

Personnel Committee

Wednesday, 23 January 2013 at 14:00

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

AGENDA

1	Minutes of last meeting held on 7 November 2012	3 - 4
2	Apologies for Absence	
3	Declarations of Interests by Members and Officers:- (see note below) (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	
4	Revised Staffing Structure for Human Resources	5 - 12
5	Pay Policy Statement 2013-14	13 - 84
6	Update on the Implementation of Job Evaluation	85 - 90
7	Proposed Change to the Procurement of Agency Workers	91 - 98
8	Workforce Information Report 2012	99 - 116
9	Annual Health and Safety Review 2011-12	117 - 132
10	Performance Report - Facilities Management Service	133 - 150
11	Work Programme	151 - 154

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 Keith Ford (Tel. 0115 977 2590) 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.



minutes

Meeting **PERSONNEL COMMITTEE**

Date **Wednesday 7 November 2012**

membership

Persons absent are marked with `A`

COUNCILLORS

Andy Stewart (Chair)
Michelle Gent (Vice-Chair)

John Allin
Vincent Dobson
Sybil Fielding

Kevin Rostance
Mel Shepherd MBE
June Stendall
Lynn Sykes

OFFICERS IN ATTENDANCE

Helen Fifoot – Operations Manager North, School Catering
Keith Ford – Senior Governance Officer
Claire Gollin – Group Manager, Human Resources
Kevin McKay – Group Manager, Catering & Facilities Management
Peter Roddis – Health and Safety Manager
Marjorie Toward, Service Director - Human Resources and Customer Service
Anna Vincent – Independent Group Researcher
Michelle Welsh – Labour Group Researcher

Mark Howard – Branch Chair, Unison
Martin Sleath – Branch Secretary, Unison

MINUTES

The minutes of the last meeting of the Committee held on 26 September 2012, having been circulated to all Members, were taken as read and were confirmed and signed by the Chair.

APOLOGIES FOR ABSENCE

None.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

None.

LEADERSHIP DEVELOPMENT PROGRAMME

RESOLVED 2012/015

That the contents of the report be noted.

VIOLENCE AND AGGRESSION POLICY REVIEW

RESOLVED 2012/016

That the revised Work Related Violence and Aggression Policy, as set out in Appendix A to the Committee report, be agreed.

SICKNESS ABSENCE PERFORMANCE AS AT 30 SEPTEMBER 2012

RESOLVED 2012/017

- 1) That the current levels of performance be noted.
- 2) That the trend of continuing performance improvement be noted.

CATERING SERVICES PERFORMANCE REPORT

RESOLVED 2012/018

That the report be noted.

WORK PROGRAMME

RESOLVED 2012/019

That the Committee's work programme be noted.

The meeting closed at 11.05 am.

CHAIR

M_ 7Nov12

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE

REVISED STAFFING STRUCTURE FOR HUMAN RESOURCES

Purpose of the Report

1. The purpose of the report is to update Elected Members and seek approval for a revised structure for 2013 for the Human Resources function which sits within the Environment and Resources Department.

Information and Advice

Background:

2. The overall operating model for the HR service has been developed and has evolved in a number of phases over recent years with the aim of creating an integrated, co-located, consistent, customer focussed HR service delivering to internal and external customers via a mixed economy of direct service provision and commissioned services.
3. The “One HR Service model” is directly aligned to the wider “One Council” agenda and will ensure that the service is more efficient, fit for the future, reflects the changing nature of the County Council and its services and continues to support the delivery of key service and strategic priorities.
4. Recent years have seen significant rationalisation of HR resources, including business support functions and management, to deliver budget savings as set out in previously agreed business cases and to support compliance with the organisational design principles. This has included the creation of an integrated Workforce and Organisational development team for the whole Council which delivered savings of over £2 m whilst maximising the availability of learning and development opportunities to support the roll out of the Council’s Competency Framework by implementing a more commissioning led approach offering a blended range of learning and development provision to suit different learning styles; is more efficient and cost effective and maximises value for money.
5. The phase of implementation set out in this report seeks to develop and embed the “Business Partner” role further in the operation of the service and reduces HR management resources and operational HR resources by a further 20% to reflect the overall reduction in the number of people employed by the County Council. Previous reductions have been in the order of 25% across the whole HR service.

6. The Base Budget Review and subsequent service analysis and review, including the review of services for schools, and development of service and business plans will take this work further during 2013/14 to ensure that the HR service reflects the transformation of the Council going forward.

Proposals:

7. The revised structures are set out in Appendix A. It is intended that these would be effective from April 2013.
8. Posts affected by the proposed structural changes were included within the Section 188 notice issued in October 2012 and have been the subject of consultation with employees within the service and the recognised trades unions. The majority of the post reductions can be achieved by active application of the vacancy protocol and deletion of vacant posts and by requests for voluntary redundancy.
9. The Business Partner Model has three key aspects. The operational aspect of the model closely aligns the operational HR service with front line service delivery ensuring that HR colleagues have a better understanding of the services they are supporting and can more effectively enable and facilitate frontline managers in ensuring service priorities and improvements are delivered.
10. The model also ensures that strategic and policy aspects of the HR function are directly aligned to the Council's Strategic Plan and priorities and delivered via the vehicle of the Council's Workforce Strategy, Pay Policy Statement, Wellbeing Strategy and Health and Safety Policy and a range of supporting policies, guidance and action plans.
11. The final aspect of the model is transactional HR activity which is delivered via the Business Support Centre. This centre also undertakes transactional financial activity; provides pension administration services and invoice processing and income and credit control services. The operating model and revised structures and resources required for the Business Support Centre (BSC) will be the subject of a further report to members. Currently work is on-going involving employees at the BSC to analyse the services and functions undertaken and review and revise the end to end processes. This work and the Base Budget Review and Service Analysis exercises will need to be completed before the proposed structures can be finalised.

Other Options Considered

12. A range of options have been considered in developing the "One HR Service Model" and refining this in the light of consultation with employees, trades unions and managers of services. The Service Analysis work, Service/Business Planning cycle and review of Services for Schools may well identify further options for consideration.

Reasons for Recommendation

13. The proposed structure reflects the next phase of implementation of the "One HR Service Model" to ensure improved delivery of HR activity, more closely aligned to service and strategic priorities and needs, reduced costs and improved value for money.

Statutory and Policy Implications

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

Equalities Implications

The restructuring of the HR service will be carried out in accordance with the County Council's employment and equalities policy.

Human Resources Implications (CG 28.12.12)

Ongoing consultation has been undertaken with affected employees since January 2012, this has included the trade unions who have also been formally consulted through the departmental JCNP. The County Council's agreed enabling process will be applied to making appointments to the new posts in the revised HR structure. The usual mitigations will be fully explored to protect the ongoing employment of any displaced staff, wherever possible. The trade unions have expressed concern about the impact of HR staffing reductions on the level of service provided.

RECOMMENDATION

It is recommended that members approve the revised structure set out in Appendix A effective from 1st April 2013.

Marjorie Toward

Service Director – HR and Customer Service

For any enquiries about this report please contact:

Marjorie Toward, Service Director HR and Customer Service on 0115 9774404 or marjorie.toward@nottsccl.gov.uk

Constitutional Comments (KK 02/01/13)

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

Financial Comments (MB 15/01/13)

16. The revised staffing structure will produce a saving of £497,000, including on-costs, compared with the current structure. This is in addition to the saving of £141,000 reported to the committee in June 2012.

Background Papers

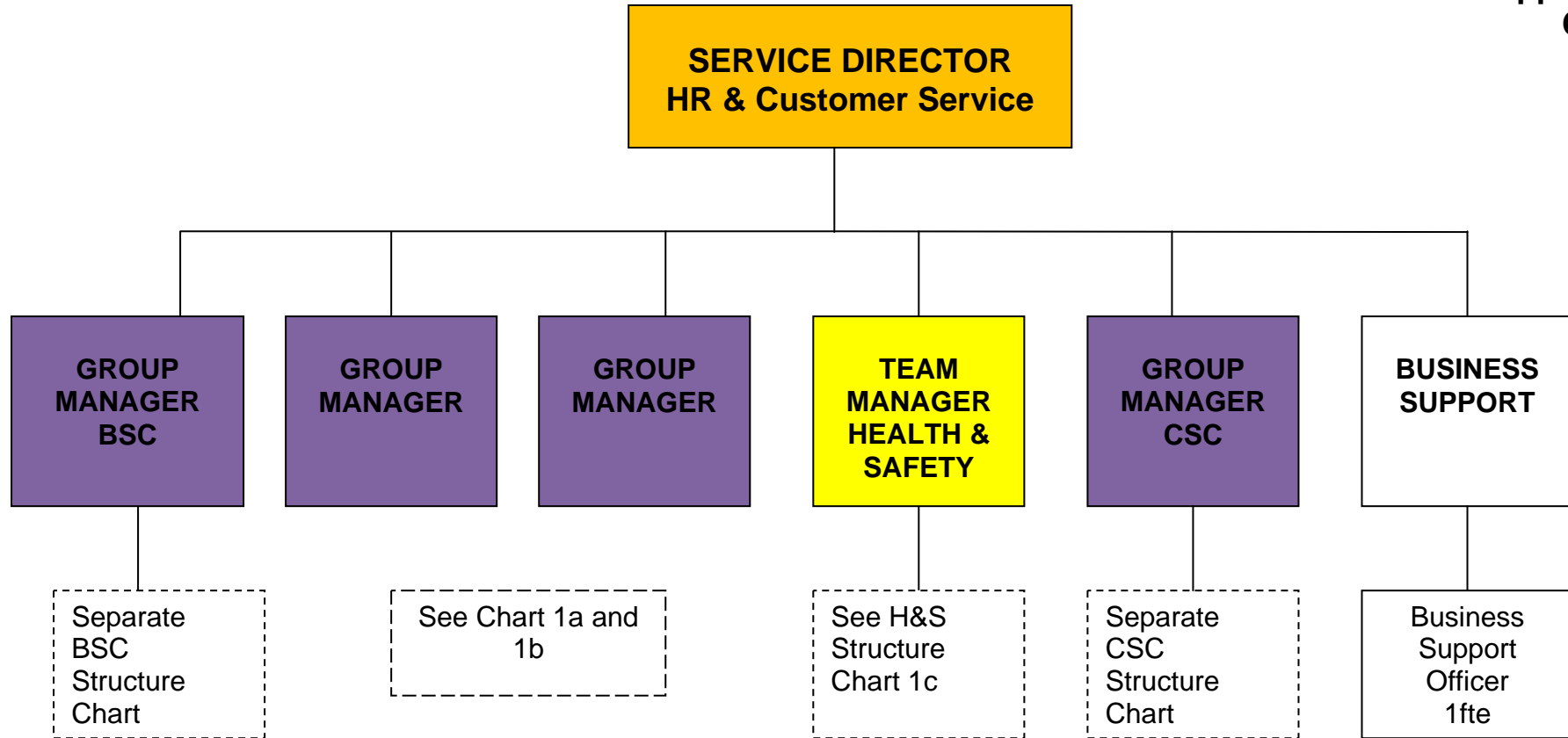
Trade union side comments.

Electoral Division(s) and Member(s) Affected

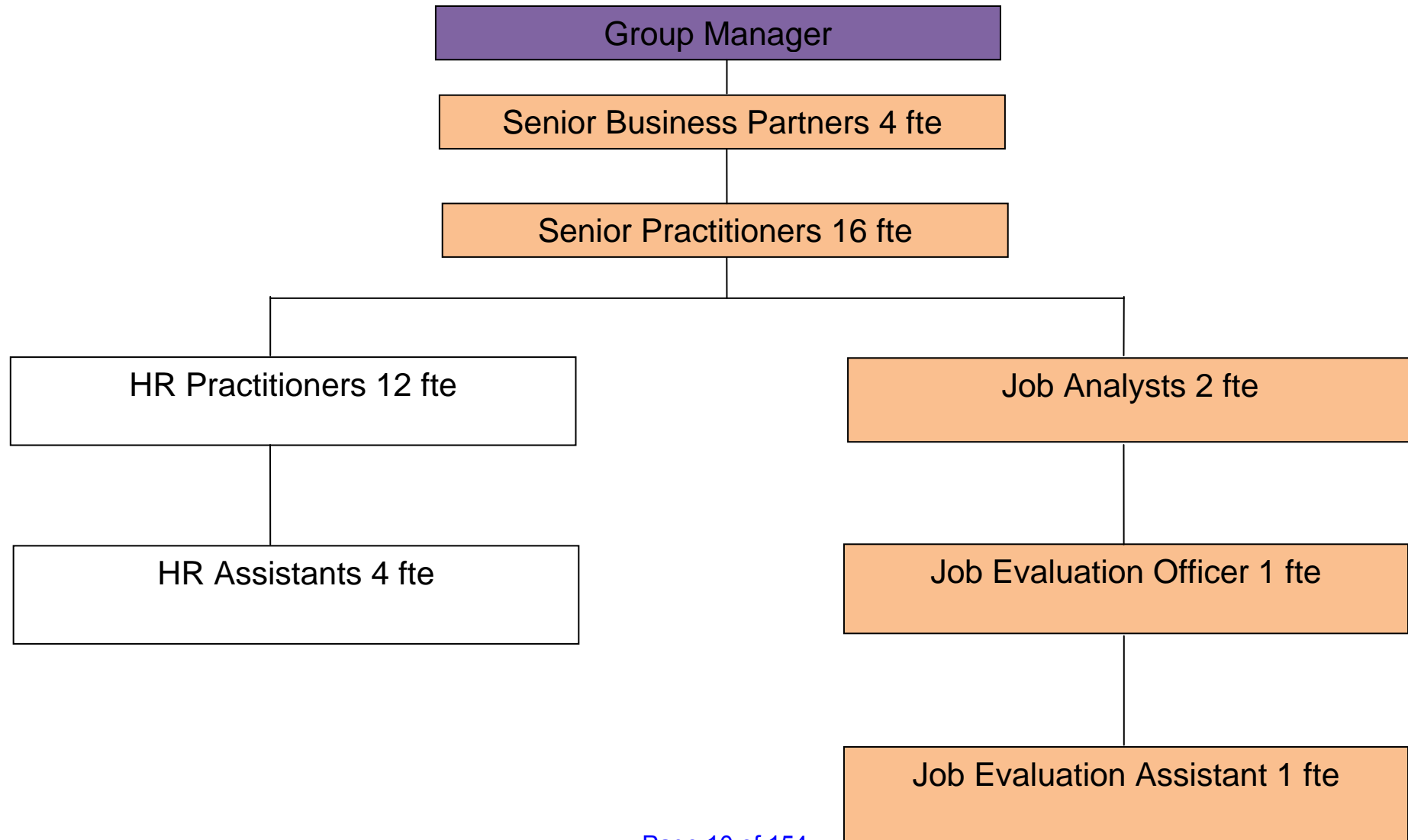
All

PROPOSED STRUCTURE WEF APRIL 2013

Appendix A Chart 1

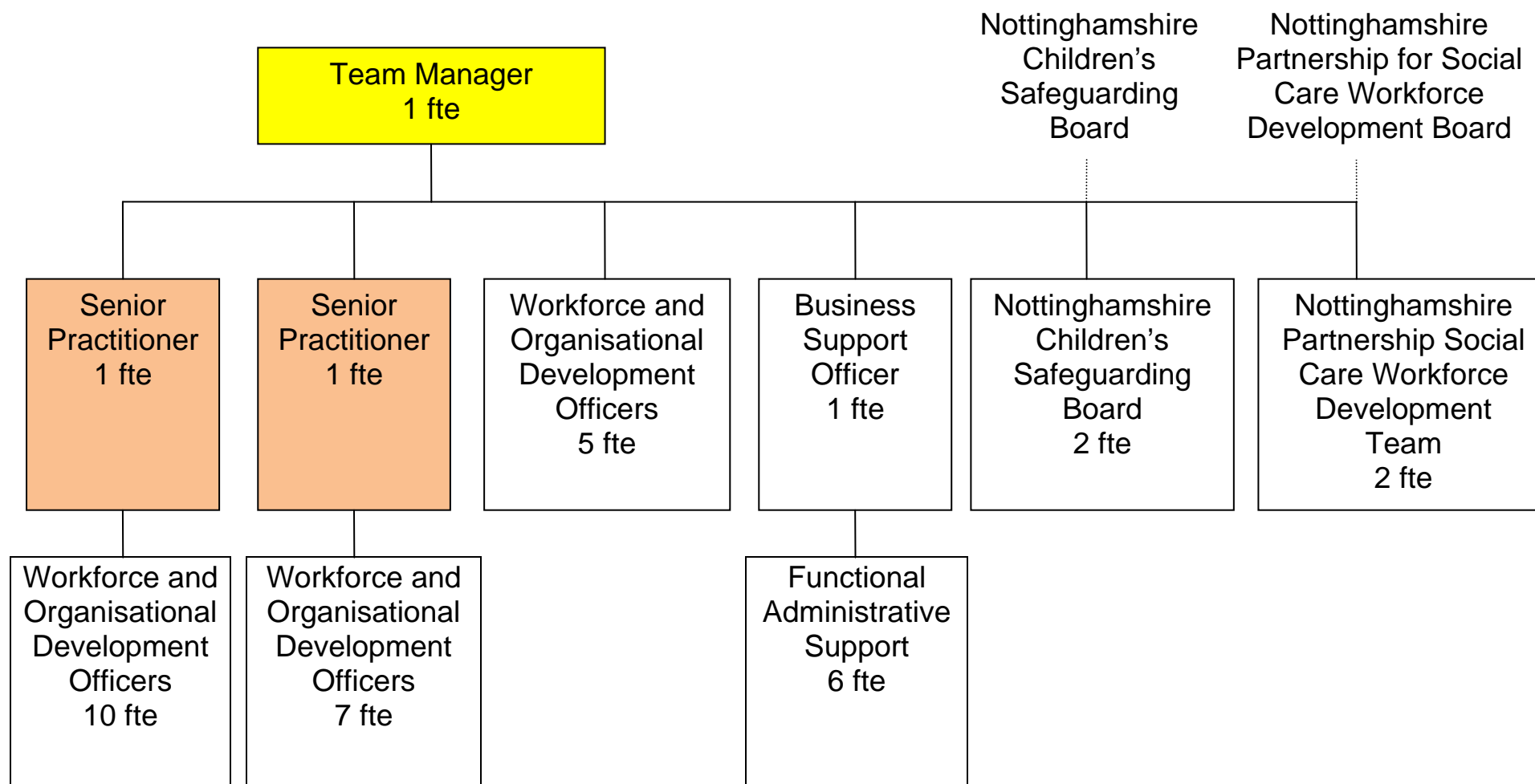


PROPOSED OPERATIONAL AND BUSINESS PARTNER STRUCTURE WEF APRIL 2013



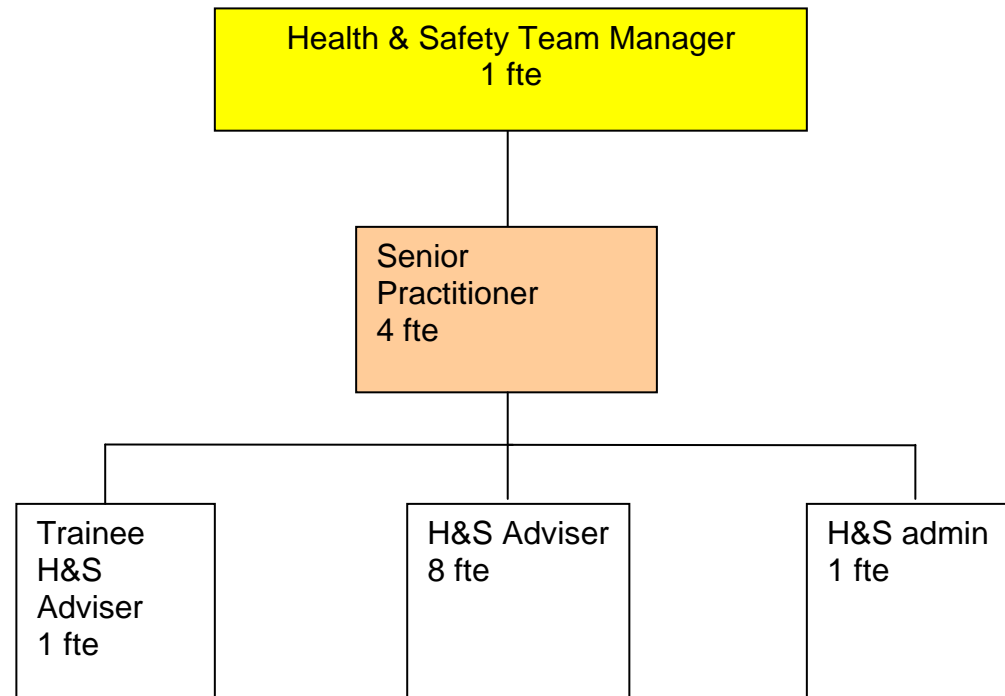
Appendix A
Chart 1b

WORKFORCE AND ORGANISATIONAL DEVELOPMENT



HEALTH AND SAFETY

Appendix A Chart 1c



REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE**NOTTINGHAMSHIRE COUNTY COUNCIL'S PAY POLICY STATEMENT
2013-2014****Purpose of the Report**

1. To inform elected members of the proposed content of the County Council's updated Pay Policy Statement for the financial year 2013-14, as required under the Localism Act 2011, prior to approval by Full Council.

Information and Advice**2. Background**

- 2.1 Nottinghamshire County Council continues to be committed to good governance and responsiveness to public scrutiny. As part of this the Council would wish to demonstrate that decisions on the pay and reward packages for its Chief Executive and senior officers have been made in an open and accountable way.
- 2.2 Under the terms of the Accounts and Audit (England) Regulations 2011 the Council publishes and updates information on its public website about its most senior officer's pay.
- 2.3 Section 38 of the Localism Act 2011, which does not extend to schools staff, refers to "pay accountability". This Act sets out the requirement for all local Authorities in England and Wales to publish annual Pay Policy Statements from the financial year 2012-13 onward.
- 2.4 The core requirements of the provisions of the Localism Act are that a Pay Policy Statement must set out the Authority's policies relating to:

- Chief Officer remuneration:

The level and elements of remuneration for each Chief Officer (including salary, any bonuses/performance related pay, charges/fees/allowances, benefits in kind, enhancement to pension at termination).

The definition of a Chief Officer adopted by the Act is, as defined by the Local Government and Housing Act 1989, any post that reports directly to the statutory Chief Officer, the Chief Executive, in the case of this Authority Corporate Directors, and those who report to them (Service Directors).

- Remuneration of its lowest paid employees:

The definition used for this group and the reason for adopting this definition.

- The relationship between Chief Officer Remuneration and that of other staff.
- 2.5 A Pay Policy Statement must be approved by Full Council in advance of the financial year to which it relates and must be published in the public domain on the Council's website by 1st April each year, starting from 1st April 2012.
3. **Pay Policy Statement**
- 3.1 The Council's initial Pay Policy Statement was agreed by Full Council on 29th March 2012 and was published on the Council's public website on 30th March 2012.
- 3.2 In drafting its own Pay Policy Statement the Council used the guidance issued by the national employers and the Government, which has not been amended or updated since the requirement was introduced, to ensure statutory compliance with the requirements of the Localism Act 2011.
- 3.3 An initial draft of Nottinghamshire County Council's Pay updated Policy Statement 2013-2014, which sets out the known position as at 1st January 2013 is appended for the consideration of Personnel Committee.
- 3.4 This current Pay Policy Statement continues to address the public scrutiny of senior pay and reward in an open and transparent way. Due regard has again been given to the principles of clarity, local circumstances and equality and fairness in pay and reward across the whole of the Council's workforce, as underpinned by its Single Status Agreement.
- 3.5 As required under the Localism Act, a further version of Nottinghamshire County Council's Pay Policy Statement reflecting any necessary updates to consolidate the position as at 1st February 2013 will be presented to Full Council at its next meeting on 28th February 2013 for formal approval by members.
- 3.6 Subject to this, the approved statement will then be published on the public website by 1st April 2013.
- 3.7 This Statement will be amended during the financial year as necessary to reflect the prevailing legislation at the time or as emerging practice or clarification of guidance, necessitate. The trade unions would be informed of any proposed changes.

