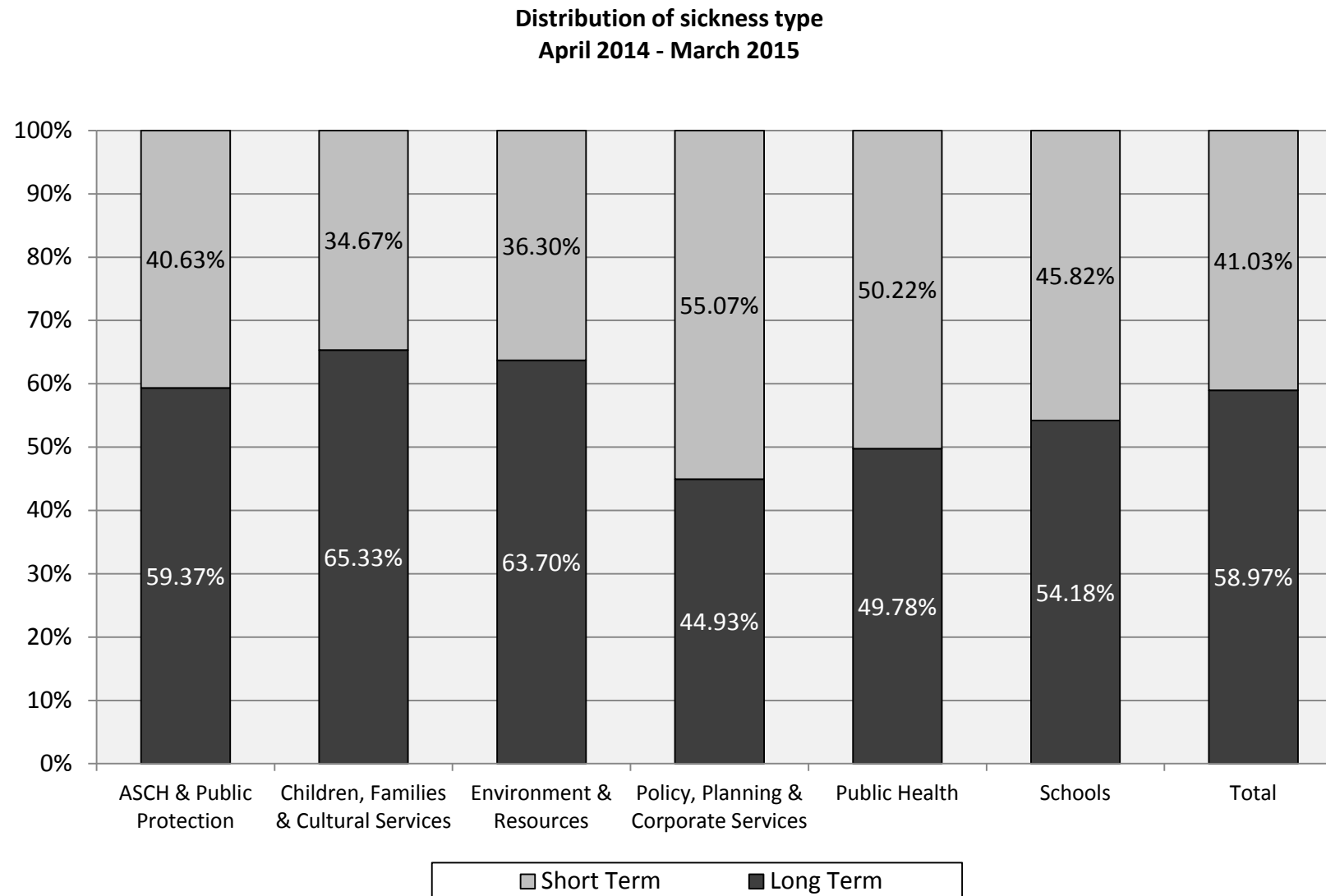
**NB:** Some employees have multiple employments in more than one department , therefore overall headcount total will not correspond to the sum total headcount of all departments which is **18,270**.

