

Personnel Committee

Wednesday, 18 November 2015 at 14:00

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

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 23 September 2015 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Employee Health & Wellbeing & Sickness Absence Performance Update as at 31st August 2015 | 7 - 32 |
| 5 | Nottinghamshire County Council Workforce Planning Information as at 30th September 2015 | 33 - 50 |
| 6 | Operational Report - Schools & Academies catering & Facilities Management Services | 51 - 64 |
| 7 | Work Programme | 65 - 68 |

Notes

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

should contact:-

Customer Services Centre 0300 500 80 80

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

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

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

Meeting PERSONNEL COMMITTEE

Date Wednesday 23rd September 2015 (commencing at 2.00pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)
Nicki Brooks (Vice Chairman)

Chris Barnfather
Maureen Dobson
Darren Langton
John Ogle

Tony Roberts MBE
Jacky Williams
John Wilkinson

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
Shane Grayson	Group Manager Catering & Facilities
Jas Hundal	Service Director Transport, Property and Environment
Martin Sleath	Branch Secretary, Unison
Marje Toward	Service Director, HR and Customer Service
Rosamund Willis-Read	Group Manager for Quality

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 1st July 2015, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

There were no apologies for absence.

MEMBERSHIP

It was reported that Councillor Chris Barnfather had been appointed in place of Councillor Liz Yates and Councillor John Wilkinson had been appointed in place of Councillor Yvonne Woodhead.

DECLARATIONS OF INTEREST

There were no declarations of interest.

OPTIMUM WORKFORCE LEADERSHIP – UPDATE ON OPERATION OF REVISED SERVICE

Rosamunde Willis-Read, Group Manager for Quality and Claire Gollin, Group Manager HR, presented the report and update on the operation of the revised service.

RESOLVED 2015/020

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

EMPLOYEE HEALTH & WELLBEING & SICKNESS ABSENCE PERFORMANCE UPDATE AS AT 30TH JUNE 2015

A revised Appendix B was distributed during the meeting due to a typographical error.

RESOLVED 2015/021

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

NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING INFORMATION AS AT 30TH JUNE 2015

It was noted that paragraph 20 of the report was incorrect; the second highest reason for leaving was retirement and not voluntary redundancy as stated.

RESOLVED 2015/022

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 mitigation measures and support provisions which continue to be used to minimise the impact in respect of compulsory redundancies.

WORKFORCE INFORMATION 2015

RESOLVED 2015/023

1. To note the information contained within the report.
2. To note the actions for improvement.
3. To approve the publication of the Workforce Information Report 2015 on the Council's public website.

OPERATIONAL REPORT – SCHOOLS & ACADEMIES CATERING AND FACILITIES MANAGEMENT SERVICES

RESOLVED 2015/0024

To note the contents of the report.

WORK PROGRAMME

RESOLVED 2015/025

That the Committee's work programme be noted.

The meeting closed at 3.30pm

CHAIRMAN

23RD September 2015

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE
PERFORMANCE UPDATE AS AT 31st AUGUST 2015****Purpose of the Report**

1. As part of a regular reporting regime, to update Members about Nottinghamshire County Council's current performance in relation to levels of sickness absence across its wider workforce and the current actions being taken to further improve the health and wellbeing of its direct employees.

Information and Advice**Background**

2. Sickness absence data, reasons reporting and associated trend analysis is drawn down and is usually reported at regular quarterly intervals from the data input by line managers into the corporate Business Management System (BMS).
3. This information continues to be 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.
4. The Council's Employee Health and Wellbeing Action Plan for 2015 -18, which was considered by Members at Personnel Committee on 11th May 2015, identifies a series of actions to effectively address the actual and potential impact of ongoing and significant organisational change on employee wellbeing. These are developed and added to on an ongoing basis.
5. It was agreed at this meeting to provide half yearly updates on the development and implementation of the plan. An update indicating progress against current actions as at September 2015 is attached as **appendix D** of this report.

Reporting cycle

6. The interim change to the Council's organisational structure at senior level from 1st September 2015 reassigned some Service Directors and Group Managers, their functions and structural reports to different service headings or departments.

7. The changes to the breakdown of data by department and service areas will impact on the Council's short term ability to report accurately on comparative trend information at departmental level until sufficient time has elapsed to look back over a rolling period.
8. There will also be an impact on the Council's capacity for consistent year on year comparative trend analysis of sickness by department. To mitigate this impact reports will continue to reflect specific service areas.
9. Therefore to ensure continuity of comparison as far as possible this update report covers **the 2 month period 1st July to 31st August 2015 only** in order to reflect performance trends under the previous organisational departmental structure over a rolling 12 month period as per the existing practice, as reflected in **appendix A** of this report.
10. The subsequent report to Personnel Committee on the 10th March 2016 will be the first to reflect the revised organisational structure and will cover the **4 month period 1st September to 31st December 2015**.
11. The normal quarterly reporting cycle will resume and be reflected in the report setting out the year end situation as at 31st March 2016.

Benchmarking

12. The Council continues to aspire for its performance relating to the number of days absence attributable to sickness per employee per annum to be better than the national average for comparable organisations. On average, absence levels are reducing across all sectors but remain highest in the public and not for profit sectors.
13. The latest comparable national benchmarking data indicates that NCC's overall performance continues to be considerably better than the national average for the local government sector and the wider public sector and the overall trend remains one of incremental improvement:
 - Absence levels across the whole public sector have on average fallen from **8.70 days** per employee per annum in 2013 to **7.90days** in 2014 (source: Chartered Institute of Personnel and Development (CIPD) - Absence Management report 2013)
 - Across the whole Local Government sector the figure is higher, however the average sickness per fte employee per annum has reduced from **8.80 days** in 2012/13 to **8.40 days** in 2013/14 (source: Local Government Association (LGA) - Local Government Workforce Survey 2013/14)
 - Average performance against all the comparable County Councils in the Chartered Institute of Public Finance and Accountancy benchmarking group is currently **8.50 days** and **9.40 days** for all Councils (source: Chartered Institute of Public Finance Accountants (CIPFA) - HR Value For Money Indicators 2013/14).

Current performance

14. The Council continues to see an ongoing trend of continuous improvement in relation to employee absence levels. As set out in **Appendix A** of this report, average overall reported sickness levels stood at **6.51 days** as at 31st August 2015, a further decrease of **0.09 days** on the previous quarter of the year which remains significantly lower than the local government or wider public sector average.

15. A performance target for 2015/16 was considered and agreed by Members at the May Personnel Committee meeting and set at **7.00 days** per employee per annum by 1st April 2016. This reflects the need for a target that is stretching whilst also being both realistic and sustainable if reporting levels increase. This took into account that the Council's performance in relation to staff absence is most influenced and impacted on by the performance of its largest direct services.
16. The transfer out of some services currently provided directly by the authority into alternative service delivery models during 2016/17, with an associated reduction in the size of the Council's direct workforce and a fundamental change in the nature of the remaining workforce, will have an impact on the relative overall performance outcome. Moving forward this will need to be taken into due consideration when setting a new target for the next financial year.
17. Absence currently remains consistently highest in the ASCHPP department although there is an improving trend with a further decrease of **0.29 days** on the previous quarter and this now stands at **10.65 days**.
18. 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.
19. The level of reported absence in schools alone is currently **5.25 days** on average per employee, a slight increase of **0.04 days** from **5.21 days** in the previous quarter.

Reasons for absence:

20. 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.
21. Reasons for absence in NCC as at 31st August 2015 are set out in **Appendix B** of this report:
 - **Stress:**
22. 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.
23. The current LGA data continues to highlight that the most common overall cause of all absence across the local government sector is stress, depression, anxiety, mental health and fatigue. This has increased to comprise of **22.80%** of all absence across the sector compared to **21.90%** in the previous year.

24. This position is less pronounced within the NCC workforce having improved over recent years in line with the adoption of a more strategic and proactive approach to employee wellbeing, from a position when stress and stress related illness constituted as much as **21%** of all recorded absence.
25. Stress however remains the most prevalent cause of sickness absence in the County Council. Reported absence attributed to stress and related conditions has increased from the previous quarter and currently stands at **18.65%** of all reported absence as indicated in **Appendix B** compared with **18.28%** at the previous quarter.
26. The Council continues to provide an established and well embedded package of measures 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
 - Additional support for managers from HR Business Partners in stress “hot spot” areas to identify causes and solutions which might include any of the above
 - Effective joint working with the trade unions through the Joint Wellbeing and Attendance Management Steering Group with a focus on supporting staff through change.
27. As reported to the previous meeting of this Committee, further action to build individual and organisation resilience to prevent, proactively respond to and manage stress, with a particular focus on mental health awareness, is the priority reflected in the Council’s Employee Health and Wellbeing Action Plan for 2015-18 (**appendix D**).
- **Other reasons:**
28. The next most prevalent reason for absence across the Council continues to be surgical operations and post-operative recovery; up to 31st August this had fallen from **17.42% to 16.95%**.
29. It is important for the purposes of accurate monitoring that, wherever possible, managers attribute the reported reason for absence against one of the 14 categories in the BMS system. Following the issue of a reminder to managers, there has been a steadily improving trend in the number of managers reporting attributable absence against the category of “Other” as a default, with a further overall improvement on the previous quarter from **14.79% to 14.41%**.
30. The previous quarters report highlighted that the percentage of managers recording the reason for absence as “Other” is significantly higher in Public Health than in all other departments standing at **58.65%** in quarter 1. This has increased to **65.68%** in quarter 2. This needs to be considered in the context that Public Health is a comparatively small function with an overall workforce of only 55 fte. Discussion has taken place with the

Director of Public Health which has identified that this relates to a very small number of cases (2 people) with long term health issues.

31. Within this Council the level of absence attributable to muscular skeletal problems reflects the comparatively high proportion of physically demanding frontline services currently provided in-house. As these services move into alternative service delivery models this is likely to decrease further.
32. Across the local government sector absence caused by musculo-skeletal problems is currently reported as **14.40%**. In the second quarter of 2015/16 the NCC percentage was **11.96%**, an increase of **0.20 percentage points** from **11.76 %** in the previous quarter.

Long term absence:

33. 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.
34. As set out in **Appendix C** of this report, for the final quarter of the year data indicates that overall **58.67%** of all reported absence across the Council is long term.
35. HR advice and support is available to managers to enable them to respond to long term absence in a timely and proactive manner, working with the individual employee concerned to achieve an effective rehabilitation back into work through the use of reasonable adjustments, including phased return to work.

Employee Health and Wellbeing Action Plan 2015/18:

36. Supporting the Council to be a Healthy Organisation is a key priority of the Council's new Workforce Strategy. The Employee Health and Wellbeing Action Plan sets out the measures identified to achieve this.
37. The action plan is continually refreshed to ensure that it is relevant to the current organisational context and supports the Council's workforce to cope with change and perform their best at work, including enabling all NCC managers to monitor workloads and encourage their staff to raise any potential stressors at an early stage.
38. As the Council embarks on the next phase of its service review there is potential for change to impact adversely on employee wellbeing, it is therefore vital that organisational and individual resilience are maximised and support is available to enable employees to personally maintain good mental and physical health.
39. The updated Employee Health and Wellbeing Action Plan for 2015-18 identifies a series of key priorities around 5 themes:
 - 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.

40. 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.

41. 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 is attached as **Appendix D** to this report.