Other Options Considered

- 14 The focus of the Pay Policy Statement is on ensuring that the Council complies with the requirement under the Localism Act to have a Pay Policy Statement and to publish this annually. In addition, the Council has sought to pull together all of the information on the policies relating to pay and remuneration and publish this for public scrutiny in a way which enables the public to understand the operational context and decisions made and rationale for these.

- 15 This Statement can be amended during the financial year as necessary to reflect the prevailing legislation at the time or as emerging practice or clarification of guidance necessitate.

Reason for Recommendation

- 16 To ensure that Nottinghamshire County Council is legally compliant in terms of the publication of a Pay Policy Statement and accountable to the public of Nottinghamshire.

Statutory and Policy Implications

- 17 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.

Equality Implications

The Council's pay and grading structure is based on a "points to pay" relationship determined through Job Evaluation as a mechanism to ensure the consistent evaluation of the relative value of job roles across the Council. This in turn ensures a fair, open and transparent pay and reward structure that is affordable and supports the equal treatment of all employees in respect of their pay, terms and conditions; is compliant with Equal Pay legislation and Single Status requirements. The Council's policies on pay and terms and conditions apply equally to employees at all levels of seniority across the authority.

An Equality Impact Assessment was undertaken in respect of the initial Pay Policy Statement and has been reviewed.

HR Implications (CG 05/12/12)

The HR implications are contained within the body of the report. The Pay Policy Statement pulls together existing policies in relation to pay and terms and conditions, which have previously been agreed by elected members, and publishes these for wider public scrutiny.

The trades unions have been consulted on the content of the draft Pay Policy Statement and will be informed of any proposed changes as part of the annual review of the Pay Policy Statement. Trades union colleagues have commented specifically on the living wage, which is referred to in sections 3.6.3 to 3.6.6 of the Pay Policy Statement, and requested that this be adopted by the authority.

RECOMMENDATION

It is recommended that the draft Pay Policy Statement as appended be submitted to Full Council for approval.

Marjorie Toward
Service Director HR and Customer Service
Environment and 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 (KK 18/12/12)

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

Financial Comments (MB 20/12/12)

There are no specific financial implications arising from the report.

Background Papers

Trade union side comments.

Electoral Division(s) and member(s) Affected

All

Pay Policy Statement

2013-14

1st January 2013 (to be updated as at 1st February 2013).

CONTENTS:

1. Introduction and Purpose:

2. Background

3. Organisational context

4. Determination of pay and terms and conditions

5. Relationship between highest and lowest paid employees:

6. Level and elements of remuneration of Chief Officers:

7. List of appendices:

- Appendix 1 - Nottinghamshire County Council Top Level Structure Chart Jan 2013
- Appendix 2 - Chief Officer Pay at Nottinghamshire County Council Jan 2013
- Appendix 3 - Local Government Scheme - Salary scales 2009, 2010 2011 and 2012.
- Appendix 4 - Nottinghamshire County Councils Grading Policy
- Appendix 5 - Nottinghamshire County Council's Process for Assessment and Approval of Market Factor Supplements (MFS)
- Appendix 6 - Nottinghamshire County Council's Policy on Acting up and Honoraria Payments
- Appendix 7 - Nottinghamshire County Council's Policy on Redundancy and Early Retirement
- Appendix 8 - Nottinghamshire County Council's Redundancy Payment Calculator
- Appendix 9 - Nottinghamshire County Council's Policy on Flexible Retirement
- Appendix 10 - Nottinghamshire County Council's Policy on the Re-employment or Re-engagement of Former Employees
- Appendix 11 - Nottinghamshire County Council's Policy on the Payment of Travelling Allowances
- Appendix 12 - Nottinghamshire County Council's Policy on the Payment of Subsistence Allowances
- Appendix 13 - Nottinghamshire County Council's Pay Protection Policy
- Appendix 14 - Nottinghamshire County Council's Car Leasing Scheme
- Appendix 15 - Extract from Nottinghamshire County Council's Constitution Part 6 Section C, Employment Procedure Rules (March 2012).

1. PURPOSE AND SCOPE:

1.1 The purpose of a Pay Policy Statement is to increase accountability in relation to payments made to senior employees in the public sector, in particular those in local authorities, by enabling public scrutiny.

1.2 Section 38 (1) of the Localism Act 2011 requires all local authorities in England and Wales to produce and publish a Pay Policy Statement for each financial year from 2012-13 onward. Nottinghamshire County Council published its initial Pay Policy Statement on 30th March 2012.

1.4 As specified in the Act this requirement does not extend to schools and this Statement does not therefore include school based employees.

1.3 The requirements of the Localism Act in respect of transparency about senior pay build on the Accounts and Audit (England) Regulations 2011 with which the County Council is also compliant; published details of the remuneration of its Chief Executive and Corporate Directors can be found on the Council's public website.

1.5 A Pay Policy Statement must articulate the Council's own policies towards a range of issues relating to the pay of its workforce, in particular its Chief Officers, as defined by the Local Government and Housing Act 1989 and to its lowest paid employees.

1.6 Nottinghamshire County Council's Pay Policy Statement meets the mandatory requirements of the Act and provides information on Nottinghamshire County Council's Pay and Conditions of Service for its Chief Officers in comparison to the majority of the workforce employed on Local Government Scheme (LGS) terms and conditions.

Specifically it covers the Council's policy on the following points:

- the level and elements of remuneration for each Chief Officer
- the remuneration of the Council's "lowest paid employees"
- the relationship between the remuneration of Chief Officers and other officers
- other aspects of Chief Officers' remuneration including remuneration on recruitment, increases and additions to remuneration, use of performance related pay and bonuses, termination payments.

1.7 This pay policy statement includes all direct employees covered by the National Joint Council (NJC) for Local Government Services national agreement on pay and conditions of service and those covered by the Joint Negotiating Committee (JNC) conditions of service for Chief Executives and Chief Officers. It excludes the small numbers employed on Youth and Community Worker national terms and conditions, or Craft Workers or Soulbury conditions of service.

1.8 **Appendix 1.** contains a structure chart of all Chief Officers, as defined by the Local Government and Housing Act 1989, employed by the Council as

at **1st January 2013**, that is, posts that report directly to the Chief Executive or to a post that itself reports directly to the Chief Executive.

For the purpose of this pay policy statement therefore, the definition of “Chief Officer” at Nottinghamshire County Council is:

- Chief Executive
- Corporate Directors
- Service Directors

1.9 All Chief Officers are directly employed by the Council.

1.10 Nottinghamshire County Council’s Pay Policy Statement reflects the wide definition of “remuneration” within the Act. This includes not just pay but also charges, fees, allowances, benefits in kind, increases in or enhancements of pensions and termination payments.

1.11 This Pay Policy Statement will be published on the Council’s website by 1st April 2013.

1.12 This Statement will be reviewed annually and amended as necessary to reflect the prevailing legislation at the time; with Full Council approval as required.

1.13 This Statement will be complied with on each occasion when the Council sets the terms and conditions for a Chief Officer.

1.14 Unless otherwise stated the information and data in this Statement is current as at **1st January 2013**.

2. ORGANISATIONAL CONTEXT:

2.1 The following information outlines the Council’s operating basis and general position in respect of employment, pay and conditions of service and is pertinent to the requirements of the Localism Act.

2.2 Nottinghamshire is now the 10th largest local authority in England with an estimated population of 786,800 (source: ONS mid 2011 population estimate for Nottinghamshire based on the results of the 2011 Census).

2.3 The Council is the largest employer in the county. Current headcount is 9, 590 directly employed staff as at 30th November 2012 (excluding those in schools), a significant proportion of whom provide a range of nearly 500 direct services to the public.

2.4 The Council’s gross budget in 2012/13 is £1.2 billion of which £0.9 billion is for the direct running costs of service delivery and £0.3 billion relates to staffing costs. The Council’s budget is financed by a combination of general

income £0.1 billion, formula grant £0.2 billion, dedicated schools grant £0.5 billion, general grants £0.1 billion and Council tax £0.3 billion.

2.5 Five posts currently work within the national conditions of service covered by the JNC for Chief Executives and Chief Officers, these being the Chief Executive, and four posts of Corporate Director. These posts constitute the Council's Corporate Leadership Team.

2.6 With the transfer of Public Health from the NHS into the County Council on 1st April 2013 the post of Director of Public Health for Nottinghamshire County will become part of the Council's Corporate Leadership Team.

2.7 All other employees defined by the Localism Act as Chief Officers, including Service Directors, work within the national conditions of service covered by the NJC for Local Government Employees.

3. DETERMINATION OF PAY AND TERMS AND CONDITIONS:

3.1 Nottinghamshire County Council continues to subscribe to national pay bargaining through the National Joint Council (NJC) on which the local government employers are represented by the Local Government Association (LGA).

3.2 The Council fully implemented "Single Status" in 2008 (this term was designed by the national employers and trade unions to describe the equal treatment of all employees in respect of their pay, terms and conditions).

3.3 Arising from this the Council has an established pay and grading structure which is based on a "points to pay" relationship determined through a Job Evaluation process.

3.4 Job Evaluation:

3.4.1 The consistent evaluation of the relative value of job roles across the Council ensures a fair, open and transparent pay and reward structure that is affordable and compliant with Equal Pay legislation and Single Status requirements.

3.4.2 The County Council continues to use two job evaluation schemes to evaluate the work of its employees using trained in-house Job Analysts for all posts other than posts at Service Director level which are subject to an independent Hay Analysts.

Hay scheme:

3.4.3 The Hay Group method of job evaluation was selected by the Council as it has been used extensively across the public sector and particularly in local government. It provides a coherent model to compare dissimilar jobs and the characteristics of different levels of work.

3.4.4 There is a specific criteria for determining if the post should be evaluated using the Hay scheme as outlined in **Appendix 4**.

3.4.5 If a job scores less than 175 points (band A) under the Hay scheme, the job will then be evaluated under the National Job Evaluation scheme and that score will determine the grade.

National Job Evaluation (NJE) scheme:

3.4.6 All other jobs are evaluated under the National Job Evaluation scheme. To ensure consistency across the Council, a joint Moderating Panel sits regularly to quality assure the work of the in-house Job Analysts.

3.4.7 The evaluated job score equates to a pay band on the Council's Salary Scale which is attached as **Appendix 3**.

3.4.8 The Hay Group and NJE Job Evaluation Schemes will continue to be used to establish pay grades for all jobs covered by the NJC, including Service Directors.

3.4.9 A copy of the Council's Grading Policy is attached as **Appendix 4**. This is currently being updated to reflect a change in the process which with the information to evaluate a post is gathered. The principles outlined in the policy and the schemes used have not changed.

3.5 Performance Related Pay:

3.5.1 Nottinghamshire County Council has not introduced Performance Related Pay. The Council has a Competency Framework which provides a standard set of behaviours applicable to all employees against key role descriptors at a range of levels, including Chief Officers. This assessment informs individuals' learning plans and supports effective service delivery but is not related to pay.

3.6 Pay awards and increases:

3.6.1 Nottinghamshire County Council adheres to national pay bargaining in respect of the national pay spine and any annual cost of living increase negotiated on the pay spine. The last annual pay rise for Chief Executives of

local authorities was awarded nationally in April 2008 and the last annual pay rise for other employees was awarded nationally in 2009.

3.6.2 The LGA currently remain in negotiation with the Trade Unions Side of the NJC about the pay offer for 2013/14.

3.6.3 Nottinghamshire County Council has given consideration to the adoption of the “Living Wage” for the U.K. This is a non-statutory minimum hourly rate set independently and updated annually, calculated according to the basic cost of living in the UK. Employers choose to pay the Living Wage on a voluntary basis. The current Living Wage is set at £7.45 per hour outside London.

3.6.4 The current position of the Council is that it will not be adopting the living wage due to considerations of practicality and affordability. The Council takes the view that the Living Wage is a matter for national, rather than local consideration and determination through the NJC.

3.6.5 Similarly, Nottinghamshire County Council have also considered, but are not currently planning to implement, the trade union’s request for local authorities to implement a £250 pay increase for those earning less than £21,000 as an exception to the pay freeze for the public sector workforce arising from the Government’s Budget Statement on Public Sector Pay April 2010.

3.6.6 The LGA has made no formal recommendation to local government employers to implement this part of the Government announcement.

3.7 Incremental salary progression:

3.7.1 The Chief Executive and Corporate Directors are on fixed salaries. That is, no incremental progression applies.

3.7.2 The LGA do recommend that local authorities continue to pay contractual annual increments within their agreed pay bands. Nottinghamshire County Council have complied with this and all other employees receive contractual annual increments up to the maximum spinal column point of the evaluated salary band for their post.

3.7.3 In effect therefore employees below Chief Officer level, other than those already at the top of their pay band in April 2010, have had some subsequent increase to their contractual pay.

3.8 Pensions:

3.8.1 The directly employed staff who are the subject of this policy, including Chief Officers, are covered by the Local Government Pension Scheme. Employees who opt into the Local Government Pension Scheme (LGPS) pay contributions from their salary dependent on earnings as set out in the LGPS Regulations in the table below:

Pension Scheme Contributions - Standard pay band table 2012 / 2013:

Band	Range	Contribution Rate
1	£0 - £13,500	5.5%
2	> £13,500 - £15,800	5.8%
3	> £15,800 - £20,400	5.9%
4	> £20,400 - £ 34,000	6.5%
5	> £34,000 - £45,500	6.8%
6	> £45,500 - £ 85,300	7.2%
7	> £85,300	7.5%

The pay band ranges will be increased each April in line with the cost of living.

3.8.2 These provisions apply equally to Chief Officers whose salaries place them in the top of the band range. Chief Officers, who are members of the scheme, therefore contribute 7.5% of their salary to their membership of the scheme.

3.8.3 The Employers contribution to the pension of all employees at all levels is currently 18.3%.

3.9 Professional fees:

3.9.1 The professional fees of qualified Solicitors and Legal Executives and Architects employed by the Council are paid annually by the Council to enable them to continue to practice.

3.9.2 Following the conclusion of an informal dispute, a local agreement was reached in January 2013 for the Council to make a one off payment for 2012/13 only to cover the fee of registration with their professional body (the Health and Care Professions Council), for those Social Workers and Occupational Therapists who provide proof of registration. Thereafter payment of professional fees for these occupational groups will continue to be a personal responsibility.

3.9.3 No professional fees are paid for any other employee groups, including Chief Officers.

3.10 Acting Up Allowances and Honoraria:

3.10.1 Nottinghamshire County Council's policy on the payment of Acting Up Allowances and Honoraria is set out in **Appendix 6**. Under current Budget Control measures such payments are only made on an exception basis on the submission of a full business case, at the discretion of the appropriate Chief Officer.

3.11 Overtime and other additional payments:

In line with the NJC national agreement on pay and conditions of service, employees on spinal column point 28 (£23,708) and below are entitled to additional payments when required to work:

- on Saturday or Sunday
- on public holidays
- at night
- sleeping in duty
- split shifts
- beyond the full time equivalent hours for the week in question

Members of the Corporate Leadership team are expected to be on call at all times as part of their duties and responsibilities and receive none of the additional payments available to other employees.

3.12 Car Leasing Scheme:

3.12.1 The Council's scheme (**Appendix 14**) applies to all employees including Chief Officers. At present no Chief Officers are using vehicles leased under the provisions of the scheme as indicated in **Appendix 2**

3.13 Payment of expenses:

3.13.1 Where claimed, expenses incurred by staff, including Chief Officers, in the course of carrying out their duties are paid in line with the Council's Travel and Accommodation Policy. This is part of the nationally agreed terms and conditions of service supplemented by the Council's local conditions as laid down in its policies on Travelling Allowances (**Appendix 11**), and Subsistence Allowance (**Appendix 12**). All expenses claimed by the Chief Executive and Corporate Directors are published on the County Council's website.

3.14 Pay Protection:

3.14.1 The Council's Pay Protection Policy was last reviewed as part of the package of changes to terms and conditions and associated policies implemented in April 2010 in response to budget pressures. A copy is attached as **Appendix 13**.

3.14.2 This policy is used in circumstances where the duties of a post change and following revaluation the grade for the post goes down or where individuals are redeployed to a lower graded post to protect them from redundancy.

3.14.3 All employees receive salary protection for a period of two years, but with salary being frozen at the point at which pay protection starts, i.e., employees will not receive any subsequent incremental increases or any annual cost of living pay awards. At the end of the protection period the

employee reverts to the maximum spinal column point or spot point of the substantive grade of their post.

3.15 Redundancy compensation payments:

3.15.1 Contractual notice and redundancy pay in relation to a redundancy is as set out in the Council's policy on Redundancy and Early Retirement which applies to all employees of the Council, including Chief Officers (**Appendix 7**). If the employee is aged 55 or over, under LGPS Regulations they can, by agreement, access their pension benefits without any reduction.

3.15.2 Local Authorities are able to grant, at their discretion, benefits in excess of the statutory provisions for payments to employees who cease their employment prematurely on the grounds of redundancy. Under the Equality Act 2010, Local Authorities are required to develop and publish their own policy on the award of any discretionary redundancy payments for loss of employment.

3.15.3 Nottinghamshire County Council has exercised this discretion to apply a multiplier of 1.65 on the statutory redundancy formula based on age and local government service, capped at 30 years reckonable service. A copy of Nottinghamshire County Council's redundancy payment calculator is contained in **Appendix 8**.

3.15.4 Contractual redundancy payments are therefore calculated using the discretionary formula which already includes the statutory element. This allows up to 50 weeks actual salary (dependent on age and length of service) regardless of whether the individual is under or over 55 years of age or whether the individual concerned is in the LGPS pension scheme.

3.15.5 No other additional payments or enhancements are payable.

3.15.6 This policy applies to all direct employees, including Chief Officers.

3.16 Payment on retirement:

3.16.1 Employees may also leave the employment of the Council under the following types of termination:

Efficiency of the service - As set out in the Council's policy on Redundancy and Early Retirement this provision would only be used in very exceptional circumstances.

Flexible Retirement - As set out in the Council's policy on Flexible Retirement (**Appendix 9**) employees may apply to access their pension from age 55 but remain working at the Council either on reduced pay or reduced hours. Due to the associated Pension Strain costs this provision has not been applied to Chief Officers.

3.16.2 Under the terms of the LGPS Regulations employees may also retire on the basis of age:

Age Retirement - Under Pension Regulations employees, including Chief Officers, may automatically access their pension benefits, currently from age 60, when they leave employment. As permitted under the Employment Equality (Age) Regulations 2006, the Council does not operate a default retirement age whereby employees are dismissed at age 65.

Early Retirement - As set out in the Council's policy on Redundancy and Early Retirement, under LGPS regulations, employees can request access to their pension from age 55 with the Council's consent, and the Council may choose to waive the actuarial reduction.

3.16.3 Re-engagement of former employees:

Nottinghamshire County Council's policy on the Re-employment and Re-engagement of Former Employees is set out in full in **Appendix 10** and applies to all employees, including Chief Officers. Where the former employee has previously received a voluntary or compulsory redundancy payment, part or all of the compensatory element of the redundancy payment may be recovered and abatement of pension could apply.

4. RELATIONSHIP BETWEEN HIGHEST AND LOWEST PAID EMPLOYEES:

4.1. Highest and lowest paid employees:

4.1.1 The Council's highest paid employee is its Chief Executive (£184,410).

4.1.2 For the purpose of this Pay Policy Statement, the definition of "Lowest Paid Employee" at Nottinghamshire County Council is LGS employees on Grade 1 spinal column point 4, equating to £12145 annual basic pay (£6.31 per hour) . This is the lowest pay point and salary offered for a substantive post at the Council and exceeds the statutory National Minimum Wage, currently set at a maximum of £6.19 per hour for employees over 21 years of age.

4.1.3 Currently, approximately 76% of the Council's employees on NJC terms and conditions are paid at or above the nearest full time equivalent point to the Living Wage for people over age 21 (see section 3.6.3 above) on the Councils pay spine (point 11 which equates to £7.449 per hour)

4.2 Relationship between the Pay of the Highest and Lowest Earner:

4.2.1 When expressed as a multiplier of pay, the Chief Executive's salary is currently 15:1 greater than that of the Council's lowest earner.

4.3 **Median Pay of Workforce:**

4.3.1 For the purpose of this Pay Policy Statement, Nottinghamshire County Council has based the calculation of its “average basic pay” on Government guidance (DCLG) which requires use of the Median figure.

4.3.2 As at 1st January 2013, the Council’s **Median pay** was: £17,161 per annum (approx spinal column point 18 on the Council’s pay scale).

4.4 **Pay Multiple:**

4.4.1 The relationship between the Chief Executives pay and that of the Council’s median earner (£17,161) is a ratio of 11:1.

4.4.2 Nottinghamshire County Council does not currently have a policy of maintaining or reaching a specific pay multiple target.

5. LEVEL AND ELEMENTS OF REMUNERATION OF CHIEF OFFICERS:

5.1 The pay of Chief Officers at Nottinghamshire County Council is determined by its democratically elected representatives through its Personnel Committee which, under current constitutional arrangements, has delegated authority from the County Council to make decisions on behalf of the Council relating to pay, terms and conditions (**see Appendix 15**)

5.2 Under current Constitutional arrangements, Chief Officer appointments are made by elected members on the Senior Staffing Sub Committee which is a sub committee of the Policy Committee

5.3 The comparative level of remuneration of each Corporate Director is decided on the basis of their particular accountabilities and responsibilities (including any statutory responsibilities) and the size of the job, taking into account the range of services provided the number of employees and the size of the population within their remit. This is supported by information from the Hay Group on median pay rates for comparative roles of a similar size in a range of public sector organisations across the country.

5.4 The table at **Appendix 2** sets out a comprehensive breakdown of all pay related terms and conditions offered to the Council’s 20 Chief Officers and are in line with those which apply to other members of staff.

5.5 Remuneration of Chief Officers on recruitment:

5.5.1 The starting salary of the Service Directors falls within the pay band for their job, as set out in **Appendix 2 and 3**, and is subject to annual incremental progression to the top point of the pay band.

5.5.2 New Service Directors will normally start on the minimum pay point for their pay banding and will not be offered more than the maximum. In seeking

to appoint from outside the Council there may be a need to offer more than the minimum of the grade to secure the appointment of the preferred candidate. In any case the starting salary offered will not be more than the maximum of the pay band for the evaluated grade of the job unless another policy such as Market Factor Supplements is applicable.

5.5.3 On appointment, a Chief Executive or Corporate Director will be appointed to the agreed spot salary for their post.

5.6 Returning / Counting Officer's Fee:

5.6.1 In Nottinghamshire, the County Council's Chief Executive is the Chief Officer nominated as Returning Officer in charge of the running of Local, European, Parliamentary Elections and National Referenda. The Council does not govern the fee payable for these elections as it is funded by central government and is therefore not related to Nottinghamshire County Council's terms and conditions. The fee paid to the County Council for the Chief Executive undertaking this function is retained by the Council. The Chief Executive receives no additional remuneration.

5.7 Deputy Chief Executive

The Council makes an additional payment of £416.67 per month to the Corporate Director nominated to formally deputise for the Chief Executive. Currently this is the Corporate Director Adult Social Care, Health and Public Protection.

5.8 Monitoring Officer's Fee:

5.8.1 The Council's Corporate Director, Policy Planning and Corporate Services currently fulfils the statutory obligations of the Monitoring Officer to ensure Nottinghamshire County Council, its officers, and its elected Councillors maintain the highest standards in all they do. The Monitoring Officer's legal basis is found in [Section 5 of the Local Government and Housing Act 1989](#); as amended by the Local Government Act 2000. This duty was taken into consideration in the evaluation of the salary of the Corporate Director Policy, Planning and Corporate Services post under the Hay Group Job Evaluation scheme. The postholder also undertakes the Monitoring Officer role to the Police and Crime Panel but receives no additional remuneration for this work.