## Appendix B: Reasons for Absence

Department	Headcount	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscula r/ Skeletal	Op/Post Op Recover y	Other	Pregnan cy Related	Respirat ory	Skin Disorder	Stomach / Digestio n	Stress/ Depressi on	Not assigne d
ASCH & Public Protection	1892	4.65%	7.74%	2.51%	1.16%	2.65%	13.10%	15.69%	16.15%	0.66%	2.50%	0.09%	8.74%	20.79%	3.56%
Children, Families & Cultural Services	2764	3.91%	10.31%	1.86%	1.74%	2.87%	11.14%	16.47%	15.64%	2.10%	3.54%	0.25%	8.28%	21.51%	0.39%
Environment & Resources	3974	8.69%	6.98%	2.07%	2.09%	3.38%	16.35%	18.08%	14.68%	0.44%	3.26%	0.36%	6.68%	15.43%	1.51%
Policy, Planning & Corporate Services	289	1.37%	13.47%	2.82%	0.07%	3.14%	15.38%	6.85%	5.82%	6.15%	6.59%	0.00%	7.58%	30.76%	0.00%
Public Health	62	4.61%	13.47%	0.69%	0.00%	3.69%	1.15%	32.03%	41.02%	0.69%	0.00%	0.00%	2.65%	0.00%	0.00%
Schools	9289	5.51%	10.99%	2.59%	1.23%	3.96%	10.04%	17.09%	15.02%	1.65%	3.56%	0.25%	11.48%	16.39%	0.25%
<b>Totals</b>	<b>18248</b>	<b>5.83%</b>	<b>9.43%</b>	<b>2.33%</b>	<b>1.49%</b>	<b>3.43%</b>	<b>12.24%</b>	<b>16.95%</b>	<b>15.21%</b>	<b>1.32%</b>	<b>3.33%</b>	<b>0.25%</b>	<b>9.32%</b>	<b>17.78%</b>	<b>1.10%</b>

**NB:** Some employees have multiple employments in more than one department; therefore overall headcount totals , which as at 31.03.15 was **18,248** including schools and **8,959** excluding schools, will not correspond to the sum total headcount of all departments which is **18,270**.

## Appendix C: Long and Short Term Sickness





## Appendix D: Corporate Health & Wellbeing Action Plan 2015-2018

Not yet  
started

Significant  
chance of  
missing target

Chance of  
missing target

On target or  
Completed

: Claire Gollin Group Manager HR

No.	Action	Lead	Timescale	Progress Update
<b>1. Support NCC managers and individual employees to maintain good mental health through change</b>				
<b>1.1</b>	Roll-out “Sharing Responsibility for Future Success” learning to the wider workforce including eLearning resources, Apps, booklet etc. Will enable NCC employees to take responsibility for their own psychological wellbeing and develop robust attitudes and resilience towards challenging events	Helen Richardson – Senior Business Partner WPOD  WPOD team	During 2015	Analysis of workshop evaluation to be undertaken to inform roll-out programme
<b>1.2</b>	Extend existing Employee Counselling provision to include a 7 module on-line Cognitive Behavioural Therapy ( CBT)	Bev Cordon Senior Business Partner HR	From April 2015	

**Overall Responsibility : Claire Gollin Group Manager HR**

<b>No.</b>	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Progress Update</b>
<b>2. Promote effective workload management and prioritization to reduce stress and tackle presenteeism</b>				
<b>2.1</b>	Promote the relaunch of the Well-worker stress audit tool and associated action planning process to identify and address any stress issues	Bev Cordon Senior Business Partner HR  Occupational Health and Well-being team	By September 2015	In conjunction with development of mental well-being resources.
<b>2.2</b>	Contribute to the completion of the Social Care Health Check initiatives in CFCS and ASCHPP, and take any appropriate actions regarding reported outcomes	Bev Cordon Senior Business Partner HR  Departmental Social Care lead managers  Trade Unions	From April 2015	Final report to Children's Committee in April 2015
<b>2.3</b>	Use feedback from 2013 Employee Survey about work-life balance and wellbeing to identify and develop proposals for extended work life balance provisions as part of the Council's revised Workforce Strategy	Bev Cordon Senior Business Partner HR	April 2015 onward	