42. Another key area of action within the plan relates to implementation of the Tobacco Declaration Plan in respect of smoke free workplaces. Potential revisions to the Council's existing no smoking policy have been the subject of consultation with the recognised trades unions who have agreed the proposed changes. This now requires formal consideration by members.

43. A further progress update for the year 2015/16 will be provided following year end.

Other Options Considered

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

Reasons for Recommendations

45. 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

46. 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

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

the priority that is being given to tackling and providing support around the issues of stress and have emphasised the need overall for continuing work with managers.

Equalities Implications

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

RECOMMENDATIONS

It is recommended that Elected Members note:

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

Marjorie Toward

Service Director – Customers and Human Resources

For any enquiries about this report please contact:

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

Constitutional Comments (SLB 26/10/15))

49. This report is for noting only.

Financial Comments (SES 22/10/15)

50. There are no specific implications arising directly from this report.

Human Resources Comments (CLG 14/09/15)

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

Background Papers

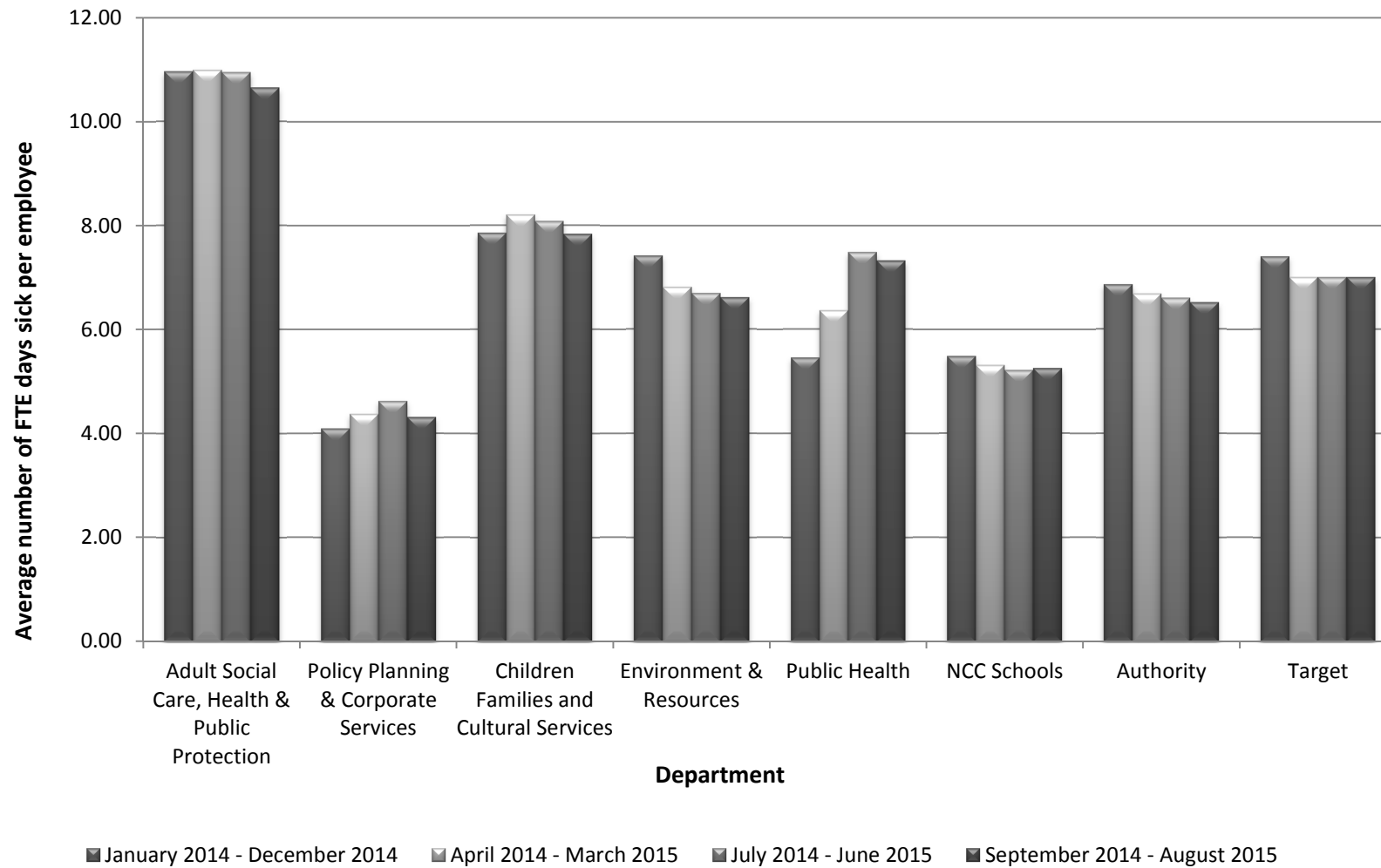
None

Electoral Division(s) and Member(s) Affected

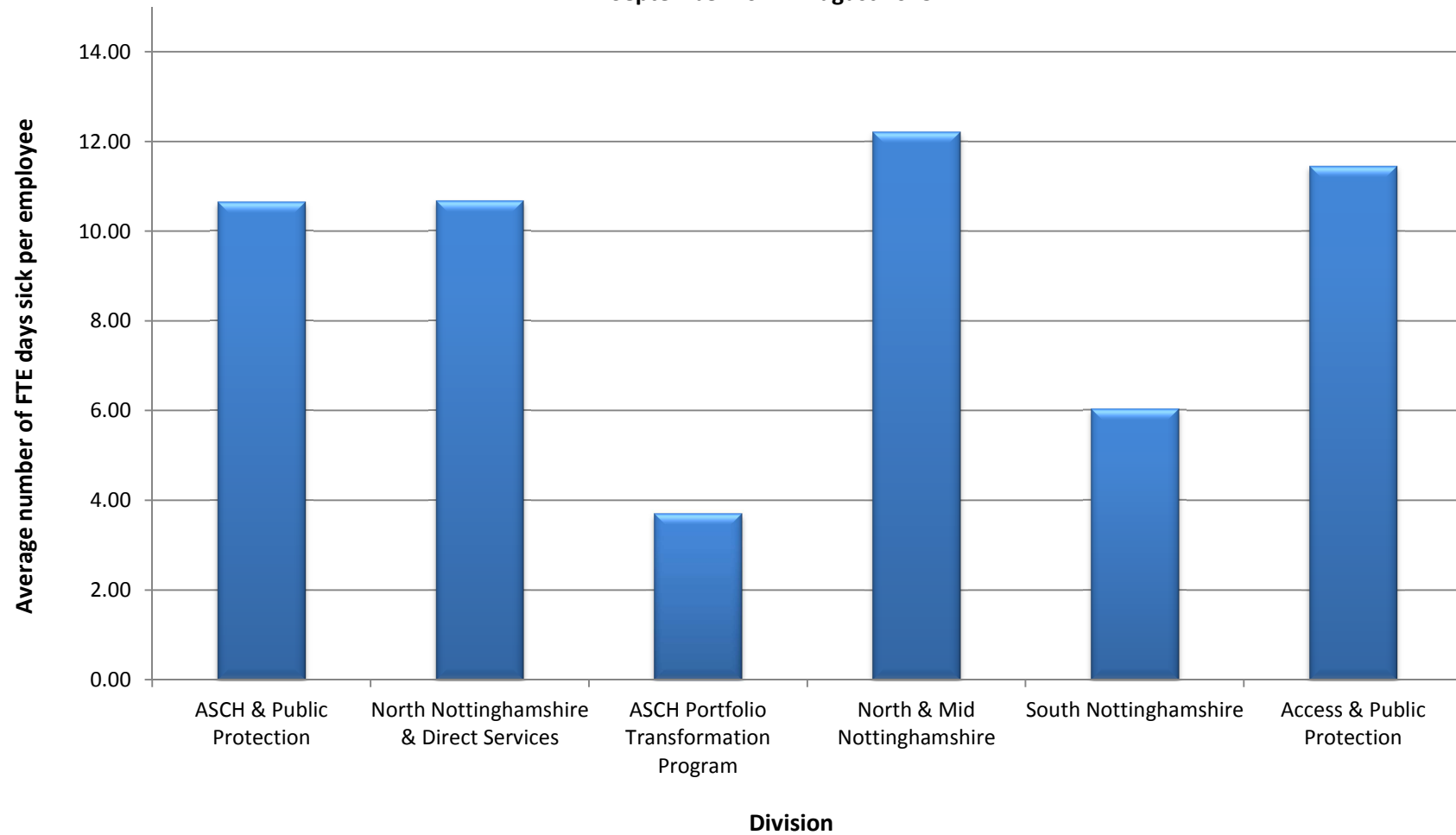
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Appendix A: Overall Sickness Levels by Department on rolling 12 month basis

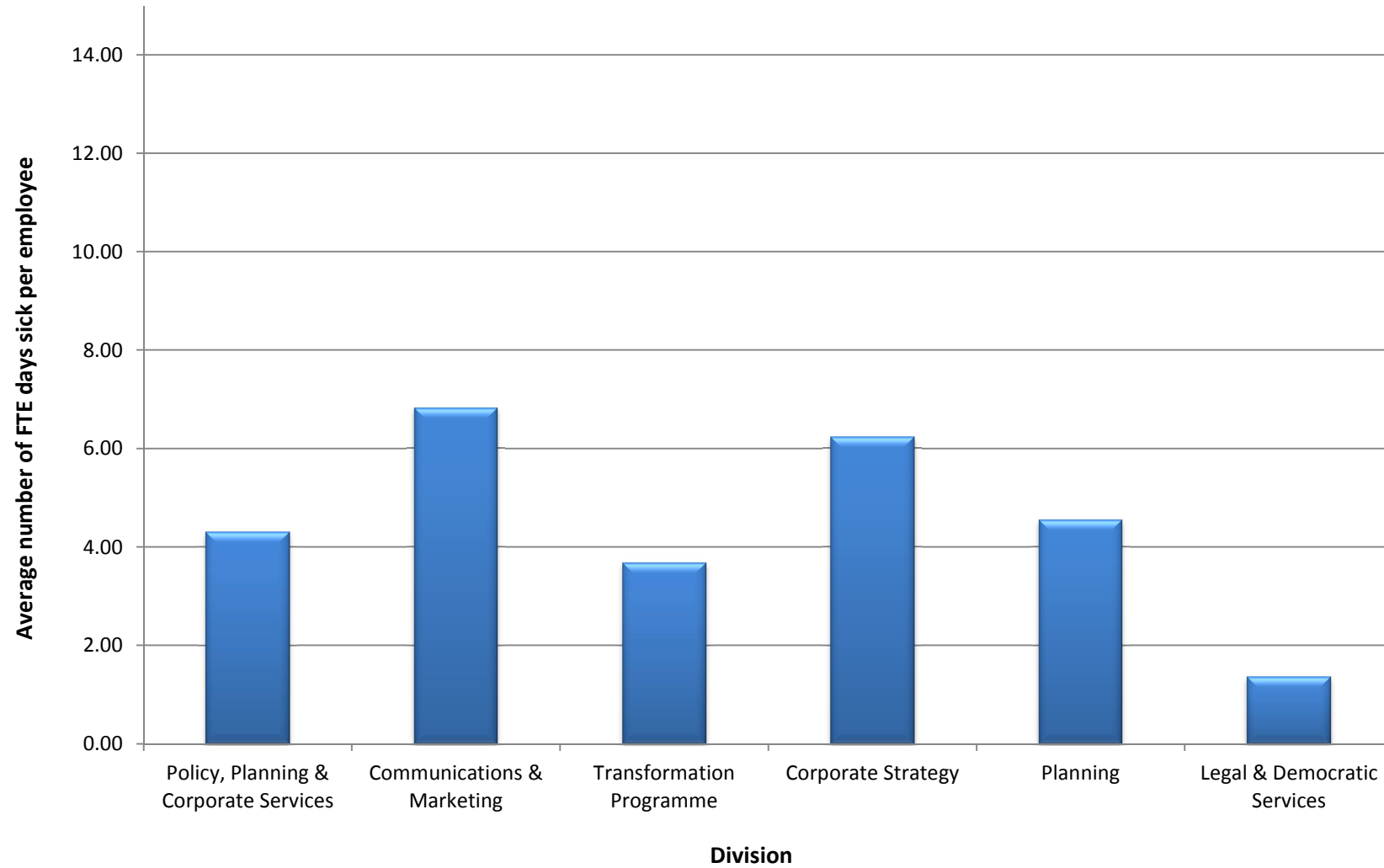
Chart 1. Average number of days sick per employee for the authority by department