5.9 Section 151 Officer

5.10.1 In Nottinghamshire County Council this responsibility under the local Government Act 1972 is undertaken by the Service Director Finance and Procurement. This duty was taken into consideration in the evaluation of the salary of the Service Director Finance and Procurement under the Hay Group Job Evaluation scheme. No separate payment is made for undertaking this function.

5.10 Payments to Chief Officers on ceasing to hold office or be employed by Nottinghamshire County Council:

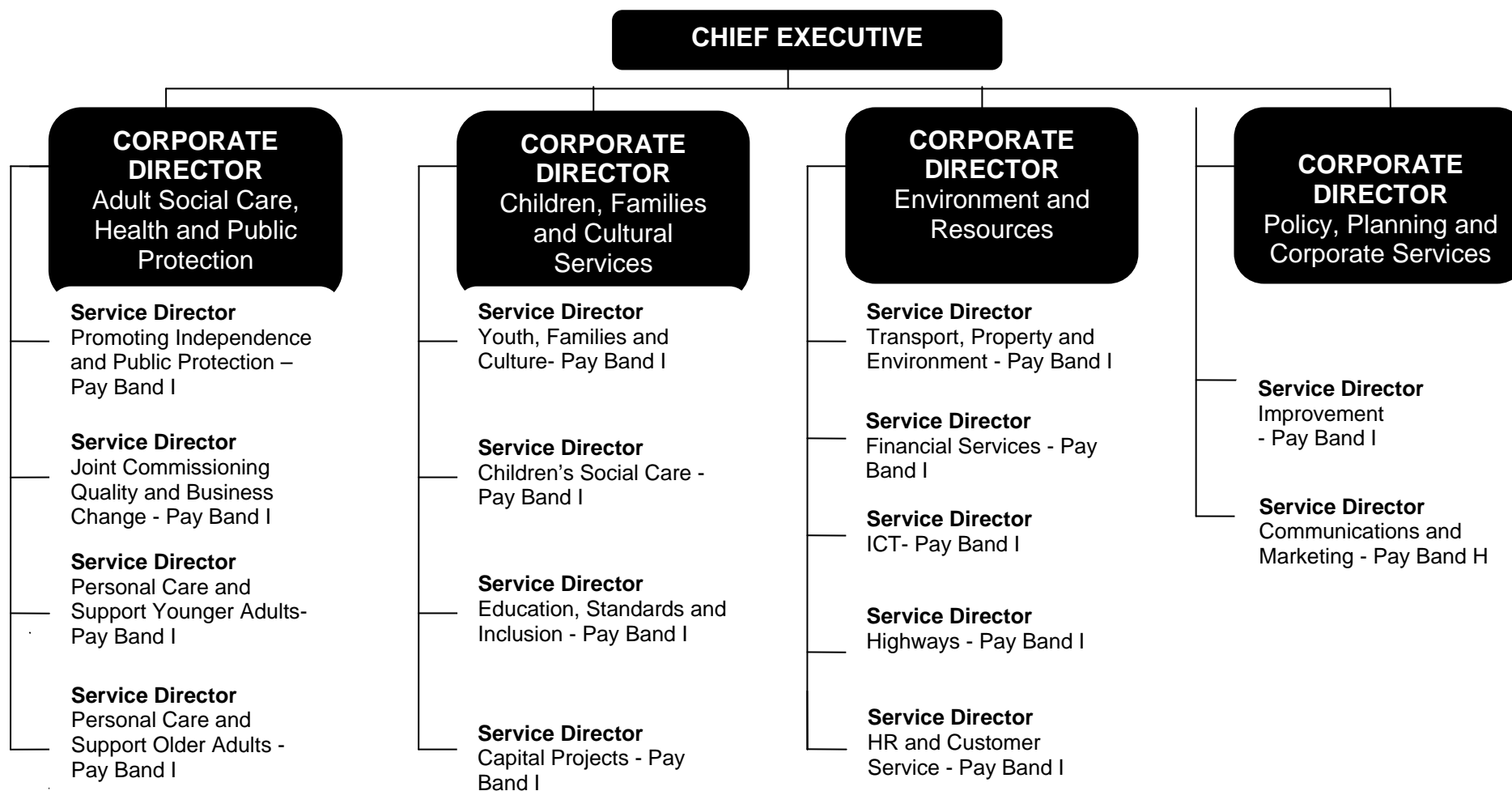
5.10.1 To ensure accountability is maintained Under Part 6 c of the Council's current Constitution (**Appendix 15**), under delegated powers from Full Council, the Senior Staffing Committee is responsible for the appointment and dismissal of and the taking of disciplinary action against senior employees, that is the Chief Executive, Corporate Directors and Service Directors, this includes the Monitoring Officer and Section 151 Officer.

5.10.2 The Council's payment to Chief Officers leaving the Council is made under the same types of termination and same rules as for other employees as set out in section 3 above and the relevant policies.

Appendices 1 - 15: See separate document.

DRAFT

Appendix 1: Nottinghamshire County Council Top Level Structure Chart January 2013



Appendix 2 (draft) : Chief Officer Pay at Nottinghamshire County Council as at 1st January 2013

Chief Officer post (see structure chart at appendix 1)	Current annual basic pay	Salary scale (see appendix 3)	Increase and additions inc any Honoraria or MFS	Bonuses	Benefits in kind	Increase / enhancements to pension	Amount payable on cessation of employment	Car Lease (Y/N)
Chief Executive (Returning Officer)	£184,410	CE	NIL	Not Applicable under Single Status Agreement	Not applicable – none paid	Not applicable - LGPS provision apply to all NCC staff (see page 5 of PPS)	As per agreed redundancy compensation provisions applicable to all NCC staff (see appendix 7)	N
Corporate Director Policy Planning Services (Monitoring Officer)	£121,371	CO	NIL					N
Corporate Director Children , Families and Cultural Services	£134,908	CO	NIL					N
Corporate Director Adult Social Care and Public Protection	£121,371	CO	£416.67 per calendar month as Deputy Chief Executive					N
Corporate Director Environment and Resources	£121,371	CO	NIL					N
Service Director Promoting Independence & Public Protection	£87,038	Band I	NIL					N
Service Director Joint Commissioning , Quality and Business Change	£85,193*	Band I	Inc annual increment 1.4.12					N
Service Director Personal Care and Support - Younger Adults	£87,038	Band I	NIL					N

Service Director Personal Care and Support –Older Adults	£87,038	Band I	NIL					N
Service Director Youth, Families and Culture	£85,193*	Band I	Inc annual increment 1.4.12					N
Service Director Children's Social Care	£85,193*	Band I	Inc annual increment 1.4.12					N
Service Director Education Standards and Inclusion	£87,038	Band I	NIL					N
Service Director Capital Projects	£87,038	Band I	NIL					N
Service Director Improvement	£81,744*	Band I	Inc annual increment 1.4.12					N
Service Director HR & Customer Service	£87,038*	Band I	Inc annual increment 1.4.12					N
Service Director Communications and Marketing	£68,579*	Band H	Inc annual increment 1.4.12					N
Service Director Transport, Property and Environment	£87,038	Band I	NIL					N
Service Director Finance and Procurement (Section 151 Officer)	£87,038	Band I	NIL					N
Service Director ICT Service Director Highways	£81,744*	Band I	Inc annual increment 1.4.12					N
	£81,744*	Band I	Inc annual increment 1.4.12					N

Appendix 3:

Pay Scales

Local Government Scheme - Salary scales 2009, 2010 2011 and 2012

SCP	01/04/2009 and 01/04/2010	SCP	01/04/2009 and 01/04/2010	SCP	01/04/2009 and 01/04/2010
4	£12,145	35	£29,236	66	£59,842
5	£12,312	36	£30,011	67	£61,199
6	£12,489	37	£30,851	68	£62,670
7	£12,787	38	£31,754	69	£64,150
8	£13,189	39	£32,800	70	£65,624
9	£13,589	40	£33,661	71	£67,105
10	£13,874	41	£34,549	72	£68,579
11	£14,733	42	£35,430	73	£70,179
12	£15,039	43	£36,313	74	£71,776
13	£15,444	44	£37,206	75	£73,379
14	£15,725	45	£38,042	76	£74,979
15	£16,054	46	£38,961	77	£76,579
16	£16,440	47	£39,855	78	£78,301
17	£16,830	48	£40,741	79	£80,024
18	£17,161	49	£41,616	80	£81,744
19	£17,802	50	£42,470	81	£83,467
20	£18,453	51	£43,357	82	£85,193
21	£19,126	52	£44,276	83	£87,038
22	£19,621	53	£45,160	84	£88,884
23	£20,198	54	£46,092	85	£90,726
24	£20,858	55	£47,023	86	£92,575
25	£21,519	56	£47,955		
26	£22,221	57	£48,902		
27	£22,958	58	£49,502		
28	£23,708	59	£50,736		
29	£24,646	60	£51,968		
30	£25,472	61	£53,199		
31	£26,276	62	£54,425		
32	£27,052	63	£55,779		
33	£27,849	64	£57,136		
34	£28,636	65	£58,487		

GRADE	MIN SCP	MAX SCP
Grade 1	4	8
Grade 2	9	13
Grade 3	14	18
Grade 4	19	23
Grade 5	24	28
Band A	29	34
Band B	34	39
Band C	39	44
Band D	42	47
Band E	47	52
Band F	56	61
Band G	63	68
Band H	69	74
Band I	78	83
Band J	81	86

Appendix 4:

Nottinghamshire County Council's Grading Policy

1. Introduction

This policy explains how posts within the County Council are graded. It covers all staff employed on the National Joint Council for Local Government Services (Green Book) conditions, excluding Corporate Directors.

2. Principles

2.1 The County Council is committed to ensuring that the grading of posts is undertaken to ensure consistency, fairness, openness and equality of treatment. In pursuit of this the following principles will be upheld:

2.1.1 All posts will be evaluated and graded using either the National Joint Council Job Evaluation Scheme or the Hay Job Evaluation Scheme according to the criteria set out in 3.1, and no other method.

2.1.2 Performance related pay will not be a feature.

2.1.3 The grade will relate to the post and not the employee.

2.1.4 There will be equal pay for work of equal value.

2.1.5 All considerations which may discriminate unfairly will be eliminated.

2.1.6 Grades need to accurately reflect the duties and responsibilities of the post, so where these have changed sufficient to be reflected in their evaluation then either managers or employees can request a re-evaluation.

3. Determining the Correct Evaluation Scheme

3.1 The following criteria will be applied to determine the most appropriate job evaluation scheme under which to evaluate a job. Jobs will be evaluated first under the Hay job evaluation scheme if:

3.1.1 The job requires a full professional qualification or an equivalent level of organisational policy and procedural knowledge (i.e. would score level 6 or higher for Knowledge in the NJC scheme or level E for Technical Know-how in the Hay scheme), OR

3.1.2 The post holder manages a discrete function or activity, OR

3.1.3. The post holder is the Authority's corporate expert on a specialised technical subject

3.2 If the job scores less than 175 points (Band A) under the Hay scheme, the job will then be evaluated under the NJC scheme and that score will determine the grade.

3.3 All other jobs will be evaluated first under the NJC scheme. If the job scores in excess of 600 points, it will be evaluated under the Hay scheme and that score will determine the grade.

3.4 Disputes regarding the correct scheme to use will be resolved by the Moderating Panel.

4. Process

4.1 The evaluation process will be the same regardless of the job evaluation scheme used.

4.2 Posts will need to be evaluated:

- When they are established
- Where there have been changes in the duties and responsibilities
- At the request of the manager or employee (where they can demonstrate that there has been a significant change to the role)
- Following a restructuring where changes will impact on the post.

4.3 Where employees wish to have their posts re-evaluated they must first discuss their concerns with their line manager. If the job holder and the line manager disagree about the need for a re-evaluation this should be resolved using normal Council procedures.

4.4 Where managers wish to put the post through a new evaluation they must first inform the affected employees of their intention.

4.5 Having established the posts to be evaluated the manager will then contact the Job Evaluation Team to request the evaluation. However it is important to note that where duties have been reallocated all affected posts must be re-evaluated.

4.6 The JE Team will issue a Job Description Questionnaire; the questionnaire will be the same regardless of the evaluation scheme to be applied.

4.7 Where the post is vacant then the manager must fill in the Job Description Questionnaire.

4.8 Where there is a single job-holder the job-holder should fill in the Job Description Questionnaire with the manager. Where the job-holder is a member of a trade union they can have the support of a steward.

4.9 Where the evaluation is for a small group of staff the manager should convene the whole group and complete the form together. Where there is a

large group or where it is not possible for all staff to fill in the Job Description Questionnaire then the group must elect a representative to fill in the Job Description Questionnaire on their behalf. The completed Job Description Questionnaire should be shared with the whole group before being submitted for evaluation.

4.10 Completed job description questionnaires will be subject to an initial assessment by a job analyst. If any of the information in the form is unclear, incomplete or not relevant the analyst will contact the line manager and/or the job holder to seek clarification. Any additional information gained will be shared with the job holder.

4.11 The Job Analyst will then evaluate the job using the appropriate job evaluation scheme.

4.12 The evaluation will then be moderated by a joint panel comprising an equal number of management and trade union representatives. The managers and employees will be notified of the evaluation of the post within 10 days of the moderating panel meeting.

4.13 The effective date of the evaluation shall be:

4.13.1 The date of the change / restructuring that triggered the evaluation, although this date cannot be more than 6 months before the request to be evaluated.

4.13.2 Where there are no identifiable points of change the effective date shall be the day the evaluation was requested.

5. Appeals

5.1 Introduction

5.1.1 Where employees are dissatisfied with the evaluation of their post they have the right to appeal. Employees should normally appeal within 10 working days of written receipt of the outcome of the evaluation, although this may be extended if circumstances warrant it. Where employees appeal the evaluated grade will not be implemented until the outcome of the appeal is known.

5.1.2 The appeals process is the same regardless of the evaluation scheme used.

5.1.3 Appeals can result in job scores going up, staying the same or going down. Any change of grade that arises from the appeals process will be implemented with effect from the date of the changes that triggered the re-evaluation or 6 months, whichever is the less. Whenever the grade of a post is reduced as a result of an appeal, the Council's agreed pay protection scheme will apply.

5.1.4 The outcome of the appeal process will be final. There will be no further right of appeal, either within or outside the County Council.

5.2 Appeals Process

5.2.1 The grounds for appeal are that:

- The wrong job evaluation scheme has been applied; or
- The applicable scheme has been wrongly applied; or
- There is new or better information available to support the evaluation

5.2.2 Appeals must be registered by the job holder using the published form. Appeals in respect of vacant posts may be registered by the line manager.

5.2.3 Following receipt of the completed registration form, the job evaluation team will request the completion of a job description questionnaire in respect of the relevant factors. The job description questionnaire must be completed by the job holder and counter-signed by their line manager. If in exceptional circumstances the job holder and the line manager disagree about the accuracy of any of the information the job holder has provided, this should be resolved prior to submission of the form. The job holder may be assisted by their trade union representative, at their own discretion, and may seek advice from the job evaluation team.

5.2.4 Where there is more than one job holder in a particular job, a workplace meeting of the whole group of job holders will be convened. That meeting will decide whether or not an appeal should be pursued in respect of the job, on the basis of a simple majority of those present. If the meeting decides to pursue an appeal, members of the group will nominate a representative to complete the job description questionnaire on their behalf, but all members of the group will be given the opportunity to comment on the completed form.

5.2.5 Individuals or sub-groups who are able to demonstrate that their job is different from the rest of the group may be considered for a separate evaluation.

5.2.6 Completed job description questionnaires will be subject to an initial assessment by a job analyst. If any of the information in the form is unclear, incomplete or not relevant the analyst will contact the line manager and/or the job holder to seek clarification. Any additional information gained will be shared with the job holder.

5.2.7 Appeals will then be considered by a joint review panel. The joint review panel will comprise three members, two of whom have had no previous involvement in the job evaluation process for the post, with one member being from the joint moderating panel, to support consistent application of the scheme.

5.2.8 The panel will consider the evidence that has been submitted against all relevant factors. Where the panel considers that the evidence submitted

impacts on factors other than those identified in the appeal, these will be taken into account by the panel and the appellant will be notified accordingly.

5.2.9 Where the evidence submitted clearly supports the appellant's case, the panel will uphold the appeal. The job evaluation team will notify the job holder and their line manager of the outcome of the panel's deliberations within 10 working days of the panel's meeting.

5.2.10 Where the evidence submitted is less clear cut, the meeting shall be adjourned and the job evaluation team will write to the job holder setting out the panel's concerns.

5.2.11 The panel will subsequently be reconvened and the line manager, job holder and their representative, where requested, will be invited to attend. Where the appeal is on behalf of a group of job holders, the group's nominated representative(s) will be invited to attend.

5.2.12 This will provide the opportunity to highlight the areas of concern and for the panel to ask questions of the job holder and line manager to clarify areas of difference, following which all parties will be asked to withdraw.

5.2.13 The panel will then determine the outcome of the appeal taking account of any representations made. The outcome of the panel's decision will be notified within 10 working days.

5.2.14 Following completion of the above procedure there will be no further right of appeal.

Note - Where managers are concerned about their ability to recruit or retain staff on the evaluated grade then they may be able to make a case for a Market Factor Supplement (**see Appendix 5**).

Appendix 5:

Nottinghamshire County Council's Process for Assessment and Approval of Market Factor Supplements (MFS)

1. Evidence required.

- 1.1 Where a Chief Officer believes that there may be a case for the payment of a market factor supplement in relation to a particular job, they will submit evidence to the Pay Board for consideration.
- 1.2 The Service Director responsible for the job in question or their delegated Service Head will produce a report setting out the business case for the Board's consideration, and may be required to attend a meeting of the Board to present the detail.
- 1.3 Evidence provided in the report should show that pay is a key factor in relation to the Authority's ability to recruit/retain employees in the job role concerned.
- 1.4 The evidence submitted will be based on the following criteria and should be shown in a number of these areas in order to give a rounded picture.
 - Information from external salary surveys showing that NCC pay is below the market rate for the job;
 - Press articles about particular national skills shortages in the related occupational area;
 - Information about similar jobs elsewhere that offer greater remuneration packages. These should not be taken simply at face value but should consider:
 - The comparability of the job description and person specification requirements.
 - The geographical location of the job(s) and the relative cost of living
 - How typical the job(s) and package is – a review of other external recently advertised, similar jobs should take place to get a balanced view.
 - Evidence that employees/potential employees within a particular employment group or geographical area are being attracted to alternative jobs within that employment group, area or other organisation and that pay is the main driving factor in this.

- Evidence of recruitment difficulties. The reasons for such difficulties need to be examined to establish whether or not pay is the key issue. Closer examination should involve:
 - Advertising response rates and the media used.
 - Surveys of individuals who have shown an interest (requested job details) but not returned an application to establish their reasons.
- Other supporting evidence may include:
 - Evidence of job offers to individuals
 - Turnover rates within the team/section – there would need to be evidence from exit interviews that pay is the cause of high turnover and not some other factor.

2. Process for approval.

- 2.1 If Pay Board is not satisfied that sufficient evidence exists to show the need to pay a market factor supplement it may either reject the request, giving reasons to the Chief Officer concerned, or ask that more evidence is provided in order that further consideration may be given before it makes its final recommendation. In the case of partnership posts the Chief Officer of the partners concerned will make the final decision. The grounds for such decisions will be recorded, to help ensure a consistent approach to such cases.
- 2.2 If the Pay Board is satisfied that sufficient evidence exists (in accordance with the criteria set out above) details of the post and the evidence provided will be forwarded for independent validation. Pay Board may also ask Departmental HR Advisors, or where appropriate external agencies to:
- Advise the Pay Board where, in their experience, this type of job requiring the appropriate skills, experience etc would attract higher pay than the original evaluation supports, and
 - Advise the Pay Board of the appropriate pay band to be awarded as a market factor supplement that they would recommend in relation to this job.
- 2.3 The Pay Board will consider the advice received from the independent agency, plus any other data (e.g. from the Local Government Information Unit) that may be relevant to that particular job, when drawing up its final recommendation.

- 2.4 Pay Board will make a recommendation on an appropriate indicative level of payment for the Market Factor Supplement, normally prior to the selection process for the post. Where this results in recruitment difficulties Pay Board may be asked to reconsider the recommended level of payment in the light of additional information arising from the recruitment process.
- 2.5 The recognised trade unions will be informed of all decisions to pay Market Factor Supplements.
- 2.6 The payment of any Market Factor Supplement will be time limited for up to a maximum of three years and subject to annual review. The outcome of the review will normally be applied according to the circumstances of the case. (In the case of a fixed term contract, the Market factor Supplement will be set for the duration of the contract, subject to a maximum of three years.) Re-assessment of market factor supplement payments will take place through the collection of evidence and process set out in this document.
- 2.7 Where a base grade changes after appeal, any market factor supplements will be assimilated into the pay adjustment for the substantive grade.

Appendix 6:

Nottinghamshire County Council's Policy on Acting up and Honoraria Payments

Criteria for Awarding Acting Up and Honoraria Payments

1. Principles

1.1 The policy and payment criteria for both acting up and honoraria payments will apply to all posts, regardless of the amount of payment involved.

1.2 Payment of any acting up or honorarium will only apply to situations of more than four weeks in duration.

1.3 Payment of any acting up or honorarium will usually be for a maximum of 12 months.

1.4 If an honorarium or acting up arrangement is to continue beyond six months, it should be reviewed at six months and in any event, in normal circumstances, should not exceed 12 months.

1.5 Where the change to the job role is permanent, it should be re-evaluated under current job evaluation arrangements to take the new duties into account.

1.6 Senior officers are expected to work flexibly and honoraria provisions will not normally apply to officers on Hay Band F and above, other than in very exceptional circumstances agreed by the Chief Executive.

1.7 Project work, including cross cutting corporate project work and project work involving external partners is a requirement of all senior officers on Hay Band F and above and will not, normally, merit an honorarium payment.

1.8 Departments will ensure that this requirement is reflected in job descriptions for all posts at third tier level in the new departmental structures, subject to collective agreement.

1.9 Opportunities for discrete and time limited project work, which may be promotional, should **normally** be advertised in accordance with agreed recruitment and selection guidelines and will be appointed to at the evaluated rate for the project duties and responsibilities concerned.

1.10 Honoraria will not usually be paid where additional work is undertaken which is of a like nature to the individual's existing job description i.e. of the same type at the same level.

1.11 A fully documented business case should be made by the department to support all proposals for acting up and honoraria payments.

1.12 The business case will include evidence to illustrate the following:

1.12.1 The reason for the proposed payment, for example to cover a long term absence or undertake a specific piece of work

1.12.2 Posts affected and grades of the substantive and higher level / alternative duties involved

1.12.3 The extent of different and /or additional duties involved i.e. - full or partial, if partial quote percentage

1.12.4 The duration, specifying dates from and to

1.12.5 Alternatives considered. In many situations the need for extra work of the same type to be undertaken on a temporary basis can be accommodated without the need for additional payment.

1.12.6 Cost. The calculation of the amount of payment should be made in accordance with the guidance set out under the criteria for calculating payments

1.13 These rules should normally be applied in each case, however, where this can be demonstrated by the business case; in very exceptional cases it may be more appropriate to adopt a token payment approach.

2. Process

2.1 The circumstances potentially justifying an honorarium, and where possible the likely period involved, shall be identified at the outset and agreed with the employee.

2.2 The manager should submit their written business case, listing all the elements set out in 1.above, to their departmental management team.