<b>No.</b>	<b>Action</b>	<b>Lead</b>	<b>Timescale</b>	<b>Progress Update</b>
<b>2.4</b>	Improve the mobilisation of the NCC workforce through the roll out mobile devices to frontline staff to improve flexible working and work/life balance	HR  Ways of Working project team  ICT	Ongoing	Wider roll out planned
<b>2.5</b>	Update EPDR and supervision process to include specific reference to having individual conversation about workloads and any impact on health and wellbeing	Helen Richardson – Senior Business Partner WPOD  WPOD team	Early 2015	In progress
<b>2.6</b>	Make a team discussion about current workload pressures and priorities a standing item in Team Talk	Helen Richardson – Senior Business Partner WPOD  WPOD team  Corporate Communications	Early 2015	In progress

**Overall Responsibility : Claire Gollin Group Manager HR**

No.	Action	Lead	Timescale	Progress Update
<b>3. Raise awareness of mental ill health and related issues in the workplace</b>				
<b>3.1</b>	Provide guidance and learning materials for managers on how to appropriately manage and support individuals with existing diagnosed mental health conditions and those experiencing poor mental health	Bev Cordon Senior Business Partner HR  Helen Richardson – Senior Business Partner WPOD  WPOD team  Trade Unions through JWAMSG	By September 2015	Under development in conjunction with the Joint Wellbeing and Attendance Management Steering Group (JWAMSG).
<b>3.2</b>	Provide guidance and learning materials for all employees to raise awareness of how to support colleagues experiencing mental ill health at work	Bev Cordon Senior Business Partner HR  Helen Richardson – Senior Business Partner WPOD  WPOD team  Trade Unions through JWAMSG	By September 2015	As above

Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Lead	Timescale	Progress Update
<b>4. Accreditation of achievement through attainment of the Wellbeing at Work Platinum level award</b>				
<b>4.1</b>	Develop action plan to enable achievement of Well-being at Work Platinum award	Bev Cordon Senior Business Partner HR	By April 2016	<ul style="list-style-type: none"> <li>• Ongoing publicity of national health awareness dates</li> <li>• Attendance at Public Health steering group</li> </ul> <p><b>NB Attainment reliant on additional resource to co-ordinate activity</b></p>
<b>4.2</b>	Appoint and train additional workplace champions. Accredited to Royal Society for Public Health Level 2 qualification	Bev Cordon Senior Business Partner HR	By end of April 2015	Ongoing publicity on intranet inviting expressions of interest in becoming a WPC. Resource required to co-ordinate
<b>5. Continuation and further development of health promotion activities in the workplace</b>				
<b>5.1</b>	Work with Public Health on NCC Tobacco Declaration Plan in respect of Tobacco Control workplace implications	Bev Cordon Senior Business Partner HR	Ongoing	<p>1.10.14 Nottinghamshire Health and Wellbeing Board endorsed the Nottinghamshire Declaration on Tobacco Control. NCC sign up and commit to develop action plan</p> <p>7.11.14 preliminary discussions held with Public Health about NCC workforce implications</p> <p>HR representation on Public Health Tobacco Control Workshop 15.1.15</p>