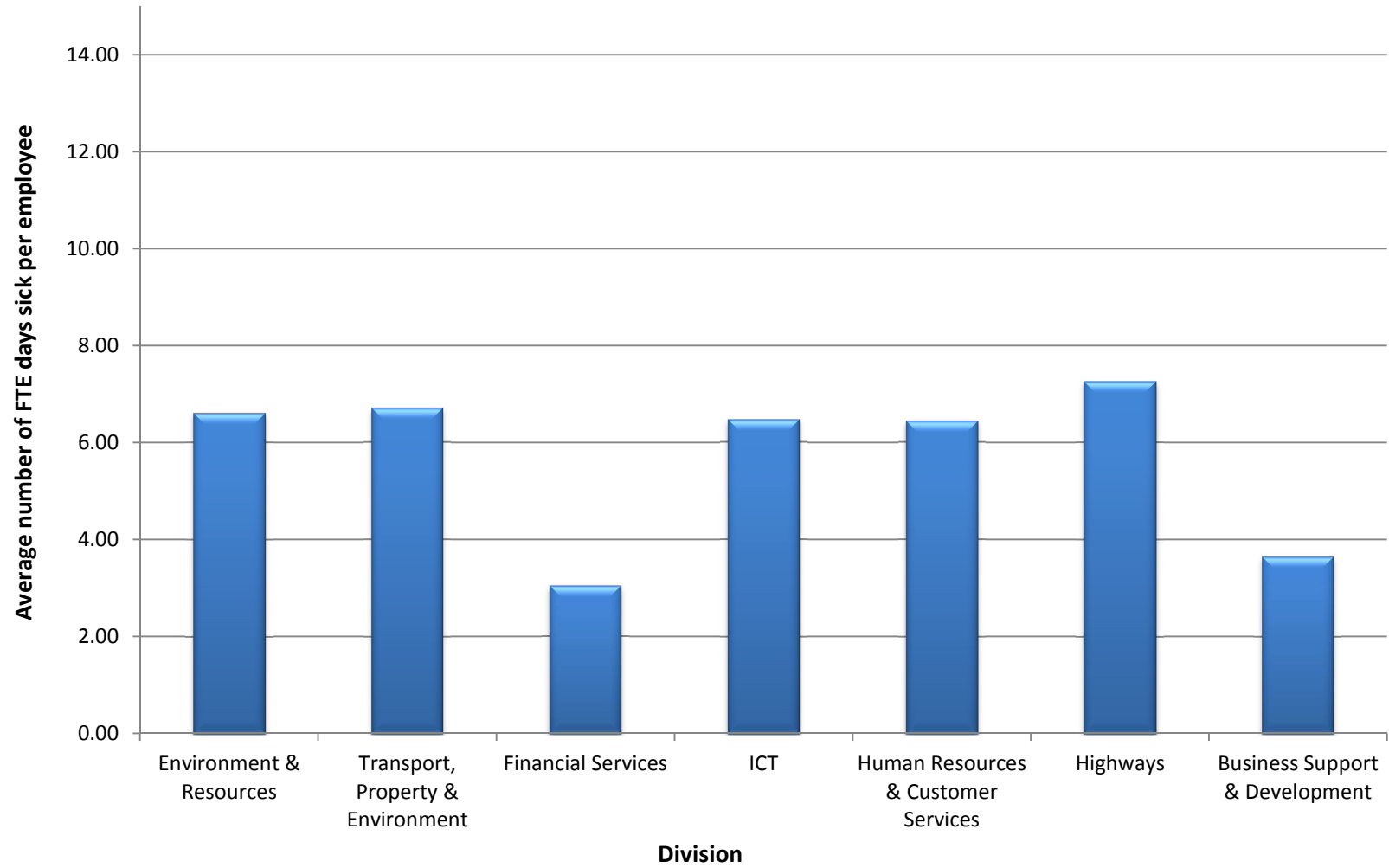
**Chart 2. ASCH & Public Protection
September 2014 - August 2015**



**Chart 3. Policy, Planning & Corporate Services
September 2014 - August 2015**



**Chart 4. Environment & Resources
September 2014 - August 2015**



**Chart 5. Children, Families & Cultural Services
September 2014 - August 2015**

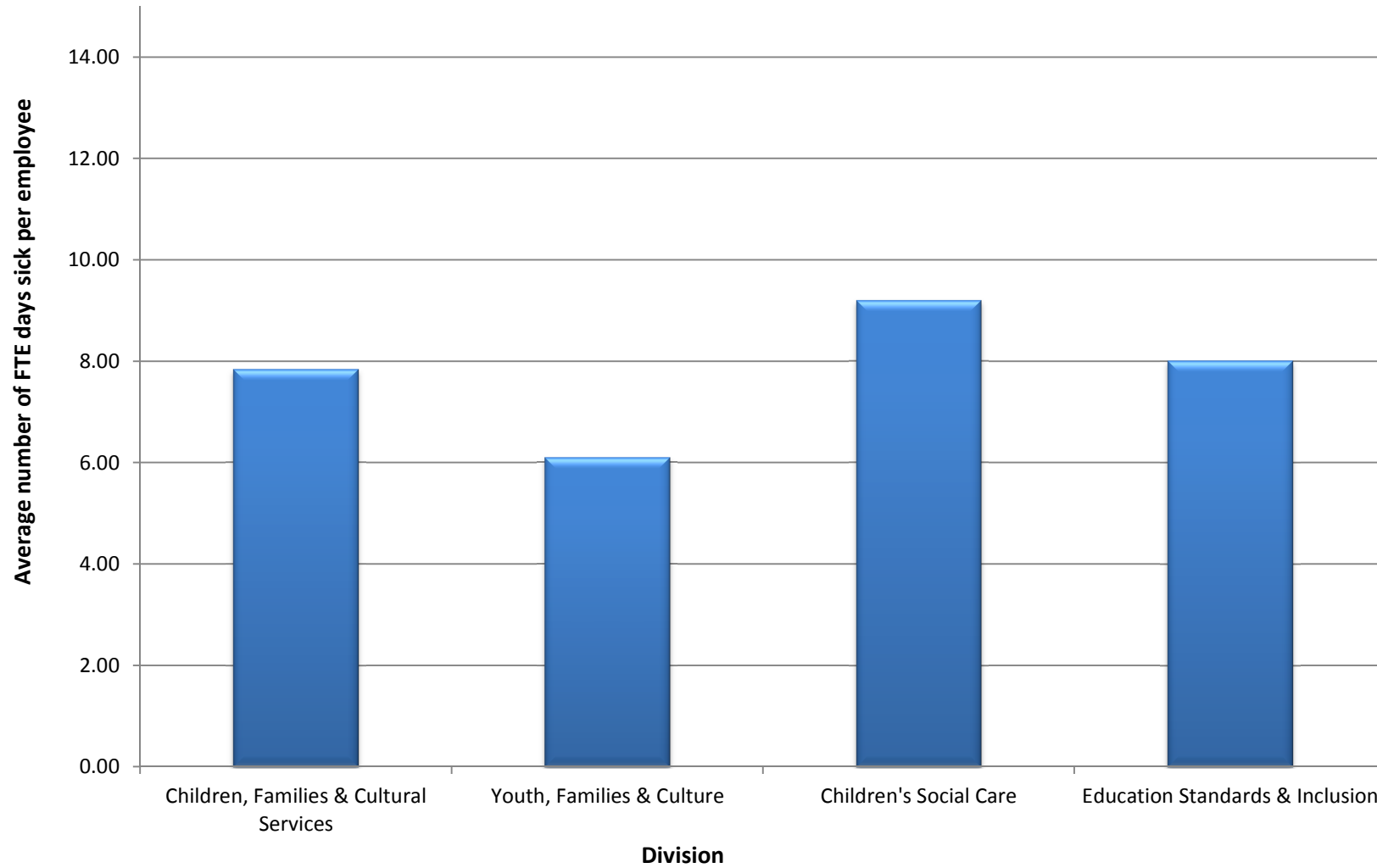


Table 1. Sickness Levels Over Rolling 12 month basis by Department

	Headcount	January 2014 - December 2014	April 2014 - March 2015	July 2014 - June 2015	September 2014 - August 2015
Adult Social Care, Health & Public Protection	1845	10.96	10.99	10.94	10.65
Policy Planning & Corporate Services	298	4.09	4.37	4.62	4.31
Children Families and Cultural Services	2766	7.86	8.21	8.08	7.84
Environment & Resources	3862	7.41	6.81	6.69	6.61
Public Health	55	5.46	6.36	7.48	7.32
NCC Schools	9185	5.48	5.31	5.21	5.25
Authority	17997	6.85	6.68	6.60	6.51
Target		7.40	7.00	7.00	7.00

NB: Some employees have multiple employments in more than one department, therefore overall headcount total will not correspond to the sum total headcount of all departments which is **18,011**.