2.3 The advice of the HR team should be sought as necessary and the proposal copied to the Service Head (HR).

2.4 Corporate Directors will apply the criteria at 1 above and decide whether honoraria or acting up proposals should be implemented, seeking the advice of the Service Director Corporate Services (HR) as necessary.

2.5 The Corporate Director's decision on honoraria will be subject to scrutiny through Delegated Decision.

2.6 Decision reports on honoraria should be constructed in such a way as to avoid the need for exemption.

3. Definition

3.1 Acting up

3.11 An “acting up” situation is defined as one where an employee(s), for any reason other than annual leave, is called upon to undertake the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks.

3.12 Acting up may be shared between two parties on a pro- rata basis. To qualify as “acting up”, the employee(s) concerned must undertake **the full duties and responsibilities** of the higher level post, as set out in the agreed job description, for the duration of the period concerned i.e. 100 percent of the duties for a specified percentage of the time.

3.13 Consideration should be given to advertising more widely in longer term situations such as maternity cover.

3.14 After four weeks, an approved acting up payment commensurate with the evaluated grading of the post temporarily occupied will be made, backdated to the first day of acting up, period, as set out in the delegated decision report.

3.2 Honoraria

3.21 An honorarium payment may be granted in circumstances where employees temporarily undertake a proportion of a higher level of duties and responsibilities outside the scope of their normal post, where these are significant and over an extended period, but short of undertaking the full duties and responsibilities of the higher graded post.

3.22 Such circumstances may include:

3.2.2.1 Shared responsibility with more than one employee undertaking a specific and or separate part of a wider role which has been evaluated as having higher level duties.

3.2.2.2 A substantial addition of some higher level duties to the employee's job for a specific period and where a permanent re-evaluation as a changed job is deemed inappropriate.

3.2.3 The proposed payment shall be paid in the normal pay cycle and shall have regard to:

3.2.3.1 The evaluated level of the higher graded job. This may necessitate a reference to the Job Evaluation team if the higher level work has changed significantly.

3.2.3.2 Any additional hours over and above the employees existing contractual hours worked over the applicable period. These will be remunerated at plain time rates, subject to the discounting of four hours each

week or any extra working associated with the employee's substantive job, whichever is greater.

3.2.3.3 Pro rata principles where applicable e.g. two or more employees sharing a higher graded post by undertaking separate and distinct duties within it.

Criteria for the Calculation of Acting Up and Honoraria Payments

1. Acting up payments

1.1 Where an individual undertakes the full duties and responsibilities of a more highly graded job, subject to satisfying the criteria for awarding payments, they should receive the salary appropriate to the bottom point of the evaluated grade of the higher graded job.

1.2 Where there is an overlap between the individual's current spinal column point on their substantive grade and the bottom point of the pay band of the higher graded job they should be awarded one additional increment.

1.3 Where individuals are in receipt of an agreed salary protection and there is a difference between their protected grade and that of the substantively higher graded job, the acting up payment should be calculated based on the difference between their protected salary and the grade of the higher job for the duration of their ongoing protection period.

1.4 If the protected grade is higher than the grade of the "acting up" in relation to the individuals' substantive post, the higher level protection will continue to apply for the duration of the remaining protection period, reverting to an acting up situation as and when the protection ends.

1.5 All payments will be back-dated to the start of the arrangement, subject to any annual incremental progression but excluding accelerated incremental pay.

2. Honoraria Payments - Higher Graded Posts

2.1 Where an individual undertakes a proportion, but not all, of the duties of a more highly graded job (i.e., partial acting up), an honorarium payment may be made, subject to satisfying the criteria for awarding payments.

2.2 The total amount payable will be calculated by assessing the proportion, expressed as a percentage, of the higher graded role that is being undertaken, and multiplying this by the difference in pay between the current and higher graded role for the period of partial acting up.

2.3 The honorarium should be paid in monthly instalments (back-dated to the start of the arrangement), particularly where there is uncertainty about the likely duration of the partial acting up.

2.4 The rate used should be the spinal column point that the individual would receive if they were appointed to the higher graded job. This would normally be the minimum of the grade, but may be higher (i.e. the next available increment above the individual's own current pay) in the case of overlapping pay bands.

2.5 Where individuals are in receipt of an agreed salary protection, the honoraria payment should be calculated based on the difference between their protected salary and the grade of the higher job for the duration of the ongoing protection period.

3. Undertaking Additional Duties

3.1 An honorarium may also be appropriate where an individual at band E or below undertakes work from a different job type in addition to their own role, with no additional staffing resource, and that work is evaluated on the same pay band.

3.2 Such honorarium payments will normally be based on five percent of the individual's substantive pay (including any ongoing salary protection) for the period of undertaking additional duties.

Appendix 7:

Nottinghamshire County Council's Policy on Redundancy and Early Retirement

1. Definition

1.1 A “redundancy” occurs where the County Council needs to reduce its workforce, for example where an establishment is closing down, or because fewer employees are needed for work of a particular kind. Normally the job will have disappeared.

1.2 Non school based employees affected by redundancy, will be considered under the provisions of the Redeployment Policy.

1.3 Agreed process for selection for redundancy of employees on teacher's terms and conditions and support staff based in schools is separate and any changes will be discussed through the School and Southwell JCNP. Consultation with trade unions on any proposed redundancies will be in accordance with the specific procedure and guidance covering these employees which is in place at the time.

2. Redundancy Situations

2.1. Compulsory redundancy will only be instigated when all other reasonable available means of managing business needs have been considered and exhausted.

2.2 Details of proposed large scale redundancies including the full financial implications will be subject to departmental or corporate Delegated Decision Reports as appropriate to the service(s) concerned.

2.3 Corporate Directors should identify and quantify possible redundancies and make every effort to identify posts and therefore individuals who are at risk of redundancy.

2.4 The County Council will endeavour to ensure that all reasonable means are utilised to effectively manage employee redundancies arising out of redundancy situations.

2.5 To reduce the possibility of compulsory redundancy, the following measures may be considered where appropriate:

- the possibility of releasing a “not at risk” employee to avoid an “at risk” employee being made compulsorily redundant (this is known as “substitution” or “bumping”), dependent upon available posts, transferability of skills experience, timescale and budget

- voluntary reduction in hours or “job sharing”: may be appropriate where a redundancy situation could be avoided by a number of employees reducing their hours
- voluntary redeployment: dependent upon available posts, transferability of skills experience, timescale and budget
- voluntary redundancy/early retirement: seeking expressions of interest from employees who are willing to volunteer for redundancy (see 2.6 below).

2.6 Corporate Directors have delegated authority to agree individual cases of voluntary redundancy, with or without early retirement, taking account of the financial implications.

2.7 There is no guarantee that every request for voluntary redundancy will be agreed and employees expressing an interest are not bound to accept the severance package offered, neither will they be able to appeal a refusal of their application.

2.8 The basic principles as regards voluntary redundancy are:

- there is a need to reduce staff numbers in the volunteers’ service area
- releasing the volunteer will allow another employee at risk to secure continued employment
- the remaining staff have the skills, qualifications and experience to fill the remaining posts and ensure continued excellent service delivery

2.9 In the event that there are more volunteers than reductions required, selection will be made using a skills audit to ensure service delivery can be maintained and account will be taken of the cost to the Council of agreeing the redundancy in each case.

2.10 Individuals taking early retirement should be encouraged to attend a pre-retirement course, organised through the County Council, details are available on the Learning and Development System (LDS).

3. Consultation

3.1 There are statutory requirements in relation to consultation which the Council are required by law to comply with where it is proposed to dismiss 20 or more employees (Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 (TULR (C) A) 19), however, it is normal County Council policy to also apply the 30 day consultation period in circumstances involving less than 20 people wherever possible.

3.2 The purpose of consultation is to provide as early an opportunity as practicable for all concerned to share the problems and explore options. The County Council will keep the trade unions informed as fully as possible.

3.3 Consultation will begin:

- at least 30 days prior to the first notice of dismissal being issued when the County Council proposes to dismiss as redundant up to 100 employees at any one establishment in a 30 day period
- at least 90 days prior to the first notice of dismissal being issued when the County Council proposes to dismiss as redundant 100 or more employees at any one establishment in a 90 day period.

3.4 In general, consultation should begin as soon as the possibility of redundancy arises to agree a protocol in relation to the information on which employees and trade union representatives will be consulted and a commitment to consider alternative proposals.

3.5 The consultation process should precede any public announcement of specific redundancies.

3.6 The statutory rules require the authority to consult on the following:

- the reason for the redundancies
- the number of and type of employees affected as against the overall number of employees of that type
- the method of selecting for redundancy
- the method of carrying out the dismissals and the time period after which the dismissals will happen
- the method of calculating the redundancy payment.

3.7 No notices of dismissal will be issued until consultation is completed. Consultation will be through the trade unions or other employee representatives and will be undertaken at the earliest opportunity to also seek ways to mitigate and avoid redundancies wherever possible.

3.8 The only possible exception to this may be where applications for voluntary redundancy have been approved, the employee has accepted the severance package on offer and the authority can issue formal notice of dismissal and the employees trade union or if a non-union member their representatives agrees to their early release prior to completion of the consultation.

4. Selection for redundancy

4.1 Posts at risk will be identified before any selection of individuals for redundancy has been carried out.

4.2 Individual employees at risk will be identified following an enabling or redundancy selection process designed to determine which of the employees

working in a prospective redundancy situation are at risk of redundancy and from what date.

4.3 There are occasions when the employees at risk are identified automatically by the very nature of the duties undertaken and the area of redundancy.

4.4 Once the employee has been informed that they have been identified, they should be invited to a formal, individual meeting with the manager who is responsible for making the final decision in relation to redundancy (or other designated officer). The employee is entitled to be represented by their trade union representative, colleague or other identified support person at these meetings. Formal notice of dismissal may be issued following this meeting. See Managing the consultation process for checklists and further guidance.

5. Appeals

5.1 Statutory dismissal and redundancy procedures are revoked under the Employment Act 2008, including redundancy situations.

5.2 Employees selected for redundancy will have a right of appeal against dismissal to Elected Members.

5.3 The process for the appeal will be in accordance with the Appeal Hearing Procedure except that management reserve the right to present cases collectively where the business case is the same.

5.4 An appeal should be lodged with the Corporate Director and Democratic Services within 10 working days of receipt of such confirmation of dismissal by reason of redundancy. The full process and supporting pro-forma are available from [HR Teams](#).

5.5 Any appeal in relation to compulsory redundancy is limited to the application of the redundancy process on the grounds that the selection for redundancy was unfair. The appeal process cannot be used to complain about the fact of the business decision to reduce or cease work in a particular area.

5.6 There will be no right of appeal in respect of non- selection for voluntary redundancy or refusal to agree an application for voluntary redundancy.

6. Training and Retraining

6.1 The Employment Rights Act 1996 gives employees with 1 year or more continuous employment who are to be made redundant a right to reasonable time off work with pay to arrange training or to look for new employment.

6.2 The granting of leave to enable redundant employees to seek alternative employment is a matter for Corporate Director's discretion (or other

designated officer). As a general guide, it may be considered appropriate to allow up to 3 days for this purpose but it should be borne in mind that the entitlement is an individual one and each case should be considered on its own merits.

7. The Statutory Redundancy Payment

7.1 The Government has exempted the determination of statutory redundancy payments from the provisions of the Equality Act 2010 which apply to the calculation of any additional, discretionary payments.

7.2 Any employee with over 2 years service who is made redundant will be entitled, in accordance with the statutory formula, to a minimum statutory redundancy payment in accordance with the Equality Act 2010, which is based upon their actual pay.

7.3 The amount of statutory redundancy payment depends on an employee's age, length of service and the amount of their normal contractual weeks pay:

- 0.5 week's pay for each full year of service where age during the year is less than 22
- 1 week's pay for each full year of service where age during the year is 22 or above but less than 41
- 1.5 week's pay for each full year of service where age during the year is over 41.

7.4 Only continuous service with organisations covered by the Redundancy Payments (Continuity of Employment in Local Government etc) (Modification) Order 1999 should be treated as reckonable when calculating an individuals' entitlement to a redundancy payment. Contracts must be successive and any break in continuous service, as defined above, will not count as reckonable.

7.5 See the list of organisations covered by the Modification Order.

7.6 The maximum service which can be taken into account under statutory provisions is 20 years, the maximum payment allowable 30 weeks pay and the maximum amount which may be used to calculate a week's pay is £430 (as at 1st February 2012).

8. Additional Discretionary Redundancy Pay

8.1 Local authorities are able to grant, at their discretion, benefits in excess of the statutory provisions to employees who cease their employment prematurely on the grounds of redundancy.

8.2 In order to comply with the Equality Act 2010, local authorities are required to develop and publish their own policy on the award of any discretionary payments for loss of employment.

8.3 Nottinghamshire County Council has exercised this discretion to apply a multiplier of 1.65 on the statutory redundancy formula based on age and local government service, capped at 30 years reckonable service.

8.4 Redundancy payments are therefore calculated using the discretionary formula which already includes the statutory element.

8.5 This allows up to 50 weeks actual salary in all cases, regardless of whether the individual is under or over 55 years of age or whether the individual concerned is in a pension scheme.

8.6 A copy of Nottinghamshire County Council's redundancy payment calculator is available through this link (PDF 31KB]

8.7 Under LGPS regulations, any redundancy payment is subject to the employee not being in receipt of any offer of alternative employment, outside of the county council's redeployment processes, prior to the last day of service and within 4 weeks of termination, regardless of the start date of the new employment.

9. Efficiency Termination

9.1 The provisions for the Council to effect a termination 'in the interests of the efficiency of the service' will be used in exceptional cases only and will be subject to the agreement of the relevant Corporate Director.

9.2 The distinction between efficiency and redundancy is that in the latter the resultant vacancy is not filled.

9.3 The circumstances in which employment may be terminated on efficiency grounds are not simply reorganisation/restructuring (such cases are more often on redundancy grounds) but are more generally related to health/ability/age considerations.

9.4 Appropriate cases are those involving an employee over 55 years of age and demanding an element of compassion e.g. the application of the provisions may be justified in a case of intermittent ill-health where a person does not qualify for immediate payment of pension benefits on grounds of permanent incapacity; or where an employee with long service becomes unable to adapt to modern methods or to a change of post and the County Council cannot accommodate them elsewhere.

9.5 There will be no award of added years in any circumstances.

9.6 It is important to stress that a decision on each case must be reached 'on the grounds of the efficient discharge of the County Council's functions' and not merely on the basis of financial savings for the County Council, this being necessary in order to comply with the appropriate pension regulations.

10. Retirement on Health Grounds (Permanent Incapacity)

See Retirement on Ill Health Grounds, Personnel Handbook.

11. Pension/Gratuity Payments

When dealing with cases of redundancy, it is necessary to bear in mind the following considerations relating to pension/gratuity payments:

11.1 Pension Position of Employees Under 55 Years of Age at Termination

With less than three months membership in the scheme - contributions may be refunded or accrued rights transferred to the Pension Scheme of a new employer.

With three months or more membership in the scheme - accrued rights may be either transferred to a new scheme or left in the Pension Fund as deferred benefits payable at pension age. Alternatively, an election to receive early payment may be made at or after age 55 (with employer's consent if under 60).

11.2 Non-Pensionable Employees Aged Over 55 Years at Termination

Gratuity payments are payable to employees over 55 years of age, who are made redundant provided that 15 years' service has been completed (See Gratuity Scheme, Personnel Handbook).

Appendix 8: Redundancy Payment Calculator

CALCULATE YOUR ENHANCED REDUNDANCY PAYMENT																																		
**Total reckonable service in Local Government (years)																																		
Age	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					
18	2																																	
19	2	2																																
20	2	2	3																															
21	2	2	3	4																														
22	2	2	3	4	5																													
23	2	3	4	5	6	7																												
24	3	4	5	6	7	7	8																											
25	3	5	6	7	7	8	9	10																										
26	3	5	7	7	8	9	10	11	12																									
27	3	5	7	8	9	10	11	12	12	13																								
28	3	5	7	8	10	11	12	12	13	14	15																							
29	3	5	7	8	10	12	12	13	14	15	16	17																						
30	3	5	7	8	10	12	13	14	15	16	17	17	18																					
31	3	5	7	8	10	12	13	15	16	17	17	18	19	20																				
32	3	5	7	8	10	12	13	15	17	17	18	19	20	21	21																			
33	3	5	7	8	10	12	13	15	17	18	19	20	21	21	22	23																		
34	3	5	7	8	10	12	13	15	17	18	20	21	21	22	23	24	25																	
35	3	5	7	8	10	12	13	15	17	18	20	21	22	23	24	25	26	26																
36	3	5	7	8	10	12	13	15	17	18	20	21	23	24	25	26	26	27	28															
37	3	5	7	8	10	12	13	15	17	18	20	21	23	25	26	26	27	28	29	30														
38	3	5	7	8	10	12	13	15	17	18	20	21	23	25	26	27	28	29	30	31	31													
39	3	5	7	8	10	12	13	15	17	18	20	21	23	25	26	28	29	30	31	31	32	33												
40	3	5	7	8	10	12	13	15	17	18	20	21	23	25	26	28	30	31	31	32	33	34	35											
41	3	5	7	8	10	12	13	15	17	18	20	21	23	25	26	28	30	31	32	33	34	35	35	36										
42	4	6	7	9	11	12	14	16	17	19	21	22	24	26	27	29	31	32	34	35	35	36	37	38	39									
43	5	7	8	10	12	13	15	17	18	20	21	23	25	26	28	30	31	33	35	36	37	38	39	40	40	41								
44	5	7	9	11	12	14	16	17	19	21	22	24	26	27	29	31	32	34	35	37	39	40	40	41	42	43	44							
45	5	7	10	12	13	15	17	18	20	21	23	25	26	28	30	31	33	35	36	38	40	41	42	43	44	45	45	46						
46	5	7	10	12	14	16	17	19	21	22	24	26	27	29	31	32	34	35	37	39	40	42	44	45	45	46	47	48	49					
47	5	7	10	12	15	17	18	20	21	23	25	26	28	30	31	33	35	36	38	40	41	43	45	46	47	48	49	50	50					
48	5	7	10	12	15	17	19	21	22	24	26	27	29	31	32	34	35	37	39	40	42	44	45	47	49	50	50	50						
49	5	7	10	12	15	17	20	21	23	25	26	28	30	31	33	35	36	38	40	41	43	45	46	48	50									
50	5	7	10	12	15	17	20	22	24	26	27	29	31	32	34	35	37	39	40	42	44	45	47	49	50									
51	5	7	10	12	15	17	20	22	25	26	28	30	31	33	35	36	38	40	41	43	45	46	48	50										
52	5	7	10	12	15	17	20	22	25	27	29	31	32	34	35	37	39	40	42	44	45	47	49	50										
53	5	7	10	12	15	17	20	22	25	27	30	31	33	35	36	38	40	41	43	45	46	48	50											
54	5	7	10	12	15	17	20	22	25	27	30	32	34	35	37	39	40	42	44	45	47	49	50											
55	5	7	10	12	15	17	20	22	25	27	30	32	35	36	38	40	41	43	45	46	48	50												
56	5	7	10	12	15	17	20	22	25	27	30	32	35	37	39	40	42	44	45	47	49	50												
57	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	41	43	45	46	48	50													
58	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	42	44	45	47	49	50													
59	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	42	45	46	48	50														
60	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	42	45	47	49	50														
61	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	42	45	47	49	50														
62	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	42	45	47	49	50														
63	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	42	45	47	49	50														
64 plus	5	7	10	12	15	17	20	22	25	27	30	32	35	37	40	42	45	47	49	50														

Appendix 9:

Nottinghamshire County Council's Policy on Flexible Retirement

Part 1: Flexible Retirement – Employee Information

1. Who does the policy apply to?

Under the Local Government Pension Scheme Regulations 2006, employees who are members of the scheme and aged 55 or over can apply for flexible retirement in circumstances where, with the employers consent, the employee reduces either their contracted hours of work and/or grade of post.

Nottinghamshire County Council is committed to offering older employees flexible options for the transition from working life to retirement, that balance both the needs of employees and those of the Council where this is affordable to the council.

2. Who is excluded from the provisions?

Employees who are members of other occupational schemes (e.g. the Teachers' Pension Scheme) or who have made alternative pension arrangements outside of the LGPS will not be able to benefit from the flexible retirement pension options set out below. Similar arrangements will be negotiated through the CFCS department JCNP.

3. Benefits of Flexible Retirement

Flexible retirement can offer benefits to both employers and employees, by:

- Helping with the management of organisational change by providing an option to older workers, whose employment may be at risk, thus helping to avoid redundancies and associated costs.
- Helping to develop a balanced age profile within the workforce by retaining older workers and keeping their skills, knowledge and expertise within the workplace.
- Offering opportunity for better succession planning and developing the capacity for older workers to act as mentors.
- Giving employees greater flexibility to balance their home and work commitments and interests.

These flexible retirement provisions apply to those employees of the Council who are members of the Local Government Pension Scheme (LGPS).

4. Pension benefits - Employees age 55 and over

Under changes made by HM Revenue and Customs in 2006, employees can receive pension benefit whilst still holding the job through which this was

accrued. As a result, an employee aged 55 or over whom, with their employers consent, reduces their contracted hours or grade, can apply to receive their accrued pension benefits.

Those employees aged 55 or over, whose application to receive their pension through this route is approved by the Council, will receive their reduced pay (either through a reduction in hours of their existing post or working in a lower graded post) as well as the pension benefit accrued to the point at which the change took effect. This may or may not be actuarially reduced; this will depend on your age and length of service.

5. Key Points to Note

5.1 There may, dependant on individual circumstances, be a cost to the employee (in the form of an actuarial reduction in pensions benefits) through taking the flexible retirement option. They will, however, receive the pension that they would have been entitled to had they fully retired at that point in their working life.

5.2 From the point at which flexible retirement benefits are taken, pension contributions into the LGPS may continue, but this will be treated as a new membership of the scheme. As a result, when the employee finally retires, they will be entitled to a second pension based on this second period of service.

5.3 If the employee finally retires (from this further employment) before age 65, it is likely that pension benefits accrued during this second period of pension scheme membership will be actuarially reduced, although the employee may opt to have payment of pension benefits deferred until they reach age 65.

5.4 An important factor to be considered is that once a pension has been agreed and put into place, it cannot be recalculated and an actuarial reduction, once in place, cannot be rescinded.

There may be circumstances where an employee takes the flexible retirement route and starts contributing to a new pension, but subsequently faces ill health retirement or redundancy. In these scenarios, it is important to seek advice from the pension team on individual circumstances. All employees who are considering the flexible benefits option should look into the possible impact of future events on pension payments over the longer term.

Where flexible retirement cannot be supported on cost grounds
employees should consider what other alternatives might be available to them, such as a straightforward reduction in contracted hours – this should be discussed with the line manager or HR team. Advice on the personal pension implications of any such change is available by contacting the pension helpline (see paragraph 12).

6. Planning Ahead

6.1 Retirement is a key life event and employees may be apprehensive about such a major change. Employees will need to be aware of the guidance that is available to them in good time so that they can make informed choices about their retirement; managers should support employees seeking such guidance. The best time to seek advice will depend on the employee's personal circumstances and when they plan to retire although in normal circumstances it may be helpful to employees to seek initial advice around five years prior to the anticipated retirement date.

6.2 Employees will need to ensure that any decisions that they may make when considering flexible retirement options fully take into account their financial liabilities/commitments. Sources of advice include:

- An independent financial adviser
- Your bank or building society – but who, in most cases, will advise only in respect of their own financial products and services
- Voluntary organisations such as Age Concern (**website:** www.ageconcern.org.uk) and Citizens Advice Bureaux (**website:** www.citizensadvice.org.uk) – particularly in respect of state pensions, benefits and debt management
- NCC Welfare rights (**website:** www.nottinghamshire.gov.uk/benefitsadvice) – benefits entitlements

6.3 Whilst the pensions team will be able to provide you with pension figures should you be interested in taking advantage of the flexible retirement provisions, they will not be able to advise on which particular course of action to take.