**Overall Responsibility : Claire Gollin Group Manager HR**

No.	Action	Lead	Timescale	Progress Update
				Declaration signed by all the relevant parties March 2015
<b>5.2</b>	Promotion and re-launch of Westfield Healthcare Scheme	Bev Cordon Senior Business Partner HR	May 2015	New scheme successfully promoted to existing scheme members during October 2014  Relaunch to all employees during May 2015
<b>53</b>	Pilot "Run Nottingham" at West Bridgford campus. (Scheme run by England Athletics, encouraging beginner runners)	Bev Cordon Senior Business Partner HR	To be confirmed	Preliminary discussion with Run Nottingham undertaken Awaiting funding decision
<b>5.4</b>	Re-launch NHS workplace health checks for the over 40s	Bev Cordon Senior Business Partner HR	tbc	Subject to resources
<b>5.5</b>	Update and maintain the employee well-being intranet site and highlight specific national health campaigns and related information	Bev Cordon Senior Business Partner HR  Public Health	Ongoing	
<b>5.6</b>	Research and deliver additional well-being initiatives through a mixed economy of internal practitioners and external providers and seek funding streams where applicable	Bev Cordon Senior Business Partner HR	tbc	Subject to resources

**Key Achievements During 2014/15:**

	Achieved Gold Level accreditation against the standards set out in the Well-Being at Work Award	Bev Cordon Senior Business Partner HR	April 2014	A measure of the Council's progress to date
	Promoted the national Workplace Challenge programme to encourage and challenge NCC employees to take more exercise and get active	Bev Cordon Senior Business Partner HR  Public Health	December 2014	Information on NCC intranet 18.12.14
	Implemented Seasonal Flu campaign – provision of flu vouchers to targeted front line workers	Bev Cordon Senior Business Partner HR  Occupational Health and Well- being team	November 2014	Achieved  Significant increase in take-up from previous years. Approx. 570 vouchers issued.
	Introduced trial ban on use of e-cigarettes in the workplace	Bev Cordon Senior Business Partner HR	November 2014	Trade union consultation at CJCNP  Trial restriction in place Nov 14 – to April 15 with view to permanent ban from April 2015



	Designed and delivered a new learning initiatives to enable NCC leaders and managers to take responsibility for their own psychological wellbeing and to develop robust attitudes and resilience towards challenging events	Helen Richardson – Senior Business Partner Workforce Planning and Organisational Development (WPOD)  WPOD team	November 2014	10 workshops; “Sharing responsibility for future success” targeted at Team Managers and above. Led by Professor Derek Mowbray, national wellbeing expert, specialising in the primary prevention of stress at work
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Document Owner: Claire Gollin Group Manager HR March 2015





**REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY &  
ENVIRONMENT**

**SCHOOL CUSTOMER SURVEY RESULTS – CATERING & FACILITIES  
MANAGEMENT SERVICES**

**Purpose of the Report**

1. This report provides the results of a recent survey to schools and pupils to provide the service with both quantitative and qualitative data on current levels of service performance measured against levels of importance.

**Information and Advice**

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

**Survey Overview and Methodology**

3. This survey was completed online by staff of all Nottinghamshire Schools some 350 contacts were invited by email to participate and 193 responded. Representing a 55% response rate, this is considered both successful and significantly representative. Of the 193 questionnaire responses, 160 were full and complete and 33 questionnaires gave partial replies. Schools were incentivised to respond with the chance to enter a free prize draw, Huthwaite All Saints C of E Infant School was the winner.
4. In an effort to gather pupils' opinions of the service and enhance the findings, 6 iPads were deployed across a number of school sites during the lunchtime period over 18 days with data being collected from 920 participants.
5. The online survey consisted of 26 questions in total, covering the areas of Catering, Cleaning and Grounds maintenance. Questions sought to understand the importance to users of a service aspect, together with current performance. A 6-point scale has been used on the survey, grading both importance and satisfaction ratings from 1 to 6. (1= not at all important to 6 = extremely important) and (1= totally dissatisfied to 6= totally satisfied). The gap is the average satisfaction score subtracted from the average score for importance.
6. In addition to information about perceptions of satisfaction, the survey also provides insights into customer awareness of NCC's services and standards, together with some valuable narrative comments which are being enacted upon.