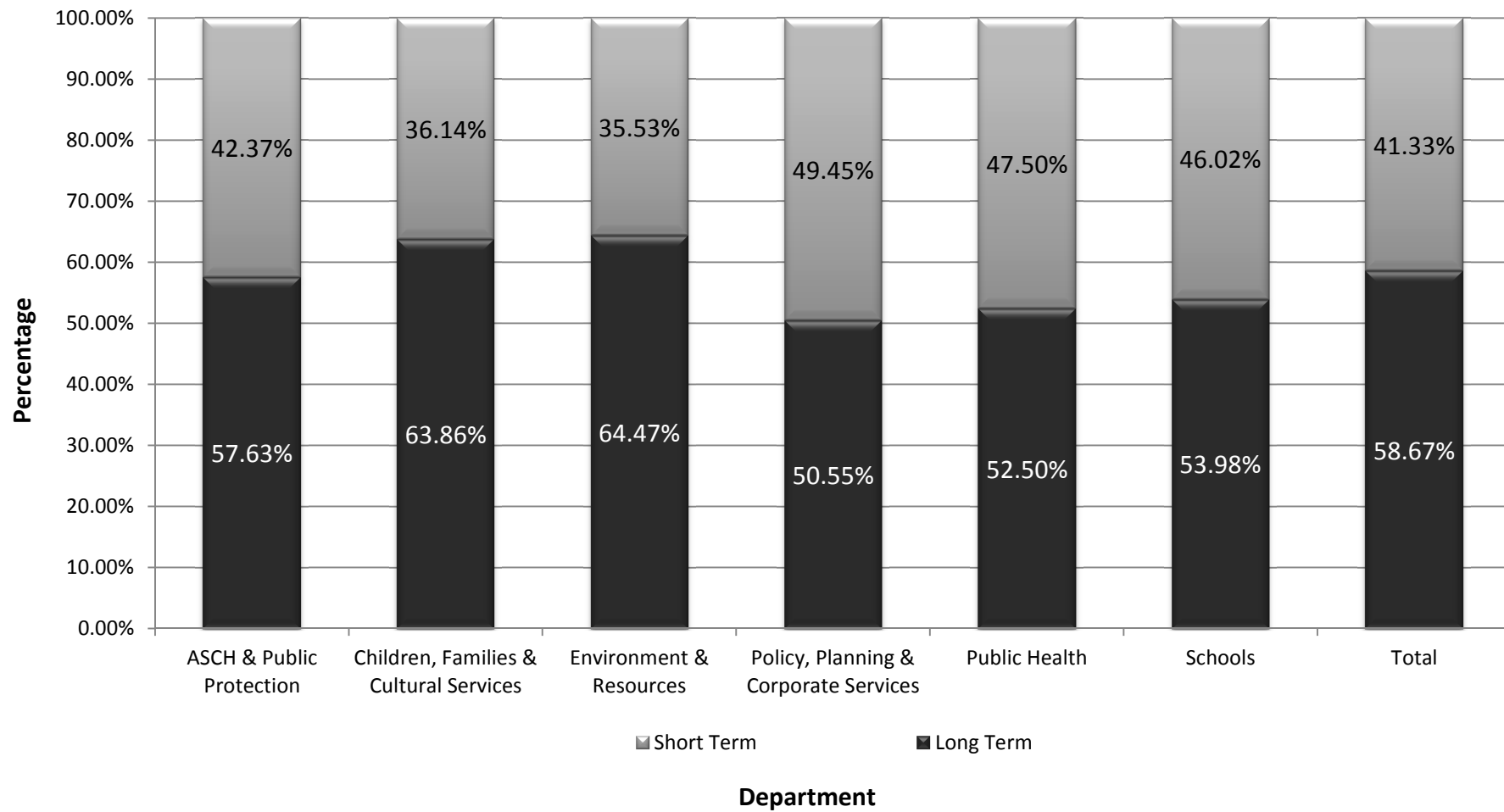
Appendix B: Reasons for Absence

Department	Headcount	Back Problems	Cold/Flu/ Sore Throat	Headache / Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Not assigned
ASCH & Public Protection	1845	4.38%	8.86%	2.69%	0.99%	2.70%	10.35%	14.91%	14.83%	0.72%	3.12%	0.27%	9.02%	23.11%	4.05%
Children, Families & Cultural Services	2766	3.99%	10.31%	1.87%	0.76%	4.10%	10.89%	13.88%	14.92%	1.25%	3.69%	0.31%	9.49%	24.01%	0.53%
Environment & Resources	3862	8.36%	7.26%	1.80%	2.23%	2.75%	19.22%	17.82%	14.11%	0.55%	2.84%	0.56%	6.60%	14.25%	1.66%
Policy, Planning & Corporate Services	298	4.28%	13.89%	2.27%	0.06%	1.09%	11.12%	4.86%	17.83%	4.35%	4.92%	0.00%	12.07%	22.50%	0.77%
Public Health	55	3.44%	9.81%	0.85%	0.00%	0.19%	0.95%	13.36%	65.68%	0.48%	0.00%	0.00%	1.42%	0.57%	3.25%
Schools	9185	5.03%	11.25%	2.28%	1.11%	3.80%	9.02%	18.80%	13.68%	1.77%	3.23%	0.28%	11.82%	17.40%	0.52%
Totals	18011	5.53%	9.80%	2.15%	1.28%	3.39%	11.96%	16.95%	14.41%	1.25%	3.21%	0.35%	9.72%	18.65%	1.35%

NB: Some employees have multiple employments in more than one department; therefore overall headcount totals, which as at 31.08.2015 was **17997** including schools and **8845** excluding schools, will not correspond to the sum total headcount of all departments which is 18011.

Appendix C: Long and Short Term Sickness

**Distribution of sickness type
September 2014 - August 2015**



Appendix D - Corporate Employee Health & Wellbeing Action Plan 2015-2018

Update on actions in progress as at September 2015:

Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Who	Timescale	Progress Update
1. Support NCC managers and individual employees to maintain good mental health through change				
1.1	Tailor and roll-out "Sharing Responsibility for Future Success" LDP learning materials to the wider workforce including: eLearning resources, Apps, booklet etc. Will enable all NCC employees to take responsibility for their own psychological wellbeing and develop robust attitudes and resilience towards challenging events	Helen Richardson – Senior Business Partner Workforce Planning and Organisational Development (WPOD) WPOD team	By end 2015	eLearning materials under development for roll out across whole workforce late 2015
1.2	Review of Occupational Health Service structure to maximise the planning and deployment of OH Practitioner resources more effectively from an appropriately qualified clinical overview and increase customer responsiveness, thereby reducing waiting times	Claire Gollin Group Manager HR Bev Cordon Senior Business Partner HR	From September 2015	As agreed at Personnel Committee 1 st July 2015 Senior OH Nurse Advisor post appointed to from September 2015



Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Who	Timescale	Progress Update
2. Promote effective workload management and prioritisation to reduce stress and tackle presenteeism				
2.1	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 Wellbeing team	November 2015	In conjunction with development of mental wellbeing resources (see part 3) and National Stress Awareness Day
2.2	Contribute to the completion of the 2015 Social Care Health Check initiatives in CFCS and ASCHPP, and take any appropriate actions	Bev Cordon / Sue Jeffery/ Helen Richardson Senior Business Partners HR Departmental Social Care lead managers Trade Unions	Ongoing	HR Business Partners actively working with departments to identify “hotspot” areas and develop action plans to reflect current outcomes and priorities
2.3	Use feedback from 2013 Employee Survey about work -life balance and wellbeing to inform the key themes of the Council's new Workforce Strategy	Marjorie Toward Service Director Customers and HR Claire Gollin	September 2015 onward	Workforce Strategy 2016-18 to be launched early 2016



Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Who	Timescale	Progress Update
		Group Manager HR		
2.4	Improve the mobilisation of the NCC workforce through the roll out of mobile devices to frontline staff to improve flexible working and work/life balance	ICT Ways of Working programme team	Ongoing	Wider roll out across NCC in progress over 1,000 employees have been deployed Thinkpad devices since the launch of the Smarter Working Programme in February 2015
2.5	Update Employee Performance and Development Review 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	By end 2015	Designed and developed for Autumn 2015 launch to coincide with launch of Workforce Strategy 2016-18
2.6	Enable all NCC managers to monitor workloads, support their staff through change and offer appropriate support on an individual basis	Helen Richardson – Senior Business Partner WPOD WPOD team Corporate Communications	Ongoing	Linked to above, embed a Coaching Culture across the Council and develop a corporate coaching framework “Manager as Coach” development programme launched in early July 2015 for all Team Managers and above as part of Leadership Development Programme Institute of Leadership and Management programme to train a cohort of c30 professionally qualified in house coaches - launch commenced July 2015



No.	Action	Who	Timescale	Progress Update
3. Raise awareness of mental ill health and related issues in the workplace				
3.1	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 / Helen Richardson Senior Business Partners HR / WPOD Trade Unions through JWAMSG Public Health	By end 2015	Under development in conjunction with the Joint Wellbeing and Attendance Management Steering Group (JWAMSG) for in year launch on Managers Resource Centre
3.2	Provide guidance and learning materials for all employees to raise awareness of how to support colleagues experiencing mental ill health at work	Bev Cordon / Helen Richardson Senior Business Partners HR / WPOD Trade Unions through JWAMSG Public Health	By end 2015	Under development in conjunction with the Joint Wellbeing and Attendance Management Steering Group (JWAMSG) for in year launch on NCC Intranet

Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Who	Timescale	Progress Update
4. Accreditation of achievement through attainment of the Wellbeing at Work Platinum level award				
4.1	Achievement of Wellbeing at Work Platinum level award (NCC already accredited to Gold level)	Bev Cordon Senior Business Partner HR HR Business Partners Public Health steering group	By April 2016	Work on award submission in active progress
4.2	Appoint and train additional Workplace Health Champions across NCC Accredited to Royal Society for Public Health Level 2 qualification	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Regular publicity on intranet inviting expressions of interest in becoming a WPC Following further promotion and recruitment drive as at end September 2015, 8 new Champions appointed. 15 total in place
5. Continuation and further development of health promotion activities in the workplace				
5.1	Support Public Health on workforce implications of NCC Tobacco Declaration Plan in respect of Smoke Free workplaces	Dr John Tomlinson Public Health lead Lucy Elliott Public Health	Ongoing	Tobacco Declaration signed by all the relevant parties March 2015 Following trial period and employee consultation , Trade Union agreement given to extension of existing NCC Tobacco Control policy to cover e-cigarettes at CJCNP 14 May 2015

Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Who	Timescale	Progress Update
		Claire Gollin Group Manager HR Bev Cordon Senior Business Partner HR Trade Unions	 January 2016	Proposed amendments to strengthen existing NCC Tobacco Control Policy to improve employee wellbeing by creating a Smoke Free working environment. Proposed policy put to trade unions at Central JCNP 15 th July 2015. Following period of trade union consultation with their membership agreement to new policy reached at CJCNP on 22 nd October 2015. Subject to approval by elected members – proposed to launch new policy with guidance and stop smoking support as part of an NCC “New Year Resolutions Wellbeing Campaign”.
5.2	Promotion and re-launch of Westfield Healthcare Scheme	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Further publicity planned for January 2016

Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Who	Timescale	Progress Update
5.3	Update and maintain the employee wellbeing intranet site, inform front line employees and use Team Talk to highlight a range of specific national health campaigns and related wellbeing information to promote healthier lifestyles and preventative measures to employees	Bev Cordon Senior Business Partner HR HR Business Partners Occupational Health and Wellbeing team Public Health	Ongoing	Recent examples include: <ul style="list-style-type: none"> • Mental Health Awareness Week 11-15 May 2015 promoting mindfulness and resources to build personal resilience • Shake Up September national workplace physical activity challenge - Sept 2015 • Stoptober, a 28-day stop smoking challenge from Public Health England that encourages and supports smokers across England towards quitting for good – Oct 2015 • Promotion of World Heart Day 29th Sept 2015 including tips on preventing heart disease • National Stress Awareness Day 4 November 2015
5.4	Research and deliver targeted wellbeing initiatives through a mixed economy of internal practitioners and external providers and seek funding streams where applicable	Bev Cordon Senior Business Partner HR Occupational Health and Wellbeing team (OH Nurse Advisors)	Ongoing	2 NCC Health and Wellbeing Roadshows planned for 2016

Overall Responsibility : Claire Gollin Group Manager HR

No.	Action	Who	Timescale	Progress Update
5.5	Seasonal Flu vaccination campaign winter 2015/16 targeted at front line services replicating 2014/15 model	Bev Cordon Senior Business Partner HR Public Health Occupational Health and Wellbeing team (admin)	Sept 2015	2014/15 campaign improved uptake 570 front line employees issued with vouchers for free vaccination New campaign for winter 2015/16 funded by Public Health launched Sept 2015, target to exceed previous take up subject to funding