7. Pension Implications

Employees may be concerned about the effect of flexible retirement choices on their pension. Further details in terms of the options for early retirement and flexible retirement are contained within the Guide to the Local Government Pension Scheme, copies of which are available by contacting the pension team.

The LGPS is currently the subject of a government review, and the terms and benefits available under the scheme may be subject to change as a result. It is vital that before taking any final decisions employees contact the pensions helpline on **tel:** 0115 846 3333 for more detailed information on their own pension position.

8. Pay

Employees taking up flexible retirement options resulting in their working reduced hours will be paid on a pro rata basis, according to the number of

hours worked. Those moving to a lower graded post will receive payment at the maximum spinal point of the lower graded post; pay protection provisions will not apply in these circumstances.

Employees considering such options should satisfy themselves that their financial commitments can be covered.

9. Leave

Where flexible working options are adopted resulting in reduced hours, leave entitlement will be calculated on a pro-rata basis as set out in the Personnel Handbook. Where a new post has been taken up the new leave entitlement (relating to grade and number of years continuous service) will apply.

10. Continuous Service

Continuous service will be preserved when taking up a flexible retirement option if the employee remains in NCC employment without any break in service.

11. Changes to Contracts of Employment

Where an employee takes up one of the flexible retirement options set out above, all matters relating to changes to contracts of employment and the payment of pensions will be dealt with at the Business Services Centre at Oak House, Ruddington.

12. LGPS Pensions Helpline

Pension scheme members can obtain further information by contacting the Council's pension help line on **tel:** 0115 846 3333.

More information about the local government pension scheme is available on the Nottinghamshire Pension Fund **website:** www.nottspf.org.uk.

13. Pre-retirement Courses

There is a one-day pre-retirement course available for employees approaching retirement age arranged by the Corporate Learning and Development team in the Resources department. Details of the course programme, dates and availability of places are available through the Learning and Development System (LDS).

Part 2: Flexible Retirement – Policy and Procedure

1. The granting of flexible retirement linked to a reduction in hours or grade requires employer consent, which will be at the Council's discretion.
2. Employees interested in applying for flexible retirement should, in the first instance, apply in writing to their team manager. Where a request is received,

the manager will consider the request and discuss it with the employee and seek figures/costs information from the pensions team. When figures have been received, the manager should meet with the employee to discuss these and the options available. The manager should then inform the employee, within 14 days of this meeting, whether the flexible retirement request will be supported. If this timescale cannot be achieved (e.g. where undergoing job redesign and evaluation) the employee should be kept fully informed.

3. Team managers will need to examine each request, by considering the service needs and workload management implications alongside the needs of the employee. In cases where a team manager recommends approval of a flexible retirement request, a flexible retirement business case will need to be prepared to support a formal decision by the relevant service director.

4. Any planned changes to the establishment arising from a flexible retirement request should be subject to trade union consultation.

5. The Council will normally require a minimum reduction in contracted hours of at least one full working day (i.e. 20 percent of contracted hours) for full time employees.

6. A similar minimum reduction of 20 per cent (on a pro rata basis) will normally be required for part time employees.

7. For cases where the granting of a flexible retirement request will result in a pension strain cost to the Council, a reduction of up to 50 percent of contracted hours will normally be required, dependent upon the circumstances of the case.).

8. In cases of disciplinary, attendance management or capability procedures being underway, the Council may decline to consider requests for flexible retirement until any such cases have been fully dealt with (including appeals stages).

9. The Council will not normally consider redesigning jobs with a view to reducing the grade solely to facilitate flexible retirement; exceptions to this may include where this would facilitate the retention of particular skills in areas with recruitment difficulties or where it might meet a temporary service need pending restructure. In such cases the change in grade will be determined through the application of the appropriate job evaluation scheme (which will be done prior to final consideration of the request). Any reduction in grade must be at least one grade band in the Council's pay structure to qualify.

10. Requests to reduce hours/grade may be made where pension is not claimed or where the employee is not a member of the LGPS. Any such requests will be considered on their merit and will be dealt with as variations of contract by mutual agreement.

11. All cases resulting in a cost to the department will be subject to a formal delegated decision by the relevant Service Director. In these cases:

11.1 details of the proposed retirement and any related establishment matters

11.2 cost implications

11.3 service/ongoing workload management implications.

12. All other cases that are supported by managers, for which there is no cost to the employing department, will be subject to a formal decision by the relevant Service Director under delegated powers and recorded on the delegated decision log.

13. If the employee's pension is subject to a reduction for early retirement, then the Council will only consider waiving that reduction (at additional cost to the Council) in exceptional circumstances.

14. Where a flexible retirement request is declined, the employee will be informed by their manager in writing, with the reason for the rejection stated.

15. Any changes to employment under this policy will be permanent in nature and will be subject to acceptance of a new or amended contract of employment, as appropriate. In cases of reduction of hours, terms and conditions will be applied, where applicable, on a pro rata basis.

16. Any employee complaint about the application or outcome of the flexible retirement procedure will be dealt with through the Council's grievance procedure.

17. Where a flexible retirement package based on a reduction in grade is agreed, this will be on the basis of a mutually agreed variation of contractual terms and the Council's pay protection policy will not apply.

18. Where flexible retirement is agreed for an employee already on a protected salary, pay protection will cease when the flexible retirement arrangements commence, as this is a voluntary agreement and the employee will be in receipt of their pension.

Appendix 10:

Nottinghamshire County Council's Policy on the Re-employment or Re-engagement of Former Employees

1. Introduction

This section covers the re-employment or engagement of former employees who have received a redundancy payment from the Authority and/or who are already in receipt of their Local Government Pension Scheme (LGPS) pension benefits.

The re-engagement of former employees can, in some circumstances, provide practical solutions to specific workload/project staffing needs. Former employees will also have a wealth of knowledge about and experience of the organisation.

However, there is a danger that such appointments, if not considered and made through a structured approach, can be seen as nepotism (favouritism; denying developmental opportunities to current staff; circumventing equalities provisions and potentially denying redeployment opportunities to staff at risk of compulsory redundancy).

For those staff leaving on voluntary redundancy, where it is clear there will be an ongoing need for the skills, knowledge and experience of a particular individual, careful consideration should be given to whether the person can be allowed to leave the service on voluntary redundancy. Alternatively, it may be possible to revise the last day of service, to enable suitable contingency plans to be developed. If an employee leaves the service and it is subsequently identified that there was an intention to re-employ and the individual returns after a short space of time then there are potential implications in terms of continuity of employment and the validity of any redundancy payment made.

A balanced judgement is therefore needed, taking all of these issues into account. HR advice must be sought by managers in all cases prior to entering discussions with individuals regarding any opportunity for re-employment. Any such arrangements must also be cost effective and provide best value in the use of Council resources.

2. Inland Revenue - Employment Status

The Inland Revenue requires the authority to determine whether an arrangement with a consultant or contractor constitutes a contract of employment or can be deemed to be on a self-employed basis.

This includes a pro-forma the employing department will need to use to make a judgement, based on the responses to set questions. This determination will need to be made for each and every contract or agreement that is proposed as the decision on status is related to the contract, not to the individual. This

process to determine status must be undertaken before the engagement is agreed and any contract is signed.

Where this process determines that an engagement constitutes a contract of employment, then normal County Council terms and conditions will apply and the work must be paid for at the rate for the job assessed where appropriate through job evaluation. Remuneration arrangements must comply with corporate pay policy.

3. Protocol – short term or consultancy

3.1 It must be clear from the outset as to whether the arrangement is to re-employ through a contract of employment or to engage as a consultant with a contract for service following the relevant procurement process. This relates to employment on a short term or consultancy basis.

3.2 Areas where the re-engagement of former employees may be appropriate include:

- Discrete pieces of work where the ex-employee has the appropriate levels of skill and experience that are not available elsewhere within the Council.
- Where it is more cost effective to re-engage a former employee given their specific experience, skills and knowledge.
- Where there are problems in maintaining authorised staffing levels in a difficult recruitment market.
- Where work of an urgent nature arises at short notice and cannot reasonably be accommodated within existing resources.
- Where it is not possible for the work to be undertaken by retraining, redeployment, acting up arrangements or secondment of staff from elsewhere within the organisation.
- Where there are ad hoc pieces of work where the frequency with which the need arises is difficult to predict, for example, employment or complaint investigations.

Such skills gaps should be addressed in the longer term under the HR strategy through structured workforce planning.

3.3 Such arrangements should be time limited and be subject to appropriate written agreements covering the nature, duration, quality standards for the work to be undertaken and the basis on which the agreement will be terminated.

3.4 The initial consideration for providing cover for urgent work, where there are vacancies/staff absences/unexpected peaks in workload, should be through the use of temporary employment contracts advertised in the normal

manner or through acting up or secondment arrangements made available to existing staff, as appropriate in the circumstances. This should particularly be the case where the work relates to the normal business of the service area concerned, as opposed to defined projects or 'one-off' tasks.

3.5 The final decision on the course of action to be taken should rest with the Corporate Director for the relevant department, having consulted with the Service Director Human Resources and Customer Service. This will be subject to consideration of the particular business case.

3.6 For the purpose of these rules, former employees will be defined as anyone who has previously held a permanent employment contract with Nottinghamshire County Council.

3.7 Re-engagement on a short term or consultancy basis should not be offered to:

- Former employees who were retired prematurely on grounds of ill-health where the conditions for ill health retirement benefits being released still exist as defined by the regulations and rules of the Local Government Pension Scheme (LGPS). Further information on the 3 tiers of ill health retirement can be found in of the Personnel Handbook.
- Former employees who were dismissed for reasons of conduct. Managers should seek the advice of the relevant HR Group Manager when considering the re-employment of a former employee dismissed on the grounds of capability particularly where health has been a factor.
- Former employees whose employment with the Council ended by mutual consent on terms set out in a compromise agreement.
- Former employees who retired on efficiency grounds, where these grounds still affect the ability of the individual to carry out the work in question.
- Former employees where there have been substantiated allegations or findings of harassment and bullying, or where there are known safeguarding concerns.

3.8 Re-engagement on a short term or consultancy basis may be offered to:

- Former employees who resigned and who may have subsequently undertaken paid employment or consultancy elsewhere.
- Employees who were made redundant (either on a compulsory or voluntary basis), subject to an appropriate period of time having elapsed. Normally a minimum of 6 months is proposed as the usual provision, however for urgent work on a time limited basis, a reduced period may be considered provided this period is not less than one month

3.9 Where re-engagement is being considered, Corporate Directors should ensure that:

- The pro forma on employment status has been completed, and that the engagement complies with the Inland Revenue provisions on employment status. Advice should be sought at the earliest opportunity from Financial Services and the relevant HR Group Manager.
- Any proposed re-engagement is in response to a genuine service need and not a response to canvassing.
- Full consideration is given to equality of opportunity and where more than one potential candidate may be available the appointment should follow established recruitment and selection principles.
- The proposed arrangements comply with Financial Regulations requirements on the procurement and use of consultants, (as set out in Section E of the Financial Regulations).
- The individual has been made aware of the need to seek advice on the potential impact of their re-engagement on LGPS benefits (please see [section 4 below](#)).
- The decision to offer re-engagement is robust, able to withstand scrutiny, and that the terms of engagement (including specification of work to be undertaken, duration and payment arrangements) are clearly stated in writing.
- Appropriate records relating to the engagement and work being undertaken are retained.
- The trade unions are informed of any such appointments through the relevant JCNP.

4. Protocol – permanent or longer term re-employment

4.1 Where a former employee who has previously received a voluntary or compulsory redundancy payment, is offered re-employment with the County Council, on a permanent basis or for a period of more than 12 months, consideration will be given to whether part or all of the compensation payment should be recovered. The decision will be at the discretion of the relevant Chief Officer and be based on the following criteria:

- Part or all of the compensatory element of the redundancy payment will be recovered where a former employee is re-employed to do the same or a very similar role to the one they previously undertook.
- Whether the role is at the same or a lower grade than the post previously held.
- Where the individual left on the grounds of voluntary redundancy; the pension will be abated. If the individual was compulsorily redundant consideration will be given on a case by case basis to determine whether in the particular circumstances the pension should be abated.

- A break of at least 4 weeks must elapse before a former employee is re-employed and recovery of part or all of the redundancy payment will be considered for a period of up to 6 months after the last day of service.
- No recovery action will be taken where a former employee is re-employed after 4 weeks have elapsed, in a role of a lower grade than the one previously held, where the vacancy protocol has been applied and no internal candidate(s) has been identified as suitable to fill the role.

4.2 The Local Government Pension Scheme (Administration) Regulations 2008 requires each administering authority to formulate and review its policy concerning abatement (that is, the extent if any, to which the amount of retirement pension payable to a member from any pension fund maintained by it under the Scheme should be reduced or extinguished, where the member has entered a new employment with a Scheme employer, other than one in which he or she is eligible to belong to a teachers' scheme).

4.3 Pension abatement will be considered where a former employee is re-employed on a permanent basis. The decision to abate will rest with the Chief Officer for the employing department in consultation with the Service Director, Human Resources and Customer Service.

4.4 Where a former employee is re-employed on a time limited basis, not exceeding 12 months, and upon the production of a business case explaining the rationale for the re-employment, there will be discretion for Chief Officers not to apply pension abatement.

4.5 Any former employee engaged through a consultancy framework, on a preferred supplier list or on a separately procured consultancy basis, where payment is for a contract for service and not made through an employment contract, will not be the subject of pension abatement.

Appendix 11:

Nottinghamshire County Council's Policy on the Payment of Travelling Allowances

1. Mileage Allowances and Authorised Car Users

1.1. Introduction

Mileage allowances for travelling on authorised County Council business are determined by the authority using HM Revenue & Customs (HMRC) approved rates. There are locally determined rates for motor cycles, and bicycles.

1.2. Determining Authorised Car Users

Authorised car users will ideally have access to transport for the efficient undertaking of duties but are not required to have a vehicle available at all times. Authorised car users will only need to provide transport with advance notice. This designation does give the post holders access to a County Council car loan.

1.3. Disabled employees who are unable to drive because of their disability but who occupy posts designated as authorised car users are allowed to use taxis to carry out their duties. The scheme of taxi hire in lieu of authorised car user allowances applies to both existing disabled employees and those who become disabled.

1.4. General Conditions

Official mileage undertaken from and to the approved base, should normally be undertaken, and claimed, by the shortest available route, unless a standard mileage has been determined for that journey. All car users must be satisfied that travel by car is the most economical, taking into account travelling costs and time away from the office.

1.5. On those occasions where official mileage is claimable from and to the employee's home address, this should normally be undertaken by the shortest available route and must be claimed on the basis of:

- Home address to first call - whichever is the shorter distance between either mileage between home and first call or mileage between approved base and first call.
- Last call to home address - whichever is the shorter distance between last call and home address and last call and approved base.

1.6. Any journey between home and permanent work-base is considered by HMRC to be commuting and is subject to tax and National Insurance Contributions on the full payment.

1.7. Prior permission of the Corporate Director, or a designated officer, must be sought if an employee intends to use their car for a journey beyond 60 miles (120 miles round trip) by the most appropriate route, from the administrative base. Employees should always investigate the use of public transport as their first option for such journeys.

1.8. Where any such approval has not been given, but nevertheless the employee chooses to travel by car, then any travel claim is limited to the cost of public transport. Authorised car users should claim reimbursement via their logbook under 'railway or bus fares'; non-authorised users should claim reimbursement using the appropriate departmental form.

1.9. The reimbursement of parking fees is allowable where the use of public car parks is unavoidable, for example, when no parking facilities are available at the premises being visited and where there is no alternative to a car being used for the journey. Journeys into Nottingham city centre from County Hall or other bases in the immediate area of the City or other urban centres should normally be undertaken by public transport. There may be occasions when, for good and valid reasons, a car has to be used for such a journey and in this event, car parking charges, necessarily incurred, will be reimbursed. Where appropriate, toll-bridge charges may be claimed.

1.10 Mileage claims must only be completed by the employee incurring expenditure and should detail start and finishing mileometer readings (except where standard mileages exist), reasons for all journeys, and places of call. For visits to County Council establishments, the name will normally suffice. However, for non-County Council establishments, it is not sufficient to state simply 'London', more specific details need to be given. Authorised car users must submit their claims on a regular monthly basis. The County Council shall have the right to require an employee to carry official passengers without any additional payment and employees should not use their own cars on journeys where there is room on one of the County Council's vehicles or in the car of another employee making the same journey. As far as possible, employees should travel together to reduce the number of journeys made.

1.11. Tax Position on Car Allowances

Certain travelling expenses claims are regarded by the HMRC as not being wholly exclusively and necessarily in the performance of duties on behalf of Nottinghamshire County Council and tax therefore is deducted at source, i.e. payments are made via the payroll system. If an employee has a temporary work-base for less than 24 months, HMRC sees travel between home and this temporary work-base as business mileage. It is only when the travel is between home and permanent work-base that HMRC sees this as commuting and no tax relief is applicable. The rules regarding these are fairly complex and further information can be obtained from the Financial Services Section.

1.12. Claims and Certification

All claims for payment of mileage, subsistence allowances, travelling and incidental expenses shall be made up to a specified day each month and submitted to the Corporate Director within seven days and certified as 'Head of Department' by an officer designated for that purpose by the Corporate Director. With certain exceptions (see below) a certifying officer must be at a higher level than the claimant, e.g. equal deputies should not certify each others claims. A Corporate Director's claim should be certified by a senior designated officer for that purpose, on the understanding that the employee so designated shall refer any queries which cannot be resolved with the Corporate Director to the Head of Service for Finance for a ruling; any such unresolved queries on the Head of Service for Finance's claims shall be referred to the Chief Executive. If a Corporate Director has any doubt as to the correctness of any claim they may wish to make, they will refer it to the Chief Executive; the latter will refer to the Leader of the County Council. Otherwise, employees generally will pursue their queries in accordance with arrangements made within the particular department.

1.13. Officers' claims submitted after six months will be paid only with the express approval of the Head of Service for Finance. Late claims will be reduced as follows:

- Between 6 and 12 months' delay - 10 per cent reduction
- More than 12 months' delay - 20 per cent reduction
- More than 2 years' delay. Corporate Director's approval is required.

1.14. Insurance

1.14.1. All employees who use their cars for County Council business should have included and maintained their policy of insurance a clause indemnifying the County Council against all third party claims (including those concerning passengers), arising out of the use of the vehicle on such business. Therefore all employees who use their vehicles or someone else's vehicle, including that of their partner, on County Council business (which would include visiting clients at home or attending day release or other training courses or seminars) must ensure that the relevant motor insurance policy covers the use of this vehicle on County Council business. The certificate of insurance should state the use permitted. Use limited to 'social, domestic and pleasure purposes' will not cover any journey in connection with work. Use 'by the policyholder in person on connection with their business', means that only the person named as policyholder on the certificate of insurance can use the vehicle for County Council business.

1.14.2. Thus, if employees are using a vehicle which is not their own, then this must be specifically stated on the certificate of insurance and it is recommended that the insurance company concerned is contacted to confirm that such use is permitted before the trip commences.

1.14.3. The possible results of using a vehicle without adequate insurance cover could be:

- A breach of the requirements of the Road Traffic Act and a subsequent police prosecution.
- Refusal by the insurance company concerned to deal with the cost of repairing the vehicle being used.
- Refusal by the insurance company concerned to deal with a claim made against the driver arising out of the use of such vehicle.

1.14.4. A No Claims Bonus Protection insurance is available to employees and application forms may be obtained from the Insurance Section, Financial Services.

2. Travelling Allowances for Training Activities

2.1. Travelling Expenses - Day or Evening Classes

Reclaimable expenses are limited to the excess over normal daily home to base expenses. Employees can claim additional mileage at the appropriate rate.

2.2. Block Release, Sandwich or Full Time (Residential) Courses

Reclaimable expenses are limited to the distance from home to the course at the commencement and completion of each period or term and one return journey every fourth weekend during college periods. The allowance will be equivalent to second class rail fare or bus fare. Where employees choose to travel daily to a course which normally would require residence in the locality of the course, they will be paid travelling allowance as if it were a day course, subject to the maximum weekly payment of the sum prescribed for lodging allowances. Payment on this basis will also be made for essential daily journeys between lodgings and the course centre. For details of the latest rates, contact the HR Team for your department.

2.3. Special Provisions for Placement Expenses

Where employees are required to use their cars for placements (e.g. ASCH employees on full time secondment training) which are an integral part of the course, they shall be paid in accordance with the following provisions:

- **NCC mileage rate** for visits to clients.
- **NCC mileage rate** for travel to placement centre from college or lodgings, whichever is the nearer.
- **NCC mileage rate** for travel to college which is in excess of previous home/work mileage.
- **NCC mileage rate** for visits of observation arranged by Course Organisers (in any case where the secondees has no car, the actual cost of public transport to be claimed).

2.4. Externally Organised Training Courses

In attending externally organised training courses employees may reclaim expenses in respect of:

- Daily travel, where the course does not require residence.
- Travel between course venue and overnight accommodation.
- Journey at commencement and completion of the course.
- A return journey home each weekend when attendance at the course is not required.

The allowances will be at the NCC mileage rate.

2.5. Internally Organised Training Courses

Reclaimable travelling expenses are limited to the expenditure in excess of that which would have normally been incurred to attend the employee's normal place of work. Employees can claim additional mileage at the appropriate rate.

2.6. Employees Attending Selection Interviews for Further Professional Training/Membership of Professional Bodies

Employees required to attend for interviews as part of the examination procedure of the various bodies issuing formal approval qualifications, will be paid travelling allowances.

3. Rail Travel

3.1. Any travel by train within mainland UK will usually be standard class fare unless travel by other classes of ticket is cheaper overall. Any councillor or officer requesting first class rail travel must give reasons which shall be recorded in the register referred to in the travel and accommodation policy.

3.2. All journeys by first class travel should be authorised beforehand except on the occasions where a second class compartment is found to be full and an employee transfers their ticket to first class status. In all cases, reimbursement will relate to any available cheap rate or the ordinary return fare, whichever is the less. In cases where it is necessary or advantageous for an employee to travel by air or to hire a taxi or car, the actual expenditure (including gratuities) shall be reimbursed.

3.3. Train tickets should be booked through Members Services.

4. Travel Abroad

4.1. Travel abroad is subject to the approval of the Administration Committee.

4.2. The Insurance Officer in the Financial Services Section must be notified at least four weeks before the proposed visit to make the necessary insurance arrangements. The Insurance Section will always arrange personal accident, loss of baggage etc. insurance for employees and Members travelling abroad. As a matter of course they also advise travellers to obtain an E111 form where relevant. These are obtained from local post offices.

4.3 Accommodation will be booked and paid for by Member Support on behalf of the County Council.

4.4 Subsistence allowance may be claimed for actual reasonable expenses incurred on meals, beverages, transport within the foreign country, laundry, 'phone calls etc.

4.5 The current maximum amount for subsistence per 24 hours for countries within the European Union is £75.00 (plus £10 per day for unreceipted out of pocket expenses).

4.6 For travel to other destinations, Members' Support will calculate a maximum amount for subsistence per 24 hours. That amount will be notified to Administration Committee when approval is sought for the travel to be undertaken.

4.7 The above rates assume that all meals (excluding breakfast) will have to be paid for from the subsistence allowance. If meals are provided as part of the visit and at no personal cost to the Council's representative(s) the daily allowance will be reduced by 20 per cent for each meal provided.

4.8 Receipts must be obtained wherever practicable for all claimable expenditure. Where this is not possible, a written statement will be required from the person making the claim

4.9. Air travel should be arranged prior to departure.

4.10. Where an employee intends to be accompanied (e.g. by their spouse, partner, member of family etc.) on a visit abroad, no cost will fall on the County Council for any expenses other than those to which the employee is entitled under the relevant Conditions of Service.