## **Key Findings - Catering**

7. With an overall satisfaction rating in all areas above 80%, School & Academy staff continue to rate the service provided relatively highly. Singled out for high performance is the meeting of legislative requirements (98.9%), awareness of menus (91.5%), helpfulness and co-operation of on-site school catering staff (88.2%). Lower scorers suggest value for money (83.0%) and the variety and menu offering (80.5%).
8. Pupils themselves rate helpfulness of onsite catering staff higher (94%). Presentation and quality of food (88%), the lowest score for length of time queuing (80%). However the latter did score the lowest in level of importance suggesting expectations are realistic.
9. Schools Catering is perceived as better value for money than Starbucks, KFC and Greggs however slightly behind Subway and well behind McDonalds. Advertising spend and marketing for these national companies clearly has a major impact.
10. Of the 600 Catering comments received suggestions ranged from a wider choice of food, greater vegetarian choices, to bring back confectionary sales and improving dining room facilities.
11. Actions required include the ongoing communication to schools of the menu development which includes testing and engagement by pupils prior to a roll out. Further promotional work on marketing the Gold Food for Life standard and addressing localised issues.

## **Key Findings – Building Cleaning**

12. The online survey to Schools and Academies rated the service highly for the quality of cleaning chemicals and products in use (90.3%) The helpfulness and co-operation of staff was the second highest scorer (86.9%). Lowest score was given to overall value for money to the school. (77.1%).
13. Pupils themselves viewed the classrooms as the cleanest (85% considered them ok, good or excellent). The lowest score given to toilet areas (61% not good or poor).
14. Asked what in your opinion is the main thing that can be done to improve the cleaning service? 759 comments were received and commented on the frequency and quality of cleaning, as well as behavioural considerations by other pupils including littering, chewing gum and the need for increased ongoing checking and cleaning of facilities during the daytime.

## **Key Findings – Grounds Maintenance**

15. Out of the three service areas covered in the online survey the Grounds and Landscapes teams have scored highest overall. Satisfaction levels are high for the quality of equipment (96.5%) which recognises the investment carried out in the last 5 years on replacement. Operatives delivering the service also rated highly (95.6%) and overall value for money (87.3%).

## **Conclusions**

16. Overall, the online survey results confirm a number of areas in which the services face important challenges, as perceived by customers. They also highlight some schools that are delighted with the services provided. Furthermore, the survey has also highlighted a number of clear opportunities to contact schools to discuss potential new contracts.

17. Some areas of concern are generalised across all services; access to managers, proactivity, training and resource levels need to be addressed. Other concerns are more specific to a service, such as meal quality and value in Catering, or reports in Cleaning. Each of these will need to be addressed appropriately, whether by changes in operating procedure, or improving communications.

The Action Plan is set out below:

- i. **Management** to identify high levels of satisfaction and ensure lessons learned across the C&FM team.
  - ii. **Management** to improve operational communications, responsiveness and proactivity.
  - iii. **At individual schools** to address and remedy specific issues which have been reported.
  - iv. **Through planned communications** to schools to acknowledge their participation and maintain open lines of communication.
  - v. **Improved communications** which address certain themes, such as innovation, quality, choice and value.
  - vi. **Publicise and capture** positive feedback and use it in marketing materials.
  - vii. **Benchmark** scores for each service, for each evaluation measure and at school/area manager level.
18. IPad survey results provide a useful indication of performance and opportunities improve, as perceived by end users of Catering and Cleaning services. As a new benchmark of satisfaction, this survey provides valuable information, which can help the C&FM Management team to prioritise areas for action and future communications.

The survey results suggest greater challenges in Cleaning Service, and some gaps to close for Catering services. They also show us that many pupils are delighted with the services we provide. There is a significant opportunity to raise the satisfaction of performance in schools, both to address current low scores – for Cleaning in particular - and to raise performance closer to expectations, for Catering services.