Previously achieved in 2015/16:

1. Support NCC managers and individual employees to maintain good mental health through change

1.1	Employee Counselling Provision extended to include a 7 module on –line Cognitive Behavioural Therapy (CBT)	Bev Cordon Senior Business Partner HR Care First – Employee Counselling provider partner	From April 2015	Launched and implemented
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5. Continuation and further development of health promotion activities in the workplace				
5.1	Promotion and re-launch of Westfield Healthcare Scheme	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Relaunched to all employees during May 2015
5.2	Update and maintain the employee wellbeing intranet site, Front Line bulletin and Team Talk to highlight specific national health campaigns and related information	Bev Cordon Senior Business Partner HR HR Business Partners Occupational Health and Wellbeing team Public Health	Ongoing	Previous in – year examples include: <ul style="list-style-type: none"> • Mental Health Awareness Week 11-15 May 2015 promoting mindfulness and resources to build personal resilience • Dementia Awareness week 17-23 May
5.3	Support Public Health on workforce implications of NCC Tobacco Declaration Plan in respect of Smoke Free workplaces	Dr John Tomlinson Public Health lead Lucy Elliott Public Health Claire Gollin Group Manager HR Bev Cordon	Ongoing	Following trial period and employee consultation , Trade Union agreement given to extension of existing NCC Tobacco Control policy to cover e-cigarettes at Central JCNP 14 May 2015

		Senior Business Partner HR Trade Unions		
5.4	Promotion and re-launch of Westfield Healthcare Scheme	Bev Cordon Senior Business Partner HR HR Business Partners	May 2015	Relaunched to all employees during May 2015 - further publicity planned for January 2016

Document Owner: Claire Gollin Group Manager HR Sept 2015

18th November 2015**Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING
INFORMATION AS AT 30TH SEPTEMBER 2015****Purpose of the Report**

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

Information and Advice**Background:**

2. The Council is committed to an integrated, structured and strategic approach to its overall workforce planning. Workforce information enables the Council to effectively monitor the on-going impact of organisational change and transformation on the number and nature of its staff and assist it to plan its future staffing and skills requirements.
3. Critical to success is accurately establishing and planning for urgent and future staffing requirements and identifying what type of skills, knowledge, experience and aptitudes the Council needs to have available. This is based on an ongoing prediction of key service demands and major workforce issues, subject to regular review to reflect changes in requirements.
4. This approach relies on equipping the Council's workforce to be more mobile and flexible in working across the organisation and with partners with effective cross skills training and development. It also necessitates adopting a more systematic approach to retraining, redeployment and career development which includes identifying horizontal, rather than vertical, career opportunities.
5. The new workforce planning model will enable the Council to be responsive to supply and demand and is reflected in the Council's new Workforce Strategy for 2016-2018 which is currently under development.

Headcount:

6. The actual County Council headcount figure for non-school based staff **as at 30th September 2015** is 8,789. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees. Since April 2015 this represents an in year overall headcount reduction to date of **79** from 8,868.
7. 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.
8. Moving forward, there may be considerable fluctuation in workforce numbers arising from the need to respond to the increasing demands of new legislative requirements in Adult Social Care balanced against the impact of the adoption of a range of Alternative Service Delivery Models for Libraries, Highways and Property Services.

Vacancy Management:

9. The intention of the Council's current Vacancy Control arrangements is to ensure robustness and consistency of vacancy management to enable agreed post reductions to be made with the minimum number of compulsory redundancies by deleting vacant posts and providing redeployment opportunities for employees at risk of redundancy.
10. The Vacancy Control statistics in **Appendix A (i) and A (ii)** reflect the period April 2015 to August 2015 and September 2015 respectively to reflect the new departmental structure implemented from 1st September 2015. The majority of vacancies in this period have been filled on a permanent basis. This is reflected in the appendices and reflects the ongoing imperative to sustainably fill qualified front line posts in both Adult and Children's Social Care.
11. Another area where permanent recruitment through the Vacancy Control process continues to be high is front line posts in Traded Services functions, in particular school catering linked to the need to maintain contractual requirements relating to school meal numbers.
12. A total of **752** vacancies went through the vacancy control process with the following outcomes:
 - Permanent – **409** posts
 - Fixed term – **311** posts
 - Agency workers – **32** posts

Turnover:

13. The most recent Local Government Association Workforce Survey for the year 2013/14 shows that the Local Government average turnover had increased to **11.90%** from **11.40%** in the previous year.
14. The most recently available CIPFA Value for Money benchmarking data (2013/14), measures turnover through leavers, excluding redundancies. Against all the County Councils in the benchmarking group the average against this indicator is **9.70%**, whilst across all local authorities who are members of the benchmarking network, it is **10.50%**.
15. Given the activity around transformation of services within the County Council some redundancies are to be expected. When redundancies are factored in the NCC turnover rate, calculated as the mean average over the previous 12 month period, currently stands at **9.5%**, compared to **10.80%** at the previous quarter, making the overall turnover level over the previous 12 months **9.9%**.
16. The table in **Appendix B** incorporates details of the reasons for leaving for the second quarter of the current year and 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 often positive 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 by a considerable margin continues to be “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. Further work is being undertaken to breakdown this category further to provide more details for members.
19. The second highest reason for leaving is retirement which relates to those employees who can access their accrued pension benefits and the third highest reason is voluntary redundancy.
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. All reasonable mitigations are considered in order to reduce the impact of post deletions arising from service review on individual employees. These include vacancy control, redeployment, effective workforce planning (including retraining / reskilling), reduced working hours and, wherever possible, volunteers for redundancy are given priority consideration.

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

	2013/14	2014/15	2015/16	Overall Total To date	%
Voluntary Redundancy	134	227	37	398	85.2%
Compulsory Redundancy	14	45	10	69	14.8%
Total:	148	272	47	467	

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

25. 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.

26. The full 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. The current outcomes of these processes are described below:

Redeployment:

27. Every effort continues to be made to support employees at risk of redundancy by seeking redeployment into suitable alternative employment opportunities.

This includes the Council's on-line redeployment portal for employees at risk of redundancy.

28. A successful redeployment relies on the full and flexible engagement of the individual employee in the redeployment search process and the consistent commitment of all managers to providing at risk employees with well supported trial periods in potentially appropriate alternative posts.
29. During quarter 2 the number of employees identified at risk of redundancy who were redeployed equated to a **55.3%** success rate, broadly comparable to 55.5% at the previous quarter.
30. This should be considered in the context of the percentage of all redundancies that are currently being achieved by voluntary means and the impact of ongoing organisational change on a declining number of vacant posts available for redeployment.
31. The Council continues to aim 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 its overall 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 September 2015 employees made a total of **7,667** unique views of the available information and associated support guides and documents.
36. 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. Demand for training and support sessions is likely to increase later in the financial year as the impact of further organisational and service review impacts. The current suite of provision designed to support employees through change

has been in place for several years and is regularly reviewed and updated to ensure ongoing relevance.

38. In the period since 1st April 2015 to 30th September 2015 a further **17** training and support sessions were offered, run in partnership with external providers including Job Centre Plus and Futures. These sessions were attended by an additional **76** employees and **16** further events have been arranged.

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 new and existing agreed alternative service delivery models will increase significantly.
41. Currently activity is minimal, during the second quarter of 2015/16, a further 3 employees transferred out of the authority as the following table indicates:

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

Use of Agency Workers:

42. The latest quarter's figures for agency workers, consultants and interims can be found in **Appendix C**. The quarter to 30th September 2015 has seen an increase of 13 agency workers since the previous report and a reduction of 2 consultants overall.
43. The reported difficulties regarding high usage of agency workers in Children's Social Care remain with a further increase of 11 qualified social workers from the previous quarter. Efforts are ongoing to reduce the reliance on agency social workers but the nationally recognised difficulties continue to present significant challenges to achieving this.
44. There is an increase in usage in Adults Social Care and Health with the figure rising from 64 to 70 over the last quarter. Some of the increase in longer term use can be explained by the need to complete Best Interest Assessments but also with the extended placements of some agency workers

to cover in residential and day services whilst the permanent workforce seek to secure their employment in new roles.

45. The increased figure for the new Resources department is due to Business Support now coming under the responsibilities of the Service Director, Customers and Human Resources. This accounts for 28 agency business support workers who are predominantly supporting children's social care with some additional resources supporting Deprivation of Liberty and Best Interest Assessments in Adult Social Care and Health.
46. There have been small reductions in agency requirements in Highways, Legal Services and ICT.
47. Close scrutiny of all agency requests through the vacancy control process continues to be applied and decisions to use this category of staff is challenged where appropriate.

Reasons for Recommendations

48. 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

49. 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

50. The trades unions continue to be 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

51. 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.

52. Equality Impact Assessments are undertaken as appropriate and are an integral 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.
53. This Committee has also received an update report summarising the profile of the County Council's workforce, as at 1st April 2015, as part of an established annual reporting regime. The report highlights that despite post reductions, the representation of disabled people, people from black and ethnic minority groups and the balance of male and female employees in the workforce continues to remain fairly constant and comparable with the representation in the local community.

Financial Implications

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

RECOMMENDATIONS

It is recommended that Members note:

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

Marjorie Toward

Service Director - Customers and Human Resources

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

Constitutional Comments (SLB 26/10/15)

56. This report is for noting only.

Financial Comments (SES 22/10/15)

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

Human Resources Comments (CLG 14/10/15)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Appendix A (i): Outcomes from Vacancy Control Process 01.04.2015 – 31.08.2015

<u>By Department:</u>	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
ASCHPP	84	144	45	82	17	0
CFCS	147	244	121	117	6	0
E&R	167	198	165	28	5	0
PPCS	15	20	8	9	3	0
Public Health	4	6	1	5	0	0
Total	417	612	340	241	31	0
<u>By Division:</u>						
ASCHPP	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Access and Public Protection	40	56	8	43	5	0
North and Mid Notts	16	49	24	13	12	0
South Notts	9	12	0	12	0	0
Commissioning Day Services – Resi	9	13	6	7	0	0
New / Bass PD	1	1	1	0	0	0
Aspergers	1	1	1	0	0	0
Ash / Man PD	2	2	1	1	0	0
Bassetlaw OA	1	1	1	0	0	0
Physical Disability Team	2	3	2	1	0	0
BGR OA	1	4	0	4	0	0
Safeguarding Adults	2	2	1	1	0	0
Total	84	144	45	82	17	0
CFCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Education Standards & Inclusion	43	59	10	44	5	0

Children's Social Care	52	107	62	45	0	0
Youth, Families and Culture	52	78	49	28	1	0
Total	147	244	121	117	6	0
Environment & Resources	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
County Supplies	2	2	0	1	1	0
Finance and Procurement	3	3	2	1	0	0
Highways	10	11	6	5	0	0
HR and Customer Service	5	23	17	6	0	0
ICT	6	6	3	3	0	0
Transport Property and Environment	141	153	137	12	4	0
Total	167	198	165	28	5	0
PPCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Communications	1	1	0	1	0	0
Corporate Strategy	2	2	1	1	0	0
Improvement Programme / Transformation	1	1	1	0	0	0
Planning	2	2	2	0	0	0
Legal and Democratic Services	7	10	4	3	3	0
Policy, Performance and Research	2	4	0	4	0	0
Total	15	20	8	9	3	0
Public Health	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
	4	6	1	5	0	0
Total	4	6	1	5	0	0