5. Attending Official Events

5.1. When attending an official event e.g. Chair's reception, travelling allowances will not be paid unless an employee is wholly on duty.

5.2. When attending a funeral, travelling allowances will not be paid unless an employee is attending as an official representative on behalf of the County Council and in which case paid leave of absence is also applicable.

6. Multiple Visits

Where any employee combines a private visit with a duty visit the travelling allowances shall relate only to the expenses which would have been incurred on duty. In such cases, employees should show:

- The mileage which would have been incurred on the duty visit travelling by the shortest possible route and
- Both the actual and what would have been normal times of leaving/return with an appropriate explanatory note

Appendix 12: Nottinghamshire County Council's Policy on the Payment of Subsistence Allowances

1. Eligibility

1.1. As a general principle, employees will be responsible for meeting the cost of their own food and drinks whilst at work. In exceptional circumstances, set out below, employees may submit claims for the reimbursement of expenditure actually incurred beyond the norm.

Reimbursement of expenditure will be on the basis of receipts for costs actually incurred (up to the maximum level agreed by the National Joint Council for Local Government Services), which will need to be obtained by the employees and submitted with claim forms. Details of the maximum levels of reimbursement are available on the County Council's intranet site or from the HR Teams for employees without internet access.

2. Allowances Available

2.1 Reimbursement in respect of any meals may be claimable where an employee has had an overnight stay or other exceptional circumstance, and where approved by the manager, the employee should seek advanced confirmation from their line manager that expenses can be claimed.

3. Details of the Scheme

3.1 The maximum amount for each category of reimbursement will be those as defined by the National Joint Council for Local Government Services. These do not represent fixed allowances, and in all cases reimbursement will be limited to the amount supported by the receipts submitted. The receipt must relate to the day and time of the meal claimed.

3.2 The County Council will not reimburse expenditure on alcoholic drinks or tobacco products in any circumstances.

3.3 Overnight Allowances

Employees are allowed to claim actual costs for absence overnight (bed and breakfast), up to an agreed maximum on the production of receipts. Details of the current rates are available from the County Council's intranet site or from the HR Teams for employees without internet access.

3.4 Submitting a Claim

Subsistence allowances should be claimed in the Travelling Expenses Log Book, in respect of authorised car users, and on the appropriate Travelling and Sundry Expenses Claim Form in respect of non-authorised car users.

Times of leaving and returning to base should always be shown when subsistence allowances are claimed.

3.5 Candidates for Interview

Paragraphs 3.1-3.4 shall be applied to candidates interviewed for appointments with the County Council.

3.6 Travel Abroad

3.6.1 Bed and breakfast - actual expenditure incurred.

3.6.2 Other meals and expenses - reimbursement will be based on expenditure incurred subject to a maximum figure determined by the Head of Service for Finance. Receipts must be submitted when claims are made.

3.6.3 The rates apply to journeys to Europe only.

3.6.4 The Head of Service for Finance can vary the rate in respect of journeys outside Europe.

3.7 Out of Pocket Expenses

Out of pocket expenses incurred at residential training courses will be reimbursed in accordance with the relevant Conditions of Service. Claims for courses lasting more than 6 weeks will be the subject of review and will be considered by Corporate Directors. Where the employee has to arrive at the training establishment on the preceding Sunday night and thus will be in attendance for five or more nights they should receive the daily allowance in respect of that night outside of the weekly limit.

3.8 Visits when Accompanied by Spouse/Partner

Where an employee is accompanied by their spouse/partner, no charge will fall on the County Council for any expenses other than those to which the employee is entitled under the Conditions of Service.

Appendix 13

Pay Protection Policy:

In situations where pay protection arrangements are required employees will be offered protection arrangements as follows:

The employee will receive salary protection for a period of two years, but with salary being frozen at the point at which pay protection starts, i.e., employees will not receive any subsequent incremental increases or annual cost of living pay awards. At the end of the protection period the employee will revert to the maximum spinal column point of the substantive grade of their post.

Please see the [Management Guidance on the Application of the Pay Protection Policy \[WORD 44KB\]](#)

Notes

(i) Where employees current (pre-protection) salary includes allowances or other payments for non-standard working arrangements, consideration will be given on a case by case basis as to how these might be reflected in the Scheme of Protection.

(ii) Where other allowances are paid e.g. telephone allowances etc protection will be limited to six months.

(iii) Where an employee is redeployed to a post which has a lower level of annual leave (by reference to the grade and service related annual leave matrix) the higher level of leave will be protected for the duration of the pay protection period. At the end of the protection period, annual leave will revert to the level appropriate for the grade of the post then occupied.

(iv) In all cases, individuals will be encouraged to seek re-deployment at the level of their original post, and will receive support through the redeployment process, should they so wish.

(v) The only exception to these proposals would be in circumstances where, as in LGR, nationally negotiated protection arrangements are proposed. The operation of any such specific protection measures would be the subject of separate consultation with the trade unions at that time.

Appendix 14:

Nottinghamshire County Council's Policy Car Leasing Scheme:

1. Introduction

The County Council operates a car leasing scheme which is optional for all authorised car users. The scheme is not available to occasional casual car users. Employees wishing to apply should study the detailed Employee Guide to the Car Leasing Scheme, which is available from the HR Team for your department.

2. The County Council Car Leasing Scheme

2.1 The scheme provides for the following elements:

2.1.1 Provision of the vehicle.

2.1.2 Number plates.

2.1.3 Servicing of the vehicle at times recommended by the manufacturer.

2.1.4 All necessary repairs and replacement parts except those:

- Needed as a result of accidental, deliberate or negligent damage to the vehicle.
- In respect of accessories fitted after the date of delivery for any reason other than to replace accessories fitted to the vehicle at the date of delivery which are or become defective.

2.1.5 Unlimited tyre replacement and puncture repairs. Cases of obvious tyre abuse will result in the employee bearing the replacement cost.

2.1.6 Replacement batteries and exhausts required as a result of fair wear and tear or faulty manufacture.

2.1.7 Breakdown, recovery and Homestart service. The breakdown and recovery service does not apply to any towed unit. These costs will be the responsibility of the employee.

2.1.8 Road Fund Licence. The employee will not be liable for any increase in the cost of the Road Fund License during the period of hire unless the cost is increased by more than 10% from the commencement of the hire.

2.1.9 The supply during servicing of oil or lubricants recommended by the manufacturer.

2.1.10 The supply of antifreeze either during servicing or each autumn.

2.1.11 A replacement vehicle after 48 hours in the event of a mechanical breakdown, theft or accident damage, where, in the opinion of the Transport Manager, the vehicle is unroadworthy. No undertaking is given to provide a replacement vehicle of the same size, age or standard of the leased vehicle.

2.2 Vehicles Available

All makes of European built cars will be available through the scheme. High performance vehicles will not be provided under the scheme - in this connection final discretion will rest with the Transport Manager who will take into account job requirements. Normally the vehicle supplied will be capable of using unleaded fuel. Diesel cars are also available.

2.3 Insurance

The employee will be responsible for the provision of fully comprehensive insurance with an insurer approved by the County Council which shall include cover for normal social, domestic, pleasure and business use together with glass replacement. The insurance for the vehicle must be taken out and maintained in the name of the employee.

2.4 Business Mileage Claims

Authorised users will claim the mileage rate for business mileage undertaken.

2.5 Taxation of Motor Mileage Allowances

NCC lease cars are seen as company cars by HM Revenue & Customs and depending on the CO2 emissions of the car and the contributions towards private use there may be a taxable benefit that will be deducted against the employees code and will be arrived at using the HMRC company car taxation rules.

2.6 Mileage Bands

Vehicles are available on a wide range of mileage bands to suit individual requirements and the hire agreement will specify the maximum total mileage which the vehicle may cover during the period of the agreement.

2.7 Application Procedure

Eligible employees who, after reading the detailed Employee Guide, decide that they wish to apply for a leased car should determine the make and model of the car required and obtain a quotation from the Transport Manager, Nottinghamshire Contracting, Transport Services, 2 Riverside Way, The Meadows, Nottingham NG2 1DS. **tel:** 0115 9340705, or 0115 9340745 or 0115 9340716

Appendix 15:

Nottinghamshire County Council's Constitution

Part 6c - Employment Procedure Rules

Introduction

1. The Council has developed these regulations in order to outline the process to be followed when appointing or dismissing employees or taking disciplinary action against employees.
2. These regulations also deal with who has responsibility for changes to staffing structures. Staffing structures specify the number and types of posts that exist in each department.

Appointment and Dismissal - Senior Employees

3. The Senior Staffing Sub-Committee is responsible for the appointment and dismissal of, and the taking of disciplinary action against, the following employees (who will be known as "Senior Employees" for the purposes of these regulations):
 - a. Chief Executive;
 - b. Corporate Directors;
 - c. Service Directors;
 - d. where the statutory role of the Head of Paid Service, Chief Finance Officer or Monitoring Officer is held by another post holder, that post holder.
4. The Senior Staffing Sub-Committee will meet as and when required.
5. The appropriate committee Chairman for the post being considered will always be present as a member of the Senior Staffing Sub-Committee. Where the issue being considered relates to the Chief Executive or a Corporate Director, the Senior Staffing Sub-Committee will have a membership of nine; otherwise the Senior Staffing Sub-Committee will have a membership of five.
6. The Senior Staffing Sub-Committee will be required to follow the Council's Recruitment and Selection Policy.

Appointments

7. The Council may choose to appoint any of the Senior Employees from an internal pool of candidates or by externally advertising.

8. The Council will draw up a job description and person specification which will be sent to any person on request.
9. The Senior Staffing Sub-Committee will draw up a shortlist of candidates for interview and assessment and will interview all short-listed candidates in accordance with:
 - a. the Recruitment and Selection Policy; and
 - b. the advice of an appropriate HR advisor.
10. The preferred candidate will be offered the post subject to satisfactory references and pre-employment checks.
11. A final decision in respect of the appointment of the Head of Paid Service, Chief Finance Officer and Monitoring Officer rests with Full Council.
12. Where a reorganisation affects the structure/numbers of Senior Employee posts, posts in the new structure will be filled in line with the enabling process agreed at the time. Any competitive interviews will be carried out by the Senior Staffing Sub-Committee in accordance with the enabling process.

Dismissals and disciplinary action

13. In the case of dismissals, the Senior Staffing Sub-Committee will hear the case against the Senior Employee concerned and the hearing will be conducted in accordance with the Council's Disciplinary Procedure.
14. A final decision in respect of the dismissal of the Head of Paid Service, the Chief Finance Officer and the Monitoring Officer rests with full Council. Full Council will approve such dismissal before the notice of dismissal is issued.
15. The Senior Employee (unless the employee is the Head of Paid Service, the Chief Finance Officer or the Monitoring Officer) will have a right of appeal to the Appeals Sub-Committee in accordance with the appeals process set out in the Personnel Handbook. The Appeals Sub-Committee will be advised by an appropriate HR adviser who has had no previous dealings with the matter.
16. In the case of the Head of Paid Service, the Chief Finance Officer and the Monitoring Officer, no disciplinary action may be taken until a recommendation has been made following an investigation by a designated independent person. The neutral act of suspension for the purpose of investigating the alleged misconduct can be made by:
 - a. the Monitoring Officer in relation to the Head of Paid Service; or
 - b. the Head of Paid Service in relation to the Chief Finance Officer or the Monitoring Officer,

in consultation with the Council Leader and Chairman of the Personnel Committee and any suspension will be on full pay and for a period of no longer than two months.

Appointment of Assistants to Political Groups

17. The appointment of any person as a political assistant must be done in accordance with legislative requirements.

Appointment, Dismissal and Management of all other Employees

18. The appointment, dismissal and management of employees (except Senior Employees) including disciplinary action will be carried out by properly authorised officers of the Council in line with the Recruitment and Selection Policy, other employment policy and procedures agreed by the Council and in compliance with statutory obligations.

Employment Policies and Procedures

19. The Council recognises national collective bargaining and acknowledges the role of national negotiating bodies in agreeing a framework of terms and conditions for local government employees.
20. Regular information will be provided to committees as and when required and requested regarding staffing.
21. The Council will develop and amend employment policies as required.
22. Proposals for new initiatives, for changes to existing employment policies and the development of management guidance will be developed by Personnel Committee.
23. Proposals for new employment policies or changes to existing policies will be subject to consultation and negotiation with the recognised trade unions through the agreed mechanisms as set out in the Employment Relations Agreement as amended from time to time. Following consultation changes to existing employment policies and new policy matters will be considered by Personnel Committee and recommended to Policy Committee for approval.
24. Details of approved employment policies and procedures and any changes will be set out in the Personnel Handbook, policy documents or guidelines as appropriate.
25. The Council will recommend that community schools adopt the Council's approved employment policies and procedures; however the adoption or otherwise of such policies will be a matter for the school governing body, if such responsibility rests with them.

Changes to Staffing Structures

- 26. Changes to staffing structures must be made by the relevant committees unless the post is temporary for less than 3 months. In such cases, the relevant Corporate Director can authorise the appointment (provided that, if the requirement for the temporary appointment continues after this time, the relevant committee's approval will be required).
- 27. A formal report will need to be presented to the relevant committee and will include the required advice and HR comments.
- 28. The recognised trade unions will be consulted on all proposed changes to staffing structures and any views given should be fully considered prior to a decision being made.

Changes to Staffing and Structure Records

- 29. The Business Services Centre (BSC) will maintain staffing and structure records. The Chief Executive and his/her nominees must ensure that any changes to the staffing structures within their departments are notified to the BSC immediately after authorisation via the established procedures.

Pay and Gradings

- 30. Full Council will approve the Council's annual Pay Policy Statement.
- 31. For posts occupied by staff employed under the NJC for Local Government Services Agreement, the initial grading and any subsequent re-grading will be determined by the application of either the NJC or Hay Job Evaluation Schemes.
- 32. The re-grading of existing posts following evaluation using the Hay or National Job Evaluation Schemes will be automatically incorporated into contracts of employment.
- 33. The grading of new posts needs to be detailed in the reports to the relevant Committee regarding establishing those posts.
- 34. The re-grading of posts for those employee groups where job evaluation is not applied will require authorisation by the relevant Corporate Director (or their nominee) and will be reported back periodically to the relevant Committee for information.
- 35. With the exception of honoraria and market factor supplement payments that have been considered through the approved process set out in the Personnel Handbook, there is no discretion to apply extensions of pay above or outside of authorised pay bands. All honoraria and market supplement payments will be reported back to the relevant Committee periodically.

36. As a result of national collective bargaining, the Council will implement national pay awards as agreed by the various national joint negotiating bodies from time to time. The Council will determine a local pay structure comprising a number of salary bands, based on the National Pay Spine, extended as appropriate.

Resolution of Disputes under the Employment Relations Agreement

37. Arrangements for the conduct of relationships with the recognised trade unions will be set out in the Employment Relations Agreement which is agreed between the parties.
38. The Employment Relations Agreement will incorporate the structure and mechanisms for dialogue, consultation and negotiation with recognised trade unions at both corporate and departmental level and will include joint arrangements for the resolution of disputes including the establishment of a Local Joint Resolutions Committee.
39. A separate process for trade union consultation and negotiation with schools may be agreed directly with the relevant trade unions.

**REPORT OF THE SERVICE DIRECTOR, HUMAN RESOURCES AND
CUSTOMER SERVICE****UPDATE ON THE IMPLEMENTATION OF JOB EVALUATION****Purpose of the Report**

1. To provide Personnel Committee with an update on the progress made in implementing job evaluation for both centrally employed and school based support staff in line with the single status agreement.

Information and Advice**Background:**

2. The introduction of job evaluation for all staff, including school support staff, resulted from the signing of the Single Status Agreement in 1997 between the Local Government Employers organisation and the recognised trades unions at a national level. The agreement required local authority employers to undertake job evaluation exercises, initially over a ten year period, to ensure that staff are paid fairly and in accordance with equal pay legislation. This agreement reflected the need for a fresh perspective on pay in local government and need to look at outmoded types of pay which in many cases favoured male dominated job groups and which created some of the historical inequalities resulting in employment tribunal applications for equal pay. This agreement was subsequently reinforced in the annual pay award.
3. The County Council decided to use two job evaluation schemes to undertake this exercise; the National Job Evaluation Scheme (NJE) and the Hay evaluation scheme with an agreed set of criteria to determine which scheme should be used to evaluate any post. Posts covered by Teacher Pay and Conditions and the Soulbury Committee are not covered by these schemes.
4. The first round of evaluations were undertaken for management posts under the Hay scheme and scores and new grades were implemented from April 2002. The first phase of job evaluation for centrally employed frontline staff was completed in 2006 and implemented over the course of 2008/9. Phase 2, which started in the latter part of 2009, required the same process to be applied to school support staff.
5. A dedicated Job Evaluation team was put in place to manage the evaluation and implementation process and the recognised trades unions have been fully engaged in joint working on this project. Their support and the positive working relationships which have been built has enabled this County Council to avoid the disruption, employee unrest and in

some cases, industrial action experienced in a number of other local authorities as a result of the implementation of the Single Status Agreement. Monthly meetings of the Joint Pay and Grading (JPAG) Group, chaired by the Service Director Human Resources and Customer Service, have provided a forum for airing and resolving issues as they arise without becoming more serious disputes.

Current Position

Centrally Employed Staff

6. The first phase of job evaluation for centrally employed staff and implementation of the outcomes was completed during 2008/09. Since that time and in particular during the last 2 years, the Job Evaluation team have supported the work on re-designing the workforce (organisational design) and have evaluated approximately 200 new or changed jobs using the NJE scheme and 167 using the Hay scheme. The team continues to work closely with managers offering specialist advice on structure and job design in accordance with the agreed organisational design principles and the County Council's Workforce Strategy.

School Support Staff

7. The job evaluation process for school support staff began in the latter part of 2009. The majority of schools in Nottinghamshire followed the NJE process but for the few who decided to apply a different scheme the Job Evaluation team have worked with them to ensure that any join between the two is appropriately managed. The team continue to support schools through the job evaluation process and have offered this as part of the on-going sold service to schools; including academies.
8. The team has undertaken over 4,500 evaluations and the scores were released to Head Teachers in March 2011 to coincide with their budget planning cycle. Implementation of the evaluation outcomes and payment of any back pay elements has now been completed, with approximately 5,050 offers of back pay dispatched. 30 signing events have been organised across the County to enable affected school based staff to attend, collect their back pay cheques and sign the required legal agreement to protect the Authority from any further claims. This process mirrors that applied to centrally employed staff.
9. The Job Evaluation team received 642 appeals against the original evaluation outcomes in schools and these have now been considered by the appeals panel. The appeal process is in two stages and as part of the second stage, employees have the opportunity to attend a further panel independent of the first to present further information to enable further consideration to be given to their outcome. There have been 205 school based employees who have chosen to meet the panel and there are 94 appeals awaiting panel dates to be arranged.
10. The original evaluations for school support roles were based on the job content as at September 2008. In moving from the final stages of implementation of the single status agreement to day to day maintenance the team are currently evaluating any new or changed jobs created since 2008. It is envisaged that these new evaluations will be completed early in 2013. The team continues to work with Head Teachers on revised schools structures and assisting them in developing new roles including creating a range of template job

descriptions to help school leaders plan their future support needs with evaluated grades to assist schools with their financial planning.

Equal Pay Claims

11. Following the release of the job evaluation scores to centrally employed staff over 2,500 staff lodged equal pay claims with the Employment Tribunal Office. The majority of these were female claimants who cited alternate roles within the Authority, occupied predominately by male colleagues, that subsequently became 'rated as equivalent' i.e. they received the same basic salary but attracted bonus payments. The calculation and payment of back pay went a significant way in reducing potential equal pay claims. Various occupational groups were considered to determine what level of risk in terms of equal pay they presented and reasonable offers were made to address this risk. Affected employees were required to sign a legally binding document which allows parties to settle potential claims without recourse to the Employment Tribunal where the employer pays a settlement sum and in return the employee gives up their right to bring any future claim.
12. By the end of 2010 the majority of the equal pay claims for centrally employed staff were withdrawn either by staff signing a legal agreement or by successfully challenging the employees' belief that they had been unfairly treated through their pay. In August 2010 there were 104 cases remaining and the Authority entered into negotiations with the trades unions' solicitors in an attempt to resolve the outstanding cases. Following complex but ultimately successful negotiations, agreement was reached through making offers based on the potential value of the claims which were accepted thus preventing the need for protracted legal proceedings and their attendant costs.
13. For school support staff, 166 equal pay claims were originally lodged and broadly the same principles are being applied as for centrally employed staff by applying uplift to the back pay calculations and requiring those affected to sign a legal agreement in accepting a payment. The number of claims has now been reduced to 87 and are subject to ongoing negotiations to seek to resolve these claims.

Other Options Considered

14. The requirement to undertake a full job evaluation exercise was part of a national agreement and has enabled the Authority to address the potential equal pay issue. A range of options were considered and discussed with the recognised trades unions and an agreement reached as to best way to undertake an exercise of this breadth, scale and complexity.

Reasons for Recommendations

15. The issue of equal pay is complex and has resulted in a number of landmark legal decisions affecting other local authorities notably Birmingham City Council, South Lanarkshire Council and Sheffield City Council. It has also resulted in industrial unrest and in some cases strike action, such as Teaching Assistants in Cumbria. The approach adopted by Nottinghamshire County Council and the effective joint working with the recognised trades unions has enabled us to meet our legal obligations, ensure our pay systems are equality proofed for the future and comply with the requirements of the Single Status Agreement for a fair system of pay for all employees covered by the agreement.

Statutory and Policy Implications

16. 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.

Financial Implications

The budget for centrally employed staff was established some time ago and costs of new evaluations are now met through individual service salary budgets. The costs associated with back-pay for school support staff are funded on a 50/50 basis from the Schools Budget and by the County Council.

Equalities Implications

The job evaluation exercise has enabled the County Council to comply with equal pay legislation which requires salary to be based on the requirements of the role and not on the gender of the employee.

Human Resources Implications

The human resources implications are implicit in the body of the report. The recognised trades unions have been engaged throughout the process and have worked jointly with the Job Evaluation team, school leaders and managers to implement and apply the job evaluation schemes fairly and consistently. The trade unions have welcomed this report.

RECOMMENDATIONS

It is recommended that:

- 1) Personnel Committee note the completion of implementation of job evaluation for centrally employed and school based support staff with a minimum of disruption to the services provided by the County Council and to schools.
- 2) Personnel Committee acknowledge the contribution of the recognised trades unions in this process and note their contribution to the successful implementation of the job evaluation scheme

Marjorie Toward
Service Director HR and Customer Service
Environment and Resources

For any enquiries about this report please contact: Gill Elder, 0115 97673867 or Gillian.elder@nottscc.gov.uk

Constitutional Comments (KK 18/12/12)

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

Financial Comments (MB 20/12/12)

18. There are no financial implications arising directly from this report as the report is for noting only.

Background Papers

Trade union side comments.

Electoral Division(s) and Member(s) Affected

All

23 January 2013**Agenda Item: 7****REPORT OF SERVICE DIRECTOR, HUMAN RESOURCES AND CUSTOMER SERVICE****PROPOSED CHANGE TO THE PROCUREMENT OF AGENCY WORKERS****Purpose of the Report**

1. To seek the endorsement of Personnel Committee to alter the way we currently procure agency workers from a range of stand-alone contacts and move to a managed service option.

Information and Advice

2. The report covers the procurement of agency workers and not that of external consultants. The Corporate Leadership Team recently considered and agreed a report on how this specialist resource can be accessed and managed effectively.
3. The Agency Workers Regulations 2010 define an agency worker as an individual who is supplied:
 - By a temporary work agency
 - To work temporarily for and under the direct supervision of a hirer, and
 - Under a contract of employment with the agency to perform work and services personally.