This is directly actionable in a number of ways:

- i. **Within the management team** to identify high levels of satisfaction and ensure lessons learned across the C&FM team.
- ii. **At individual schools** by drilling down into the key issues, reported at the 20 participating schools.
- iii. **Through planned communications** to schools to acknowledge pupils' participation and maintain open lines of communication, and address certain themes, such as meal choice and support for behavioural concerns – litter, chewing gum.
- iv. **By capturing the positive feedback** from the most supportive schools for use in marketing materials.
- v. **And by benchmarking scores for each service**, for each evaluation measure and at school/area manager level.
- vi. **By widening the research**, to allow input from more schools in future.

## Other Options Considered

19. None – report for noting only.

## **Reasons for Recommendation**

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

## **Statutory and Policy Implications**

21. 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**

22. The actions will be delivered from within existing resources.

## **RECOMMENDATION**

1) That the Committee notes the contents of this report

**Jas Hundal**  
**Service Director**  
**Transport, Property & Environment**

### **For any enquiries about this report please contact:**

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Group Manager, Catering & Facilities Management  
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## **Constitutional Comments**

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

## **Financial Comments**

24. As this report is for noting only, financial comments are not required.

## **Background Papers and Published Documents**

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

## **None**

Electoral Divisions and Members Affected

- All

## Appendix 1 – Schools Online Survey Results

	Invited	Responded	Rate	% Satisfaction
	350	193	55%	
Respondents	Primary	Academy	Secondary	
	87%	9%	5%	
Catering Evaluation	Importance	NCC Performance	Gap	
<b><i>Meeting legislative requirements</i></b>	<b>5.52</b>	<b>5.46</b>	<b>0.06</b>	<b>**98.9</b>
Accessibility of managers	5.20	4.30	0.90	82.6
Awareness of menu by pupils and parents	5.45	4.99	0.45	91.5
<b>Variety and menu offering</b>	<b>5.51</b>	<b>4.44</b>	<b>1.07</b>	<b>*80.5</b>
Provision of performance/meal uptake reports	4.30	3.63	0.68	84.4
Helpfulness and co-operation of onsite staff	5.71	5.04	0.67	88.2
Overall value for money to pupils	5.52	4.73	0.79	85.7
Overall value for money to the School	5.53	4.64	0.89	83.9
Cleaning Evaluation	Importance	NCC Performance	Gap	
Meeting your requirements and expectations	5.74	4.56	1.18	79.4
Accessibility of managers	5.34	4.13	1.20	77.3
<b><i>Quality of cleaning chemicals and products</i></b>	<b>5.18</b>	<b>4.68</b>	<b>0.50</b>	<b>**90.3</b>
Quality of electrical cleaning equipment	5.26	4.27	0.99	81.1
Helpfulness and co-operation of onsite staff	5.74	4.99	0.75	86.9
<b>Overall value for money to the School</b>	<b>5.68</b>	<b>4.38</b>	<b>1.30</b>	<b>*77.1</b>
Grounds and Landscape Evaluation	Importance	NCC Performance	Gap	
Meeting legislative requirements	5.51	5.13	0.38	93.1
<b>Accessibility of managers</b>	<b>5.22</b>	<b>4.49</b>	<b>0.74</b>	<b>*86</b>
Quality of work provided	5.71	5.12	0.59	89.7
<b><i>Quality of equipment used</i></b>	<b>5.18</b>	<b>5.00</b>	<b>0.18</b>	<b>**96.5</b>
Helpfulness and co-operation of visiting staff	5.67	5.42	0.25	95.6
Overall value for money to the School	5.63	4.92	0.71	87.3