Appendix A (ii): Outcomes from Vacancy Control Process 01.09.2015 – 30.09.2015

<u>By Department:</u>	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
ASCHPP	8	80	32	48	0	0
CFCS	15	37	22	15	0	0
RESOURCES	9	9	3	5	1	0
PLACE	12	14	12	2	0	0
Total	44	140	69	70	1	0
<u>By Division:</u>						
ASCHPP	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Access and Public Protection	1	1	1	0	0	0
North and Mid Notts	1	2	2	0	0	0
South Notts	1	1	0	1	0	0
Strategic Commissioning Access and Safeguarding	2	2	2	0	0	0
Commissioning Day Services – Resi	1	1	1	0	0	0
Younger Adults and Older Adults	2	73	26	47	0	0
Total	8	80	32	48	0	0
CFCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Education Standards & Inclusion	1	1	1	0	0	0
Children’s Social Care	11	33	20	13	0	0
Youth, Families and Culture	3	3	1	2	0	0
Total	15	37	22	15	0	0
RESOURCES	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Communications and Marketing	2	2	1	1	0	0
Legal and Democratic Services	1	1	0	0	1	0

Finance, Procurement and Improvement	1	1	1	0	0	0
Customers and Human Resources	4	4	0	4	0	0
ICT	1	1	1	0	0	0
Total	9	9	3	5	1	0
PLACE	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Highways	0	0	0	0	0	0
Environment, Transport and Property	12	14	12	2	0	0
Total	12	14	12	2	0	0

Appendix B

Reason for leaving	October - December 2014	January - March 2015	April - June 2015	July - September 2015
Retirement	24	18	33	34
Retirement Ill Health	8	3	8	7
Death in Service	3	0	2	0
Dismissal Conduct	2	0	1	3
Dismissal Capability including absence	7	2	5	2
Failed Probation	1	0	0	3
Mutually agreed termination	0	2	0	0
End Fixed Term Contract	6	4	10	7
Redundancy Compulsory	13	4	4	6
Redundancy Voluntary	36	16	19	18
Resignation	152	136	152	130
	252	185	234	210
Average (Mean) headcount over the quarter	8993.5	8967	8895	8810.5

Turnover percentage for Q2 9.5%

Turnover for last 12 months 9.9%

Appendix C: Agency Staff as at 30th September 2015

Please note that this quarter's figures reflect the new departmental arrangements from 1st September 2015

Department	Agency	Consultant	Interim	30/09/15 Total
Adult Social Care, Health and Public Protection				
Mid Nottinghamshire	3	0	0	3
North Nottinghamshire	38	0	0	38
South Notts & Public Protection	16	0	0	16
Strategic Commissioning, Access and Safeguarding	4	2	0	6
Trading Standards	8	0	0	8
Transformation Programme	1	0	0	1
Total	70	2	0	72
Child Families & Cultural Services				
Children's Social Care	85	2	0	87
Education Standards & Inclusion	0	0	1	1
Youth Families & Culture	3	0	0	3
Total	88	2	1	91
Place				
Highways	14	0	9	23
Environment, Transport, Property	34	0	0	34
Total	48	0	9	57
Resources				
Communications and Marketing	1	0	0	1
Legal, Democratic and Complaints	8	0	0	8
Finance, Procurement and Improvement	0	0	0	0
Customers and Human Resources (inc Business Support)	28	2	0	30
ICT	6	0	0	6
Total	43	2	0	45
Total for all Departments	249	6	10	265

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

1. This report provides the six monthly performance reports for Facilities Management Services for the period ending 30th Sept 2015

Information and Advice

2. The Environment & Resources Department provides a range of FM services across the County Council to schools and academies; County Hall, Trent Bridge House, Newark, Retford & Mansfield Bus Stations other County offices, libraries, and country parks.

PERFORMANCE REPORTS**UIFSM – (Universal Infant Free School Meals)**

3. Sept uptake was 80% which is up from July's figure of 78% and a cumulative uptake figure of 79% which is comparable to 2014/15 so UIFSM is holding up at 79% uptake.

Infants having free school meals when they move to junior schools are increasing the number of paid meals. This may well be a result of children already used to having a school meal and for parents about the benefits that come from awareness of nutritious and healthy school meals.

In terms of awareness of continued support for UIFSM, further guidance is awaited as to whether it will be maintained for the foreseeable future.

Facilities Management (FM) Services

4. Operating performance for both the traded building cleaning service and grounds maintenance services started the first part of the year on target. Increased internal costs for insurance and corporate charges have increased overheads of the business for 2015/16 and therefore, an overall business deficit is forecast.
5. The Committee will recall that the pricing strategy for the FM Services is phased over the medium-term in order to safeguard buy-back levels but ultimately to achieve a break-even position.
6. It is pleasing to report to the Committee that good operating performance is being achieved on a number of fronts.

7. The levels of buyback for 2015/16 are extremely encouraging with a number of losses being offset by a number of gains.
8. There is a tighter control over costs and as a result operating margins are higher than was predicted at the beginning of the year. All being well in the remainder of the year, good results are predicted.
9. In addition, planned savings in the FM budgets for county offices are on course to be delivered. County Office Site Manager Group meetings are now held quarterly.
10. Work is underway in both City & County Landscape services to investigate the feasibility of a joint tender for Toot Hill School landscaping services.
11. The Service continues to reshape and develop its Facilities Management Service to County Wide offices. All large County wide FM Offices are supported by a site based Site Manager, assisting in the needs and requirements of building users throughout the working day. These Site Managers now attend quarterly briefing sessions as referenced above; creating networking opportunities as well as receiving information updates from a variety of important service areas such as Legionella (Water Testing Team) , Property , Asbestos and Fire Risk Assessment. In order to compliment this team and ensure effective and knowledgably cover is provided during periods of sickness and holiday absence, the Service is intending to recruit a mobile Site Manager whose role will be solely focussing on the FM Site Management Service. This support should provide all building users with an effective and coherent service throughout the year.
12. Work is also underway with the improvement programmes, smarter ways of working, and corporate business support teams to review operating regimes within county offices and in developing a service delivery model across the county office estate that is in line with the resource hub approached operating in both County Hall and Trent Bridge House.
13. County Hall FM is working with Property in terms of managing the CLASP block demolition process and associated employee facilities which will be impacted – such as cyclist facilities.
14. The new county wide Door Access System project is reaching a crucial stage with both hardware and software now procured. This has come in under budget – however this underspend is likely to be required for contingency expenses. It will be implemented on a building by building basis; being a one card solution instead of the current two. A sub project is underway to have all employee photographs updated for use on the new card system. This will have the added benefit of purging all historically inaccurate data/photographs.

15. *Attached* appendices show the performance of the services in graphs.

Overall Financial Performance

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Original Annual Budget (£000's)
Turnover	6,791	6,798	7	13,585
Direct Costs	6,062	6,019	43	12,145
Contribution	729	779	50	1,440
Indirect costs	495	484	11	990
Profit	234	295	61	450
Overhead and Support Costs	472	447	25	944
Net Surplus - Deficit	-239	-152	87	-494

NB Minus means adverse variances.

Training and Development

16. Training over 2500 employees dispersed over nearly operational 400 units across the county remains both a priority and a challenge. Eight NCC/Lenovo tablets have been deployed across schools catering training. It is proposed that we extend tablet based training into Facilities Management and Building Cleaning service areas.
17. There are a number of training modules and courses which cover areas such as safeguarding children, food safety, control of substances, FM services, and health and safety.
18. The services have also maintained and ISO 9001 and OHSAS 18001 accreditations.
19. A total of 33 Lenovo mobile tablets have now been procured for C&FM management. This will have a significant impact on management efficiencies – elements of which are; expected reductions in business mileage expenses, improved communications and a reduced need for operational management to be in county offices. Training support was deployed on the 14th and 22nd October respectively, to all C&FM managers. Additional training, where required will be initiated by C&FM.

Cleaning training statistics as recorded on Onespace – 01/04/2015 to 30/09/15

Cleaning North **385** = training events (course delivered)
 74 = number of employees
 5 = average number of training events per employee (**74**)

Cleaning South **836** = training events
 117 = number of employees
 7 = average number of training events per employee (**117**)

Total training events delivered **1221**

Total number of employees who received training **191**

Lawn View House (LVH) – Car parking update

20. Car parking at LVH in particular, continues to be an issue for employees based there and for those who may visit for meetings. It also raises issues for non NCC visitors to the building. Double parking continues and is managed on a local basis between employees. Access to Eastbourne House for LVH based employees has now been agreed which has eased congestion. The ongoing rollout of tablet computers is also contributing to reducing the need to be in the building. All C&FM management has now been issued with them which is having an immediate impact on vehicle parking.
21. Communication in terms of issues and positive suggestions are being channelled through the Tenants Group at LVH. It is proposed that these groups develop as communications channels both in terms of individual buildings and also between respective Tenants Groups. A TU/Management working group has now been formed with the first meeting due to take place in the near future.

Other Options Considered

22. None – report for noting only

Reasons for Recommendation

23. 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

24. 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

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

RECOMMENDATION

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

Jas Hundal

Service Director – Transport, Property & Environment

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

T: 0115 977 4794

E: shane.grayson@nottsccl.gov.uk

Constitutional Comments

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

Financial Comments

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

Background Papers and Published Documents

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


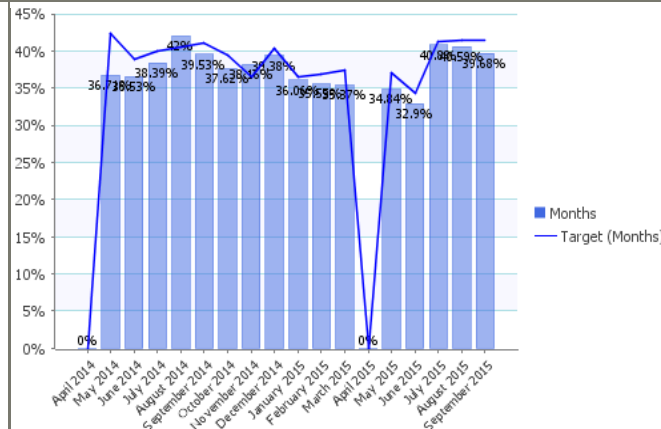
None


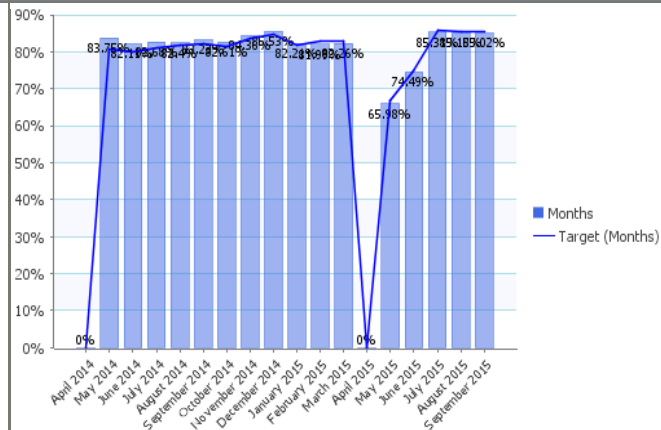
Electoral Divisions and Members Affected

- All

Facilities Management Performance Report Period 6 (2015-16)

Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																									
Labour costs as % of turnover - Landscape services	Aim to Minimise	<div><div>Actual</div><div>39.68%</div><div>Target</div><div>41.44%</div><div></div></div>	 <table><caption>Monthly Data for Landscape Services</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>36.71%</td></tr><tr><td>May 2014</td><td>36.71%</td><td>42.0%</td></tr><tr><td>June 2014</td><td>38.39%</td><td>38.39%</td></tr><tr><td>July 2014</td><td>38.39%</td><td>38.39%</td></tr><tr><td>August 2014</td><td>39.53%</td><td>42.0%</td></tr><tr><td>September 2014</td><td>37.62%</td><td>39.53%</td></tr><tr><td>October 2014</td><td>38.14%</td><td>37.62%</td></tr><tr><td>November 2014</td><td>38.38%</td><td>38.14%</td></tr><tr><td>December 2014</td><td>36.06%</td><td>38.38%</td></tr><tr><td>January 2015</td><td>35.5%</td><td>36.06%</td></tr><tr><td>February 2015</td><td>35.5%</td><td>35.5%</td></tr><tr><td>March 2015</td><td>37.7%</td><td>35.5%</td></tr><tr><td>April 2015</td><td>0%</td><td>34.44%</td></tr><tr><td>May 2015</td><td>32.9%</td><td>32.9%</td></tr><tr><td>June 2015</td><td>40.08%</td><td>34.44%</td></tr><tr><td>July 2015</td><td>40.08%</td><td>40.08%</td></tr><tr><td>August 2015</td><td>39.68%</td><td>40.08%</td></tr><tr><td>September 2015</td><td>39.68%</td><td>40.08%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	36.71%	May 2014	36.71%	42.0%	June 2014	38.39%	38.39%	July 2014	38.39%	38.39%	August 2014	39.53%	42.0%	September 2014	37.62%	39.53%	October 2014	38.14%	37.62%	November 2014	38.38%	38.14%	December 2014	36.06%	38.38%	January 2015	35.5%	36.06%	February 2015	35.5%	35.5%	March 2015	37.7%	35.5%	April 2015	0%	34.44%	May 2015	32.9%	32.9%	June 2015	40.08%	34.44%	July 2015	40.08%	40.08%	August 2015	39.68%	40.08%	September 2015	39.68%	40.08%	
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Labour costs as % of turnover - Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>85.02%</div><div>Target</div><div>85.25%</div><div></div></div>	 <table><caption>Monthly Data for Building Cleaning</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>83.75%</td></tr><tr><td>May 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>June 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>July 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>August 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>September 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>October 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>November 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>December 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>January 2015</td><td>83.75%</td><td>83.75%</td></tr><tr><td>February 2015</td><td>83.75%</td><td>83.75%</td></tr><tr><td>March 2015</td><td>83.75%</td><td>83.75%</td></tr><tr><td>April 2015</td><td>0%</td><td>65.48%</td></tr><tr><td>May 2015</td><td>65.48%</td><td>65.48%</td></tr><tr><td>June 2015</td><td>79.49%</td><td>79.49%</td></tr><tr><td>July 2015</td><td>85.38%</td><td>85.38%</td></tr><tr><td>August 2015</td><td>85.02%</td><td>85.02%</td></tr><tr><td>September 2015</td><td>85.02%</td><td>85.02%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	83.75%	May 2014	83.75%	83.75%	June 2014	83.75%	83.75%	July 2014	83.75%	83.75%	August 2014	83.75%	83.75%	September 2014	83.75%	83.75%	October 2014	83.75%	83.75%	November 2014	83.75%	83.75%	December 2014	83.75%	83.75%	January 2015	83.75%	83.75%	February 2015	83.75%	83.75%	March 2015	83.75%	83.75%	April 2015	0%	65.48%	May 2015	65.48%	65.48%	June 2015	79.49%	79.49%	July 2015	85.38%	85.38%	August 2015	85.02%	85.02%	September 2015	85.02%	85.02%	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Landscape Services	Aim to Maximise	<p>Actual</p> <p>£1,088,000</p> <p>Target</p> <p>£1,052,000</p> <p>✓</p>	<p>£2,250,000 £2,000,000 £1,750,000 £1,500,000 £1,250,000 £1,000,000 £750,000 £500,000 £250,000 £0</p> <p>April 2014 May 2014 June 2014 July 2014 August 2014 September 2014 October 2014 November 2014 December 2014 January 2015 February 2015 March 2015 April 2015 May 2015 June 2015 July 2015 August 2015 September 2015</p> <p>Months Target (Months)</p>	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Building Cleaning	Aim to Maximise	<p>Actual</p> <p>£5,710,000</p> <p>Target</p> <p>£5,739,000</p> <p>✓</p>	<p>£12,000,000 £11,000,000 £10,000,000 £9,000,000 £8,000,000 £7,000,000 £6,000,000 £5,000,000 £4,000,000 £3,000,000 £2,000,000 £1,000,000 £0</p> <p>April 2014 May 2014 June 2014 July 2014 August 2014 September 2014 October 2014 November 2014 December 2014 January 2015 February 2015 March 2015 April 2015 May 2015 June 2015 July 2015 August 2015 September 2015</p> <p>Months Target (Months)</p>	


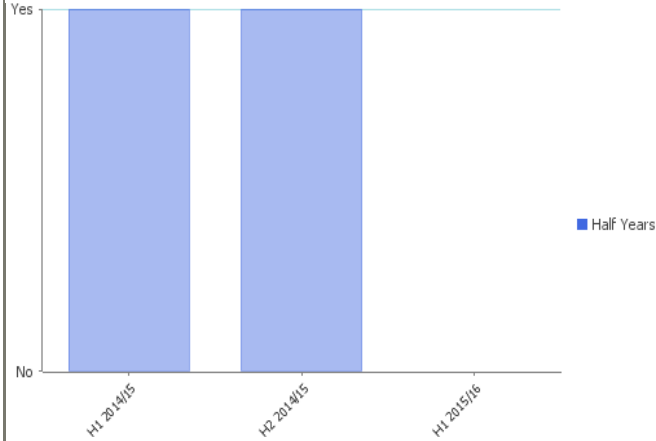
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Contribution - Landscape Services	Aim to Maximise	<p>Actual</p> <p>£187,000</p> <p>Target</p> <p>£181,000</p> <p>✓</p>	<p>£400,000 £350,000 £300,000 £250,000 £200,000 £150,000 £100,000 £50,000 £0</p> <p>April 2014 May 2014 June 2014 July 2014 August 2014 September 2014 October 2014 November 2014 December 2014 January 2015 February 2015 March 2015 April 2015 May 2015 June 2015 July 2015 August 2015 September 2015</p> <p>Months Target (Months)</p> <p>£128,000 £197,000 £251,000 £229,000 £244,000 £334,000 £362,000 £314,000 £338,000 £393,000 £393,000 £0 £222,000 £253,000 £171,000 £187,000</p>	


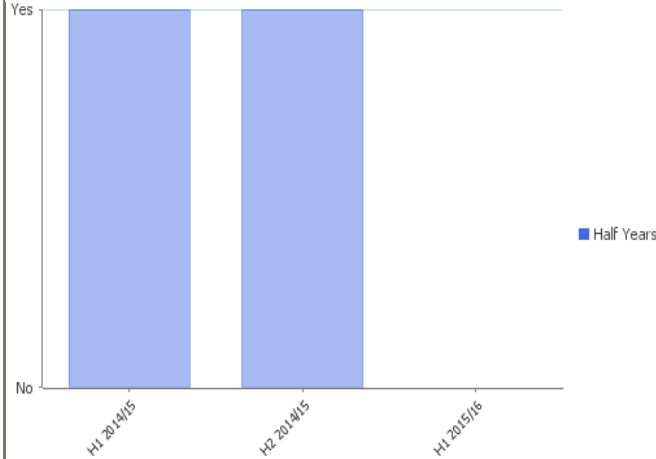
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Contribution - Building Cleaning	Aim to Maximise	<p>Actual</p> <p>£592,000</p> <p>Target</p> <p>£548,000</p> <p>✓</p>	<p>£1,100,000 £1,000,000 £900,000 £800,000 £700,000 £600,000 £500,000 £400,000 £300,000 £200,000 £100,000 £0</p> <p>April 2014 May 2014 June 2014 July 2014 August 2014 September 2014 October 2014 November 2014 December 2014 January 2015 February 2015 March 2015 April 2015 May 2015 June 2015 July 2015 August 2015 September 2015</p> <p>Months Target (Months)</p> <p>£127,000 £265,000 £364,000 £728,000 £633,000 £788,000 £748,000 £687,000 £926,000 £1,070,000 £1,138,000 £0 £752,000 £691,000 £365,000 £491,000 £592,000</p>	


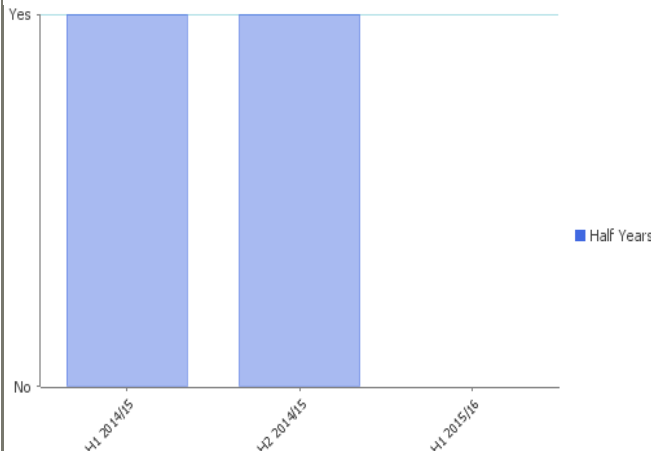
Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance PERFORMANCE

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels - Building Cleaning	Aim to Maximise	<p>Actual</p> <p>76</p> <p>Target</p> <p>75</p> <p>✓</p>		Provisional actual data
Buy Back Levels -Grounds Maintenance	Aim to Maximise	<p>Actual</p> <p>61%</p> <p>Target</p> <p>60%</p> <p>✓</p>		Provisional actual data


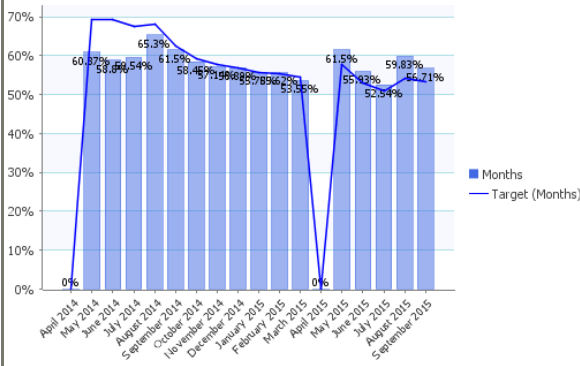
EXTERNALLY ASSESSED QUALITY STANDARDS


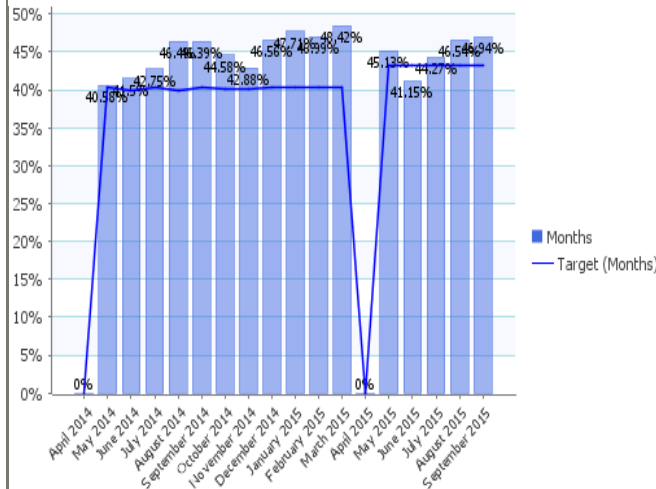
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Aim to Maximise	Actual Yes Target Yes 	 <p>Legend: ■ Half Years</p>	