Employees differ from agency workers in that:

- They have a contract of employment
 - There is a requirement for the work to be done in person
 - There is mutuality, that is each party has an obligation to the other
 - There is control by the employer of the way or circumstances in which the work is done;
 - And other terms exist which are consistent with employment
4. Agency workers provide valuable flexibility to support the permanent workforce and their use links directly to Priority 3 of the Workforce Strategy which Personnel Committee considered and agreed in September 2012. Priority 3 requires the County Council to deploy our resources flexibly to meet the aspirations and needs of our communities. The action plan specifically mentions the need to improve monitoring and to control the use of agency workers to reduce costs and increase value for money.

5. We have moved from a position in 2009 where the County Council had inconsistent and in some cases limited contractual arrangements in place for the supply of agency workers to a set of contracts with a range of suppliers which cover a number of service areas. These include admin/clerical; cleaning, catering and landscaping; ICT; qualified and unqualified social care workers; teachers for the Learning Centres etc. Where appropriate, national framework agreements have been utilised, for example in ICT.
6. The current social care contracts come to an end in January 2013, with those covering manual workers ending in February 2013 and the admin and clerical contract runs until May 2013. Whilst the current arrangements have delivered some benefits and ensured the County Council is legally compliant in this area, there have been varying degrees of management satisfaction with the suppliers and in some areas there have been significant issues with the suppliers which have required high levels of officer time to resolve. These have included failures to satisfy safer working requirements, to incorrect charging and there have been particular issues with the quality of workers supplied to some residential units in both Adult Social Care and Health and Public Protection and Children, Families and Cultural Services.
7. Any new arrangements will take time to put in place and contingency plans have been identified, including exploring Financial Regulation waivers where necessary, to ensure that the existing arrangements continue and services do not experience any disruption whilst the new tender exercises are completed. It is intended to fully engage with key internal stakeholders to ensure that the proposed new arrangements fully meet service needs and there will be full stakeholder engagement to maximise manager buy-in to the revised process and to ensure that the tender covers the diverse requirements of the County Council and can meet the potential demand from all areas in terms of both generic and specialist need. Colleagues in Legal Services and the Procurement Team will be involved in the procurement process and in the drafting of any future contract and the input from Communications colleagues will also be key to conveying the changed process to ensure maximum stakeholder engagement.
8. There remain some service areas not covered by the current contractual arrangements, for example drivers, and yet this is an area where agency cover is regularly required. The introduction of BMS has highlighted areas where payments have previously been made to suppliers with whom we have no contractual relationship. Where this has been an issue, colleagues in Procurement have challenged the decision to use a non-contracted supplier and worked with the manager to identify an appropriate solution.
9. The use of agency workers is an issue frequently raised by the recognised trades unions particularly in service areas where posts have been notified on the section 188 notice and where redundancies have been made. Agency workers provide essential flexibility to services to cover peaks of work without adding to the permanent establishment. In some areas, for example residential services for both adults and children, it enables the County Council to meet statutory and inspectorial requirements in terms of staff cover and make-up. However this use needs to be carefully managed to ensure that all services are using agency workers in the most cost effective way. Management information suggests that there is still high usage of agency workers in some areas and potentially an over reliance on temporary workers rather than recruiting on fixed term contracts. However, there have been some instances where this has ensured essential services are maintained. For example, there has been significant agency support whilst

the business and admin support to children's social care has been resolved but recruitment adverts have now been placed to address the current shortfall.

10. The expenditure report below has been taken from BMS showing the value of purchase orders placed over the last full 6 month period – February to July 2012. A purchase order based report was selected as opposed to an invoice report as it reflects the apparent need for temporary workers and is not distorted by the volume of any disputed invoices.
11. The table below shows spend between February and July 2012 of £7.6m on agency workers.

Product Category	Spend by Purchase Order Values
	Feb 12 - July 12 £
Admin & Clerical	1,140,595
Manual	420,311
Professional & Technical	1,344,814
Care – UQ/Q'fied	4,499,873
Teachers	200,545
Total	7,606,140

The potential savings which a move to a managed service model could realise can be conservatively estimated at 10% of the annual spend. There are also potential savings to be realised from improved systems freeing up officer time on circulating requests to a number of agencies rather than just one; dealing with disputed invoices and improved management information to enable more robust control and monitoring of overall agency spend. Ultimately the revised approach will ensure improved transparency in terms of fee structure and deliver increased assurance on the placements made. Quality management would be a specific requirement of any future contract.

12. The Local Government Professional Services Group (LGPSG) supports and enables Local Authorities across England to deliver savings from the procurement of professional services. Through their work, national toolkits and identified best practice has been developed which provide a clear focus on practical solutions that work across local government and deliver identifiable and quantifiable benefits. In Local Government, temporary resourcing has seen a shift in recent years from the more traditional frameworks or Preferred Supplier Lists in operation to the use of a Managed Service Provider to deliver their needs. As a result of this shift and following the findings of a baseline survey conducted in 2010, the LGPSG commissioned Pro5 to establish a national Framework for Managed Service Providers of Temporary Agency Resources.
13. It is proposed that one Managed Service Provider takes responsibility for delivering services on behalf of the County Council and manages a framework of individual agencies. This option can often involve the Managed Service Provider operating a tiered structure of agencies to deliver services and it is recommended that the Pro5 agreement is used. A copy of the document is available as part of the background papers to this report.

14. A competition would be required between the pre-approved agencies to determine which will be the lead supplier and they will then contract with a range of both local and national agencies for a second tier of suppliers which will ensure full cover in all locations and allow those smaller local agencies who currently feel excluded from the existing contracts, to have the opportunity to be involved. This would initially lead to a large second tier but over time this would be managed down over the course of the contract based on supplier performance. This again would be managed by the Managed Service Provider in consultation with the County Council.
15. The benefits of the managed service approach include:
 - A single point of contact for managers
 - Streamlined invoicing
 - Structured management information and reporting. This would provide greater transparency of the size of the temporary workforce and enable targeted interventions where recruitment and turnover may be causing difficulties
 - Reduced and standardised rates of commission
 - Accuracy of charging and identification of savings
 - Performance-based tiering of agencies to encourage service improvement
 - Audits of agencies to ensure compliance with safer recruitment requirements
 - Easier to manage compliance with Agency Worker Regulations
 - Allows for greater access to a wider range of agencies to ensure sufficient capacity and coverage which has been a particular issue in the north of the county
 - Provides a greater opportunity for local and smaller suppliers within the Managed Service Provider supply chain
16. There is likely to be heightened anxiety among current agency workers in situ regarding the prospect of a change of agent. In addition, managers who have forged relationships may be concerned about a further change. It will require careful management and clear guidance on how any transfers will be managed. Whatever overall supplier solution is decided, there will be a need for significant stakeholder engagement in the tendering process and communication to ensure that all managers are aware of the correct arrangements and of the expectation that they use the agreed supplier. The proposal to move to a single managed solution will assist significantly with compliance monitoring and further demonstrate a One Council approach to the issue of temporary resourcing.
17. The future arrangements will require an integrated, consistent approach to maximise the benefits of this approach which is fit for all potential purposes. The contract will create sufficient flexibility to meet specialist ad hoc needs as well as the more routine requests and contract performance will inform the management of the overarching contract. We will need to identify the most appropriate place for contract management to sit but individual requesting managers will have an integral role to play in this.
18. A further opportunity is created to effectively manage contract spend and embed the principle of no agency placement extending beyond 12 weeks without specific authority to do so. Agency workers approaching this deadline, where the need is likely to continue, will be offered fixed term employment or the opportunity to apply for permanent employment where all requirements of the vacancy protocol are met. This will ensure

agency placements are in the main, time-limited, enabling better forecasting of future spend, ensuring the most cost effective resourcing solutions are considered by managers and requiring all placements to be closely managed and not be allowed to drift unchecked.

Other Options Considered

19. A neutral vendor service which is a system based model whereby the company providing the temporary labour does not itself provide staffing services but manages a pool of suppliers with a fixed mark up on rates has been considered. The benefits are that there is only one contract to manage and there are savings to be realised through agreed supplier rates. It is generally recognised that this model is unpopular with users of the service because there is limited client relationship involved and it is a heavily IT based service.
20. There is an opportunity to extend the current arrangements. The benefits of this would be to provide a degree of continuity. However the management of this number of suppliers is resource intensive and there is certainly dissatisfaction in some areas with contract performance.
21. We could tender each area under a separate framework agreement. This would ensure legal compliance but would not address the issue of having a large number of suppliers to manage.
22. Finally we could consider running a tender exercise for each area for a sole supplier. This may enable better contract management but would shrink the existing supplier base and may create capacity issues in the more geographically remote areas.

Reasons for Recommendation

23. The reasons for the recommendation to move to a Managed Service Provider model are:
 - The opportunity for savings to be made in having a single set of agreed rates and greater transparency of the fee structure
 - Better contract compliance and relationship management
 - Possibility of savings in terms of reduced officer time required to manage a large number of contractors
 - A clear process for managers to access temporary agency workers and for their use to be monitored to ensure the most cost effective resourcing solution is being used
 - Improved management information to assist with budget forecasting and workforce planning
 - Allows access to the widest range of suppliers including smaller local businesses who have previously felt excluded
 - Longer duration of contract develops greater security for the provider and consequently leads to service improvement with that greater stability
 - Improved legal compliance across all service areas in their use of agency workers
 - Clear exit strategies to ensure placements are not allowed to drift
 - Delivers an integrated, consistent “One Council” approach which meets ad hoc generic and specialist needs across the diverse range of County Council services

Statutory and Policy Implications

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

Implications for Service Users

25. Service users will be better served by a more robust set of arrangements for the procurement of temporary agency workers. Safer recruitment will be a key element of the contract specification to ensure, as far as possible, that those coming to work under a contract for service in Nottinghamshire, are safe to do so.

Human Resources Implications

26. The Human Resources implications of the proposed change of approach are set out in the main body of the report. The trade unions have reiterated their concerns regarding the use of agency workers.

Implications for Sustainability and the Environment

27. Moving to a tiered approach to agency workers will allow smaller, local agencies access to the contract where they are currently excluded from doing so either because they were not the successful tenderer for a single supplier contract or could not compete competitively with the larger agencies who are currently on the preferred supplier lists.

RECOMMENDATION

That Personnel Committee endorse the alteration of the current arrangements for procuring agency workers and note the commencement of the procurement exercise to identify a Managed Service Provider which will involve key stakeholders in the tendering process.

Marjorie Toward
Service Director HR and Customer Service
Environment and Resources

For any enquiries about this report please contact:
Gill Elder on 0115 9773867 or gillian.elder@nottscc.gov.uk

Constitutional Comments (KK 18/12/12)

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

Financial Comments (MB 20/12/12)

29. The financial implications are outlined in paragraph 11 of the report.

Background Papers

Managed Services for Temporary Agency Resources (MSTAR) National Framework Agreement commissioned by the Local Government Professional Services Group.

Trade union side comments.

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE**WORKFORCE INFORMATION 2012****Purpose of the Report**

1. The purpose of this report is to provide Personnel Committee with a summary of the profile of the workforce for Nottinghamshire County Council as part of a regular annual reporting regime.

Information and Advice

2. Since January 2009 all public sector employers, including local authorities, have had a statutory duty under the Equality Act 2010 to publish information about the profile of their workforce on an annual basis. The collection of this data and the use of it to inform key workforce initiatives underpins the Council's commitment to ensuring that its employment practices and services are free from discrimination and prejudice: fit for purpose and enable delivery of good quality affordable services and high standards of customer care
3. The latest workforce information for Nottinghamshire (NCC) is as at March 2012 and the figures are based on the 12 month period from 1 April 2011. The report shows how the County Council's workforce has changed over the period 2010 to 2012 and relates to gender, age, ethnicity, sexual orientation and religion/belief. These are the protected characteristics covered by the Equality Act 2010.
4. The information from this report feeds into the County Council's Workforce Strategy and has a key impact on the workforce planning of the Council to ensure that it has a flexible and diverse workforce which will enable it to deliver its key priorities.
5. The current Workforce Information Report covers a period when the Council underwent significant restructuring and therefore the report does not include data on individual departments as the extent of restructuring would make comparison difficult
6. The Workforce Information Report for 2012 is attached as Appendix 1. The key points regarding the Council's workforce profile that are evident from the data published in the report are;
 - a. The number of posts and employees employed by the Council has fallen over the period 2010 to 2012. This is not unexpected given the budget savings and reprioritisation of funds that has taken place over the last few years. This alongside the reshaping and redesign of the organisation and a number of school academy conversions has resulted in an overall reduction in the number of people directly employed by the Council.

- b. Over 60% of employees are within the 36-55 age groups. The proportion under 25 is just over 5%. This compares to 13.26% of the Nottinghamshire population who are aged 16-25. This information has been a key driver for the County Council to increase the number of work related learning opportunities for young people to try and encourage more young people to see the Council as an employer of choice.
- c. The proportion of employees who declare themselves disabled has remained fairly constant over the last few years and is now at 2.7%.
- d. The proportion of employees declaring themselves as not being White British (i.e. they are in the black and minority ethnic groups; (BaME) has also remained constant at just over 5% and this compares favourably with 4.2% in the Nottinghamshire Community.
- e. The overall balance across the workforce between men and women has also remained fairly constant at around 25% male and 75% female. The Council knows that it does attract a number of female employees because of its wide range of family friendly policies.
- f. The number of employees identifying themselves as having a disability has increased slightly overall. The number of employees with a disability who are employed centrally by the authority is broadly in line with the local labour market but is significantly lower in schools.

Other Options Considered

- 7. The County Council regularly reviews the way it presents this type of statistical information because the aim is to make it as clear and as concise as possible.

Reason for Recommendation

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

Statutory and Policy Implications

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

Implications for Service Users

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

Equalities Implications

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

Human Resources Implications

The human resource implications are implicit within the body of the report. Trades Union colleagues have been consulted on the information contained within the report and have provided their comments. It will be an agenda item for further discussion at the next Central Joint Consultative and Negotiating Panel on Thursday 31 January 2013.

RECOMMENDATION

It is recommended that Members approve the publication of the Workforce Information Report 2012.

Marjorie Toward
Service Director HR and Customer Service
Environment and Resources

For any enquiries about this report please contact:

Mandy Steel, Group Manager (HR)
E mail: mandy.steel@nottsc.gov.uk. Telephone number) 115 9774898

Constitutional Comments (KK 20/12/12)

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

Financial Comments (MB 20/12/12)

11. There are no specific financial implications arising from the report.

Background Papers

Trade union side comments.

Electoral Division(s) and Member(s) Affected

All

Workforce Information Report 2012

Appendix 1

CONTENTS

PART 1 – INTRODUCTION	3
PART 2 - EXECUTIVE SUMMARY.....	5
PART 3 - WORKFORCE PROFILE	6

This report has been produced by Bridget Innes, Workforce Development Officer.
Any additional information or queries can be directed to the email address: bridget.innes@nottsgov.uk.

If you would like to receive this report in an alternative format or language please contact us on the above email address

Part 1 – Introduction

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

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish equality information on an annual basis. The latest workforce information for Nottinghamshire County Council (NCC) is based on data as at March 2012 but covers the period from 1 April 2011 to 31 March 2012.

The report also shows how the County Council's workforce has changed since 2010 and relates to gender, age, ethnicity, sexual orientation and religion/belief which are the protected characteristics covered by the Equality Act (2010). This data underpins the council's commitment to ensuring that its employment practices and services are free from discrimination and prejudice.

In April 2011 the council underwent significant restructuring, therefore the report does not include comparative data prior to this date on individual departments as the extent of the restructuring would make comparison difficult. However, the council does have historical data showing the profile of the previous departments for 2008 to 2010 and this can be provided on request.

In addition to this in December 2011 the Council introduced a new Business Management System which changed the way we are able to produce the information showing the make up of our workforce. Previously this had been calculated on the number of employees (headcount) now this is done on full time equivalents (fte). This again makes comparison to historical data very difficult.

Whilst it is a legal requirement to publish information about the workforce the information has also been used to inform the County Council's Workforce Strategy.

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

This data underpins the council's commitment to ensuring that its employment practices and services are free from discrimination and prejudice and to fulfilling the statutory duty placed on all public sector employers, including local authorities, to:

- monitor the profile of their workforce
- analyse how this is reflected in the recruitment, deployment and development of its employees
- publish the relevant data on a regular basis
- identify any negative trends or issues and take any necessary action to address these.

Low Bases

This data is based on employees' declared information. If a category contains declared information on less than 30 employees, it is deemed too small to provide statistically valid or meaningful percentages so in most cases, none are given. Instead a label of 'low base' appears in the table or they are highlighted by being shown in italics.

Data Collection and Definitions

Topic	Definitions	Notes
Time frame	As at 31 March 2012	Workforce Profile
	1 April 2011 – 31 March 2012	Other data sets
Who's included	Permanent employees	No change since previous year. Based on full time equivalent (fte) unless otherwise stated. For example, 1.0 fte = 37 hours worked per week; 0.5 fte = 18.5hrs worked per week.
	Temporary employees	
	Teachers	
	School support staff	
Who's not included	Relief	
	Casual	Centrally employed (i.e. those employed through the LEA) data validated by employees Dec 2011 and on-going.
	Agency	
Protected Characteristics analysed	Gender	
	Ethnic group ¹	
	Age	
	Disabled status	
	Sexual orientation ²	
	Maternity/pregnancy	
	Transgender ²	
	Religion/belief ²	
Heads/Headcount	Number of employees	
Incumbencies/posts	If an employee holds more than one post (incumbency) they will be counted for each post they hold	Many of the County Council's posts are part time. Therefore some employees have more than one post
Community	Aged 16 and over excludes Nottingham City	From 2001 census (2011 census data not available until later in 2012/2013)
Local labour market (LLM)	Households reflecting entire adult population (aged 16+) of Nottinghamshire plus Nottingham City	Office of National Statistics Annual Population Survey 2011 (Oct 2010 – Sept 2011)
Category/Acronym	Definition	
BaME	all ethnicity categories other than White British	
Disabled	individuals who consider themselves to be disabled under the Disability Discrimination Act 2005	
NCC	Nottinghamshire County Council	
ASCH&PP	Adult Social Care, Health and Public Protection	
CFCS	Children's, Families and Cultural Services	
E&R	Environment and Resources	
PPCS	Policy, Planning and Corporate Services	
FTE	Full time equivalent	
Period/Year	Source of workforce profile data	
2008-2011	Cyborg HR Information system	
Mar 2012 Schools	Cyborg HR Information system	
Mar 2012 centrally employed staff	Primarily Business Management System with some additional employee details from Cyborg	

¹ As per 2011 census definitions where possible

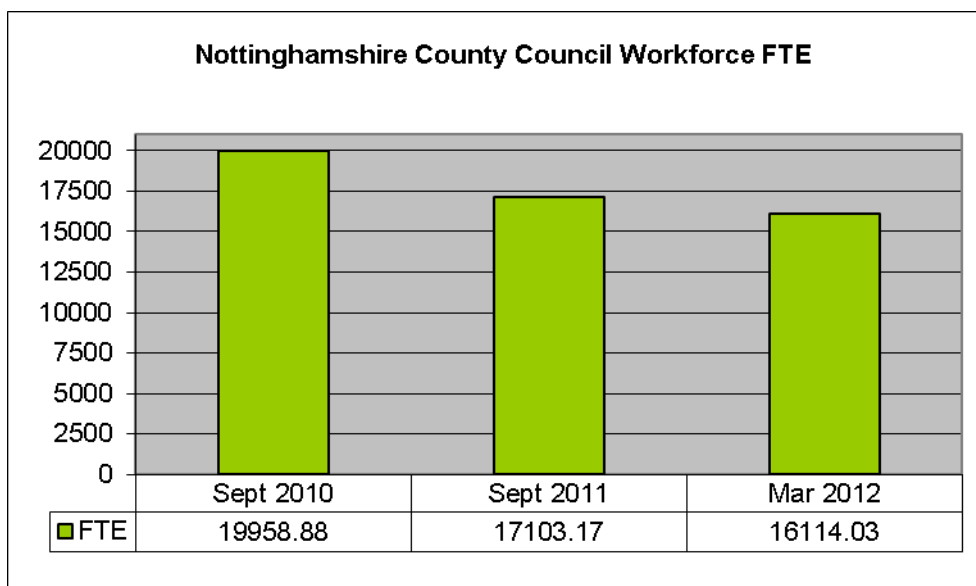
² The number of employees in these categories who have disclosed information is low and therefore limits the analysis and resulting information.

Part 2 - Executive Summary

- In line with other authorities the County Council has a high ratio of female staff – 75.5%. However the County Council knows that it attracts female employees because of its wide range of flexible working arrangements
- The majority of staff is within the age range – 46-55 (32.4%) and the least in the 16 – 25 (5.2%). This information has informed the County Council's strategies on work related learning opportunities such as the introduction of an apprenticeship scheme.
- The proportion of BaME staff employed (5.6%) is in line with the Nottinghamshire population (4.2%).