**\*Priority areas for improvement (largest gaps); in bold**

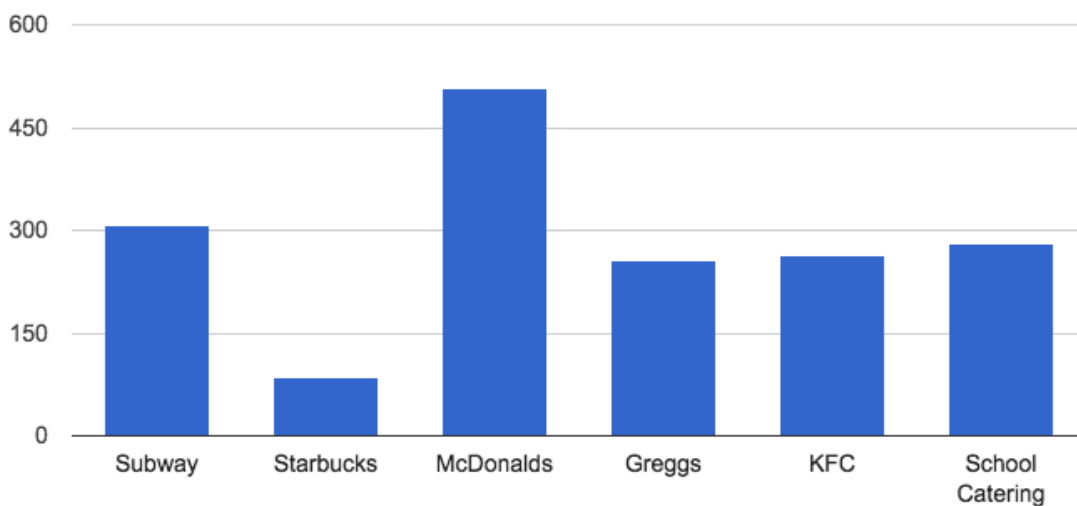
**\*\*Best Performance (smallest gaps) in Italics**

## Appendix 2 – iPad Survey Results

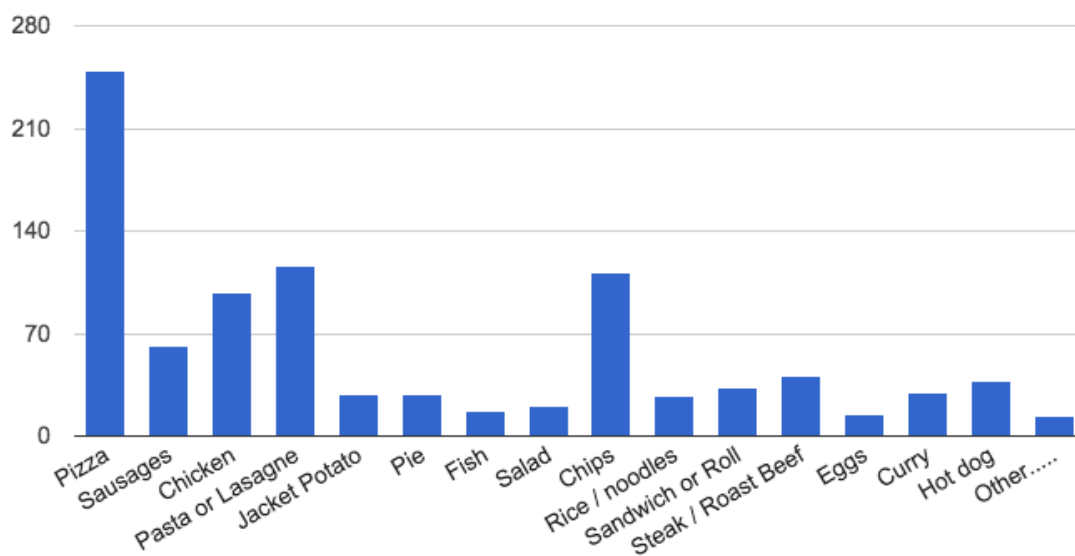
### Schools Catering

Catering Service Factor	NCC Score for this factor	Importance of this factor	Gap (Performance vs. Importance)	% Satisfaction
Helpfulness of Staff	76%	81%	5%	94%
Presentation and quality of food	68%	77%	8%	88%
Value for money	65%	76%	11%	86%
Range of choice	60%	72%	12%	83%
Length of time you wait to be served	57%	71%	14%	80%