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


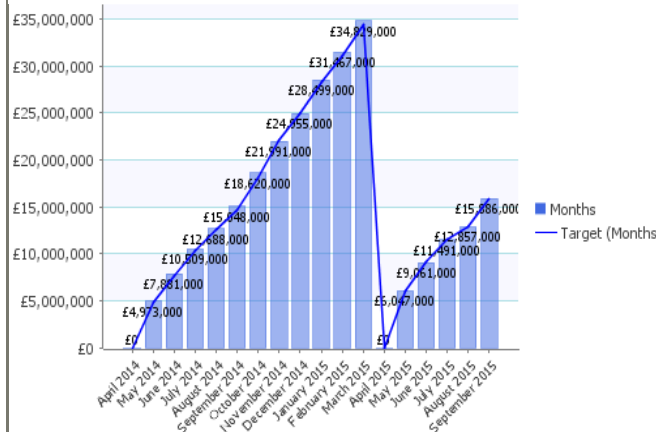
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management - West Bridgford campus	Aim to Maximise	<p>Actual</p> <p>Yes</p> <p>Target</p> <p>Yes</p> <p></p>		

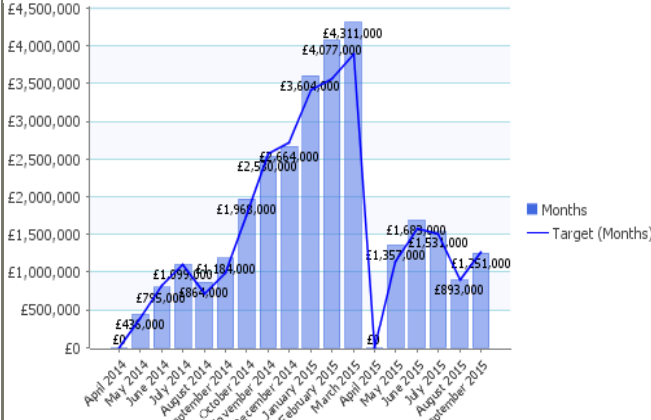

Facilities Management - West Bridgford Campus; Catering West Bridgford FINANCIAL


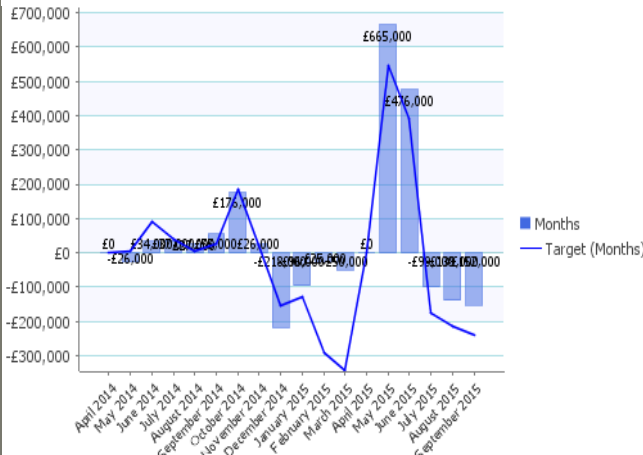
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Labour costs as % of turnover - West Bridgford Campus Catering	Aim to Minimise	<p>Actual</p> <p>56.71%</p> <p>Target</p> <p>53.19%</p> <p></p>		

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																						
Food costs as % of turnover - West Bridgford Campus Catering	Aim to Minimise	<div><div>Actual</div><div>46.94%</div><div>Target</div><div>43.22%</div><div></div></div>	 <table><caption>Food costs as % of turnover - Target Data</caption><thead><tr><th>Month</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td></tr><tr><td>May 2014</td><td>40.50%</td></tr><tr><td>June 2014</td><td>42.75%</td></tr><tr><td>July 2014</td><td>40.50%</td></tr><tr><td>August 2014</td><td>40.50%</td></tr><tr><td>September 2014</td><td>40.50%</td></tr><tr><td>October 2014</td><td>40.50%</td></tr><tr><td>November 2014</td><td>40.50%</td></tr><tr><td>December 2014</td><td>40.50%</td></tr><tr><td>January 2015</td><td>40.50%</td></tr><tr><td>February 2015</td><td>40.50%</td></tr><tr><td>March 2015</td><td>40.50%</td></tr><tr><td>April 2015</td><td>40.50%</td></tr><tr><td>May 2015</td><td>0%</td></tr><tr><td>June 2015</td><td>45.13%</td></tr><tr><td>July 2015</td><td>44.27%</td></tr><tr><td>August 2015</td><td>46.54%</td></tr><tr><td>September 2015</td><td>46.94%</td></tr></tbody></table>	Month	Target (%)	April 2014	0%	May 2014	40.50%	June 2014	42.75%	July 2014	40.50%	August 2014	40.50%	September 2014	40.50%	October 2014	40.50%	November 2014	40.50%	December 2014	40.50%	January 2015	40.50%	February 2015	40.50%	March 2015	40.50%	April 2015	40.50%	May 2015	0%	June 2015	45.13%	July 2015	44.27%	August 2015	46.54%	September 2015	46.94%	
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Facilities Management - Overall

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																						
Turnover - Overall Group Performance - Trading	Aim to Maximise	<div><div>Actual</div><div>£15,886,000</div><div>Target</div><div>£15,847,000</div><div></div></div>	 <table><caption>Turnover - Overall Group Performance - Target Data</caption><thead><tr><th>Month</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td></tr><tr><td>May 2014</td><td>£4,973,000</td></tr><tr><td>June 2014</td><td>£7,881,000</td></tr><tr><td>July 2014</td><td>£10,509,000</td></tr><tr><td>August 2014</td><td>£12,688,000</td></tr><tr><td>September 2014</td><td>£15,048,000</td></tr><tr><td>October 2014</td><td>£18,620,000</td></tr><tr><td>November 2014</td><td>£21,991,000</td></tr><tr><td>December 2014</td><td>£24,855,000</td></tr><tr><td>January 2015</td><td>£28,899,000</td></tr><tr><td>February 2015</td><td>£31,867,000</td></tr><tr><td>March 2015</td><td>£34,929,000</td></tr><tr><td>April 2015</td><td>£0</td></tr><tr><td>May 2015</td><td>£5,067,000</td></tr><tr><td>June 2015</td><td>£9,061,000</td></tr><tr><td>July 2015</td><td>£11,491,000</td></tr><tr><td>August 2015</td><td>£12,857,000</td></tr><tr><td>September 2015</td><td>£15,886,000</td></tr></tbody></table>	Month	Target (£)	April 2014	£0	May 2014	£4,973,000	June 2014	£7,881,000	July 2014	£10,509,000	August 2014	£12,688,000	September 2014	£15,048,000	October 2014	£18,620,000	November 2014	£21,991,000	December 2014	£24,855,000	January 2015	£28,899,000	February 2015	£31,867,000	March 2015	£34,929,000	April 2015	£0	May 2015	£5,067,000	June 2015	£9,061,000	July 2015	£11,491,000	August 2015	£12,857,000	September 2015	£15,886,000	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Contribution - Overall Group Performance- Trading	Aim to Maximise	Actual £1,251,000		
		Target £1,264,000 		

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																									
Surplus/deficit - Building Cleaning & Landscapes	Aim to Maximise	<div><div>Actual</div><div>£152,000</div><div>Target</div><div>£239,000</div><div></div></div>	 <table><caption>Monthly Actuals and Target Data (Estimated from Chart)</caption><thead><tr><th>Month</th><th>Actual</th><th>Target (Months)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£26,000</td><td>£26,000</td></tr><tr><td>June 2014</td><td>£34,000</td><td>£34,000</td></tr><tr><td>July 2014</td><td>£0</td><td>£0</td></tr><tr><td>August 2014</td><td>£0</td><td>£0</td></tr><tr><td>September 2014</td><td>£0</td><td>£0</td></tr><tr><td>October 2014</td><td>£176,000</td><td>£176,000</td></tr><tr><td>November 2014</td><td>£26,000</td><td>£26,000</td></tr><tr><td>December 2014</td><td>£0</td><td>£0</td></tr><tr><td>January 2015</td><td>£0</td><td>£0</td></tr><tr><td>February 2015</td><td>£0</td><td>£0</td></tr><tr><td>March 2015</td><td>£0</td><td>£0</td></tr><tr><td>April 2015</td><td>£0</td><td>£0</td></tr><tr><td>May 2015</td><td>£665,000</td><td>£665,000</td></tr><tr><td>June 2015</td><td>£476,000</td><td>£476,000</td></tr><tr><td>July 2015</td><td>£0</td><td>£0</td></tr><tr><td>August 2015</td><td>£0</td><td>£0</td></tr><tr><td>September 2015</td><td>£0</td><td>£0</td></tr></tbody></table>	Month	Actual	Target (Months)	April 2014	£0	£0	May 2014	£26,000	£26,000	June 2014	£34,000	£34,000	July 2014	£0	£0	August 2014	£0	£0	September 2014	£0	£0	October 2014	£176,000	£176,000	November 2014	£26,000	£26,000	December 2014	£0	£0	January 2015	£0	£0	February 2015	£0	£0	March 2015	£0	£0	April 2015	£0	£0	May 2015	£665,000	£665,000	June 2015	£476,000	£476,000	July 2015	£0	£0	August 2015	£0	£0	September 2015	£0	£0	
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REPORT OF CORPORATE DIRECTOR, RESOURCES

WORK PROGRAMME

Purpose of the Report

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

Information and Advice

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director Resources

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

Constitutional Comments (HD)

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

Financial Comments (PS)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Personnel Committee Work Programme

Title	Summary	Decision or Information	Lead Officer	Report Author
20 January 2016				
Health and Safety Review and Action Plan	Update report	Information	Marje Toward	John Nilan
(CYPAD) Kitchen Manager Overview & Presentation	Information report & presentation	Information	Jas Hundle	Shane Grayson
Catering Performance quarterly update at 30.09.15 (Quarter 2)	Update report	Information	Jas Hundle	Shane Grayson
10 March 2016				
Employee Health and Wellbeing and Sickness Absence Performance 2015/16 quarterly update at 31.12.15 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.12.15 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Facilities Management Performance quarterly update at 31.12.15 (Quarter 3)	Update report	Information	Jas Hundle	Shane Grayson
25 May 2016				
Employee Health and Wellbeing and Sickness Absence Performance 2015/16 quarterly update at 31.03.16 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.03.16 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin

Schools and Academies Catering Performance quarterly update at 31.12.15 (Quarter 3 Period 9)	Update report	Information	Jas Hundle	Shane Grayson
20 July 2016				
Update on Work Based Learning Opportunities for Young People	Update report	Information	Marje Toward	Claire Gollin
Combined Schools and Academies Catering and Facilities Performance Management Report as at 31.03.16 (Quarter 4 Period 12)	Update report	Information	Jas Hundle	Shane Grayson