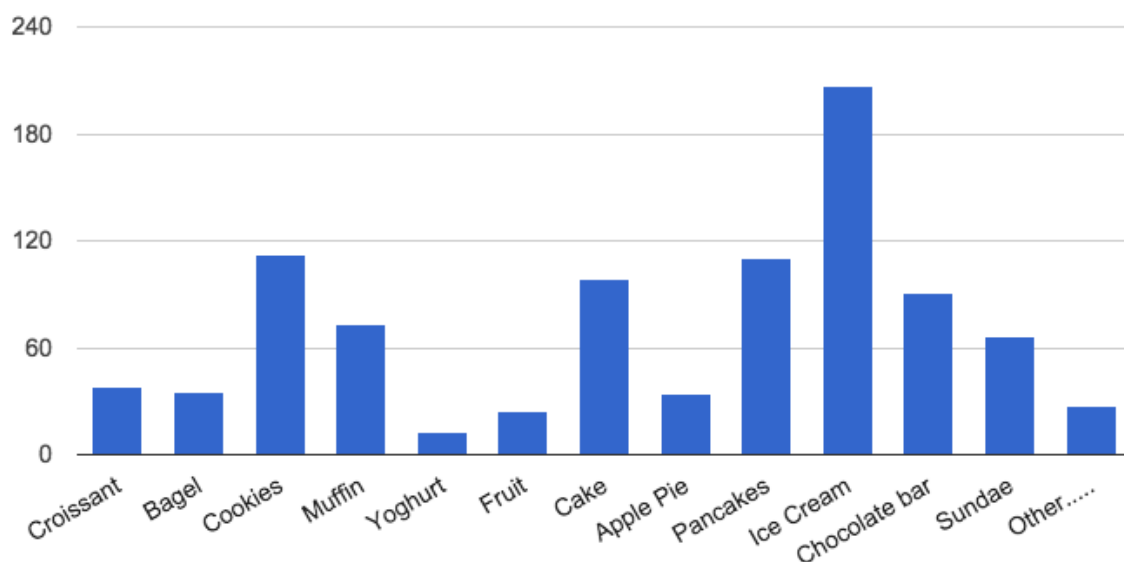
### Which of these eating-places do you think offers the best value for money?



### What is your favourite savoury menu item?



## What is your favourite sweet menu item?



## Building Cleaning

How Clean are?	Excellent	Good	OK	Not Great / Poor
<b>Classrooms</b>	28%	35%	32%	5%
<b>Hall &amp; Dining Area</b>	14%	27%	33%	26%
<b>Corridors</b>	24%	32%	26%	18%
<b>Changing Rooms</b>	10%	17%	43%	30%
<b>Toilets</b>	10%	12%	17%	61%





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

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

**Information and Advice**

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

**Other Options Considered**

5. None.

**Reason/s for Recommendation/s**

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

**Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

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

**Jayne Francis-Ward**  
**Corporate Director, Policy, Planning and Corporate Services**

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

### **Constitutional Comments (HD)**

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

### **Financial Comments (PS)**

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

### **Background Papers**

None

### **Electoral Division(s) and Member(s) Affected**

All

## Personnel Committee Work Programme

Title	Summary	Decision or Information	Lead Officer	Report Author
<b>1<sup>st</sup> July 2015</b>				
Update on Leadership Development Programme	Update	Information	Marje Toward	Marje Toward
Workforce Planning – Update on Work Based Learning Opportunities for Young People in Nottinghamshire County Council	Update	Information	Marje Toward	Claire Gollin
End of year Catering & Facilities Management Results	Update	Information	Jas Hundal	Kevin McKay
<b>23 September 2015</b>				
Sickness Absence Performance 2015/16 quarterly update at 30.6.15 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 30.6.15 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin
Annual Workforce Monitoring Profile	Update	Information	Marje Toward	Claire Gollin
<b>18 November 2015</b>				
Health & Safety	Update	Information	Marje Toward	Claire Gollin
<b>20 January 2016</b>				