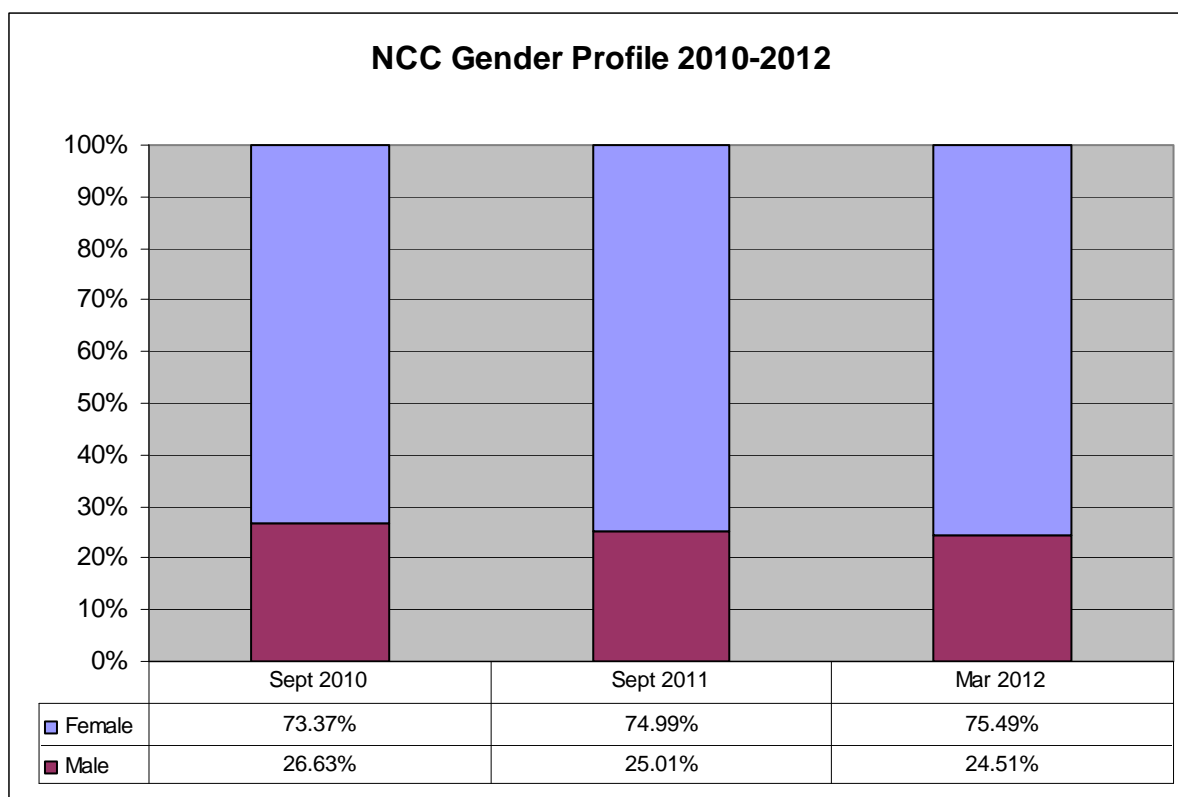
Part 3 - Workforce Profile

Nottinghamshire County Council (NCC) Workforce 2010-2012



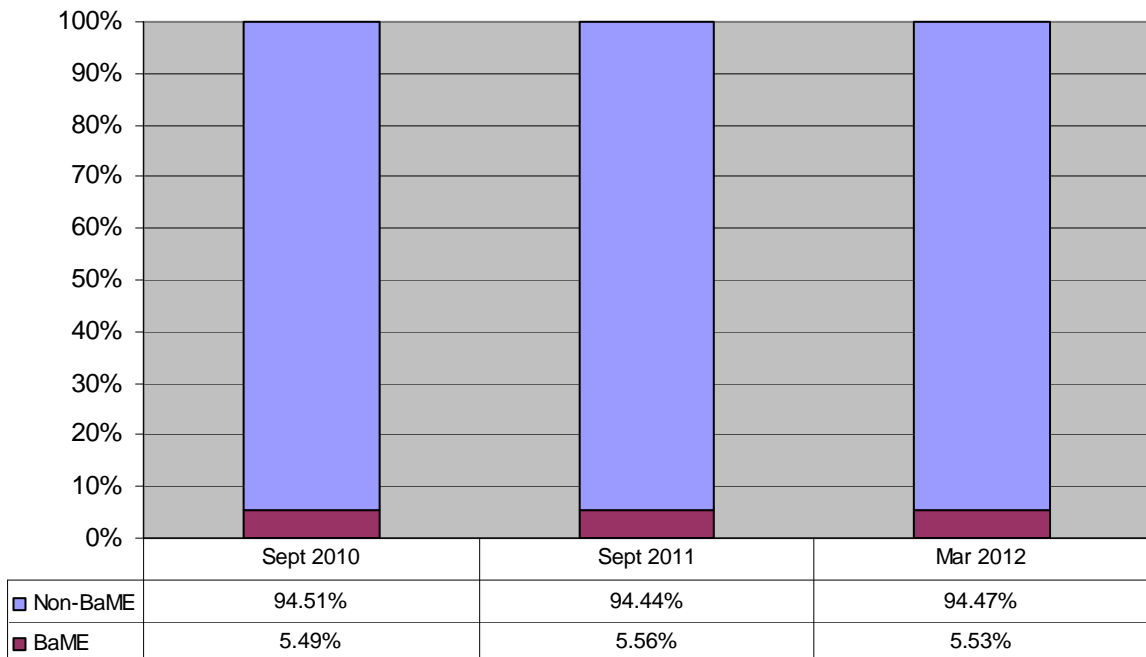
Workforce Profile of Nottinghamshire County Council (NCC) 2010-12

All based on FTE



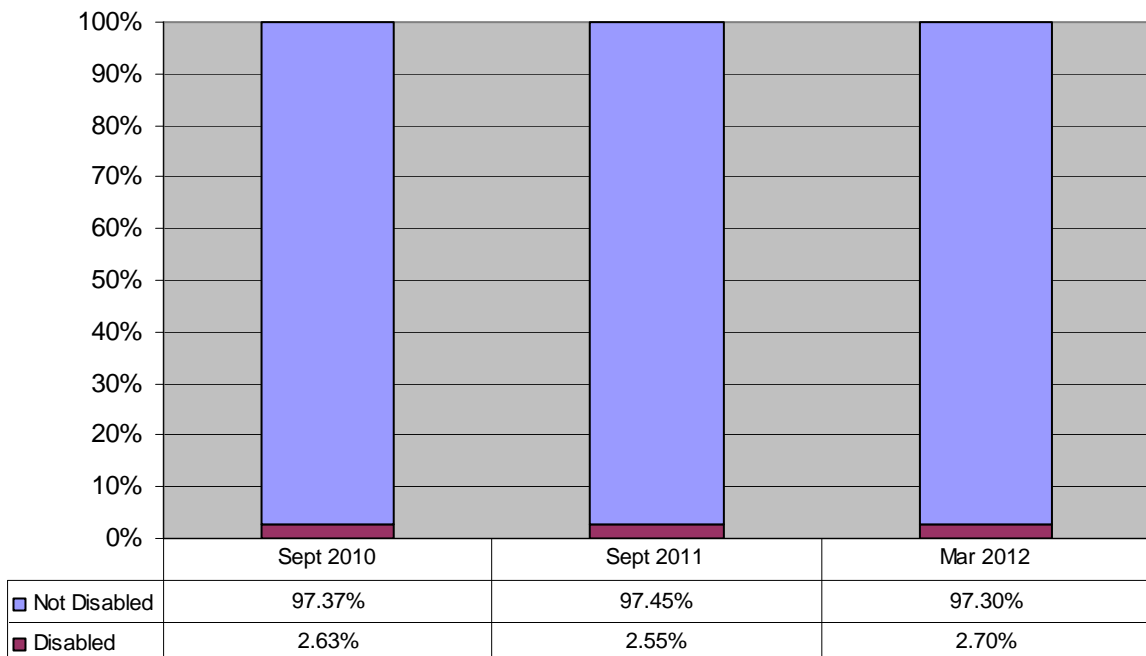
Non-disclosures removed when calculating %

NCC Ethnicity Profile 2010-2012



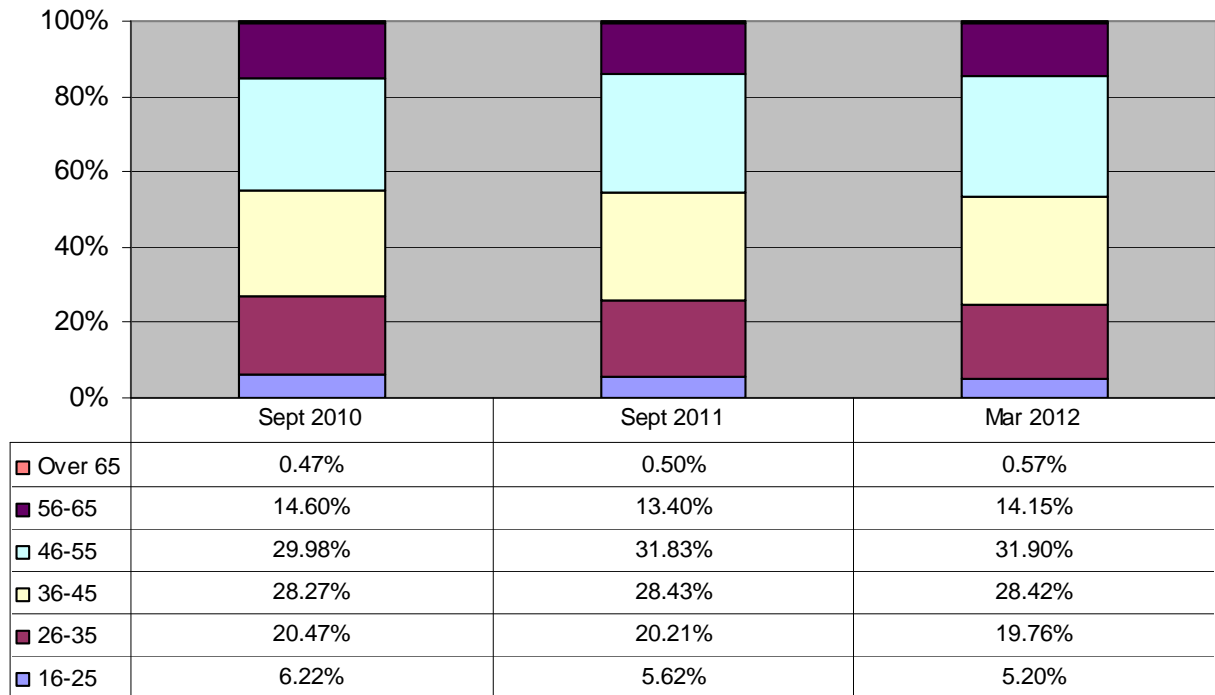
Non-disclosures removed when calculating %
BaME definition is anyone who is not White British

NCC Disability Profile 2010-2012



Non-disclosures removed when calculating %

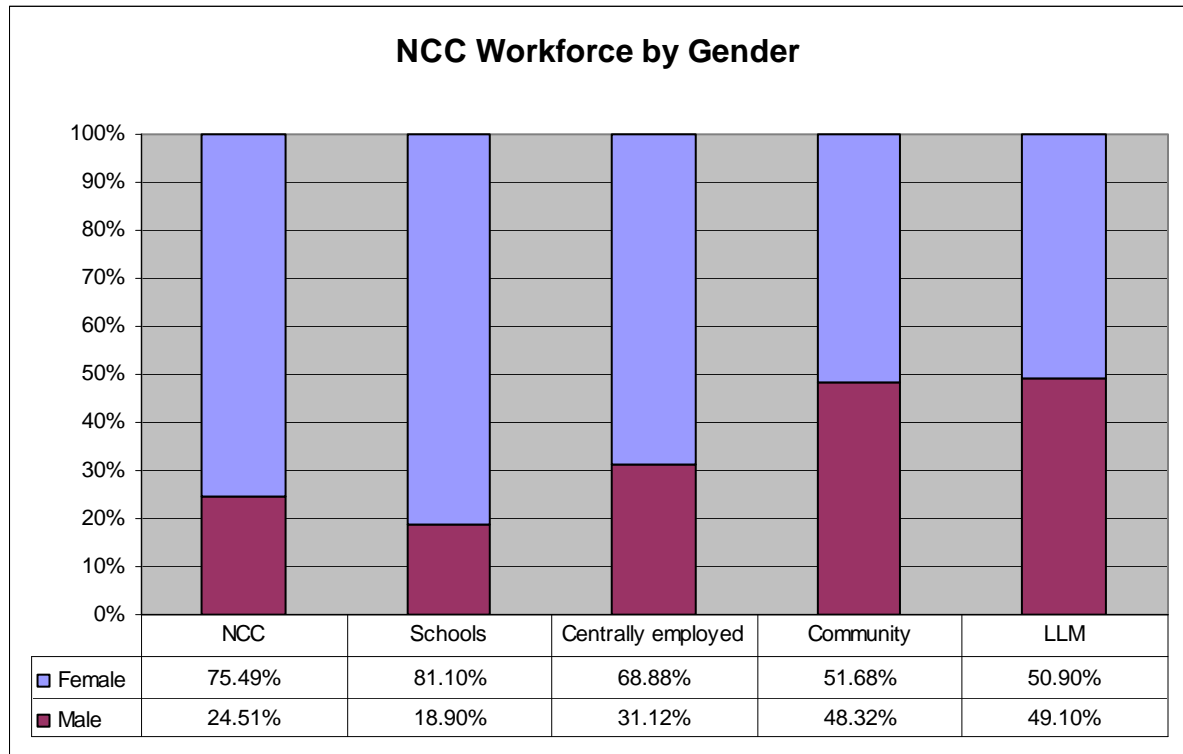
NCC Age Profile 2010-2012



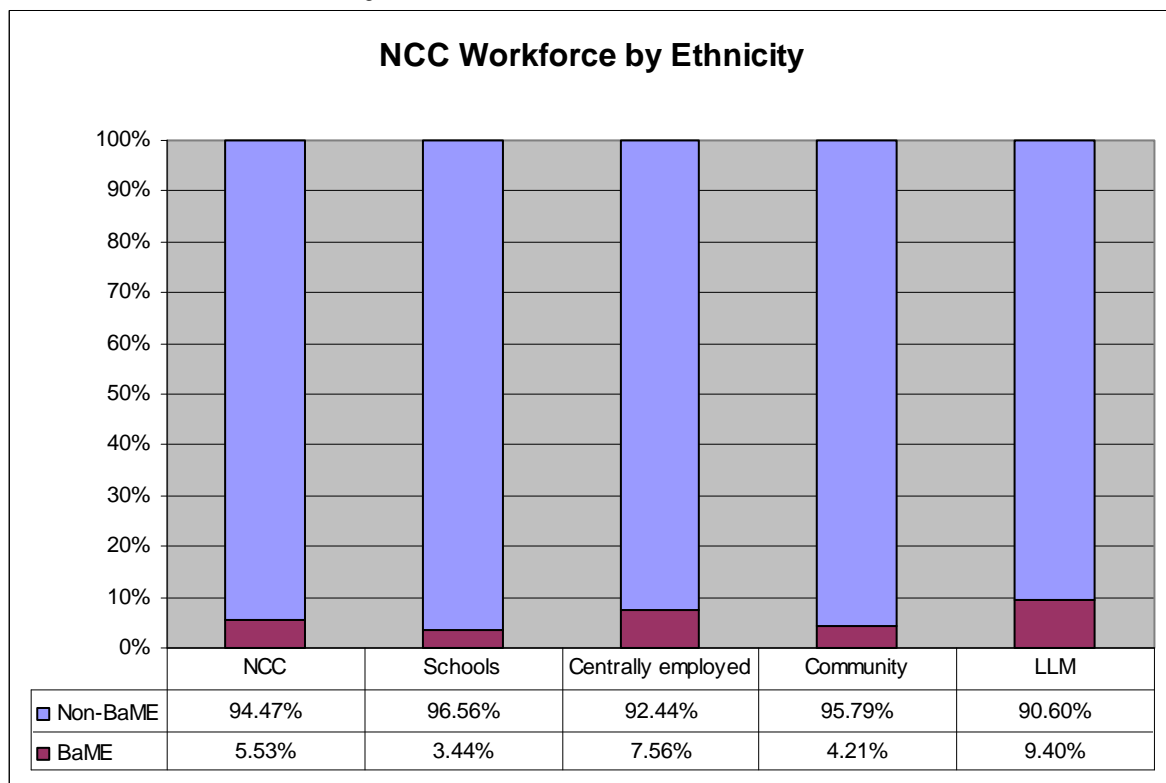
Non-disclosures removed when calculating %

Workforce Profile of Nottinghamshire County Council (NCC) 2012

	FTE	Posts
All Centrally employed³	7393	10782
Schools	8721	13112
NCC inc Schools	16114	23894



Non-disclosures removed when calculating %

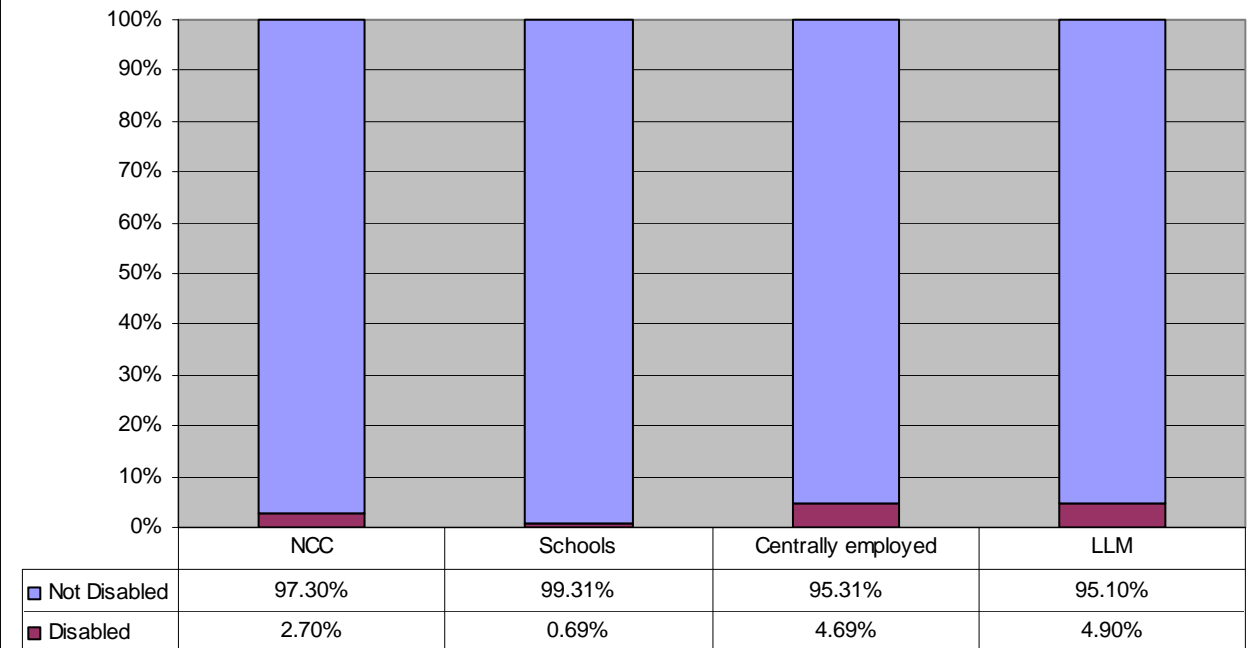


Non-disclosures removed when calculating %, BaME definition is anyone who is not White British

Page 111 of 154

³ Includes all employees held in BMS plus those centrally employed still held in Cyborg

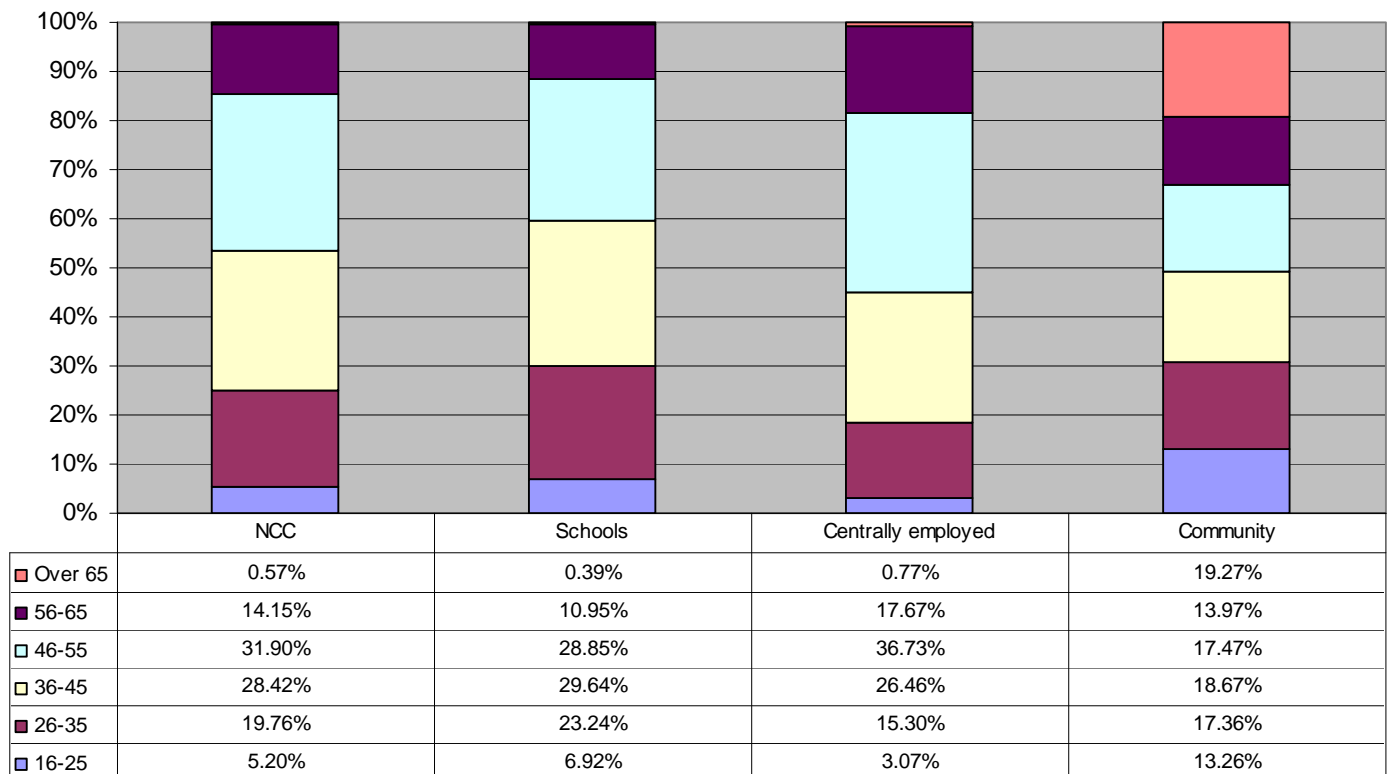
NCC Workforce by Disability status



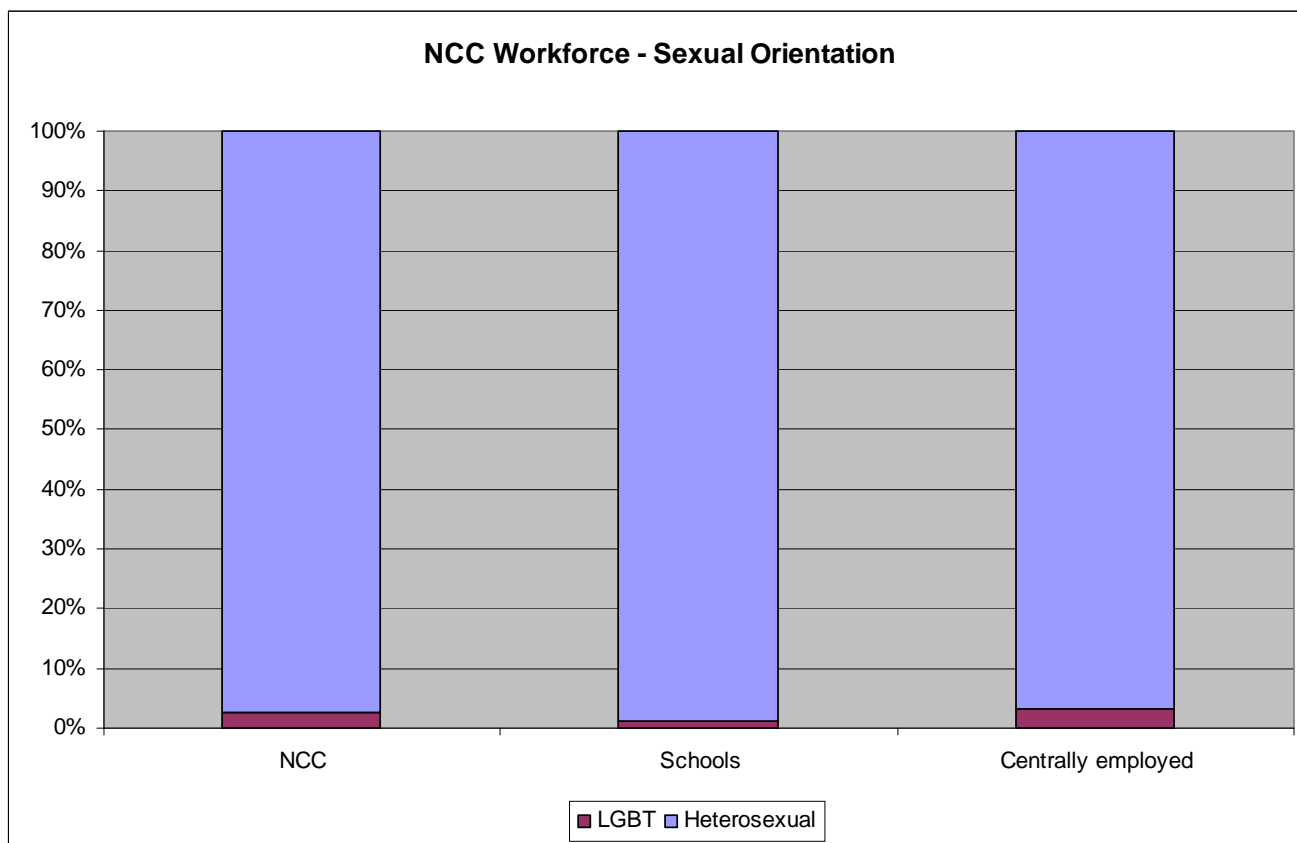
Non-disclosures removed when calculating %

Data is not available for the community comparative, as disability figures collected via the census are not based on the DDA definition.

NCC Workforce by Age



LLM data for age uses different age groups and is not comparable.



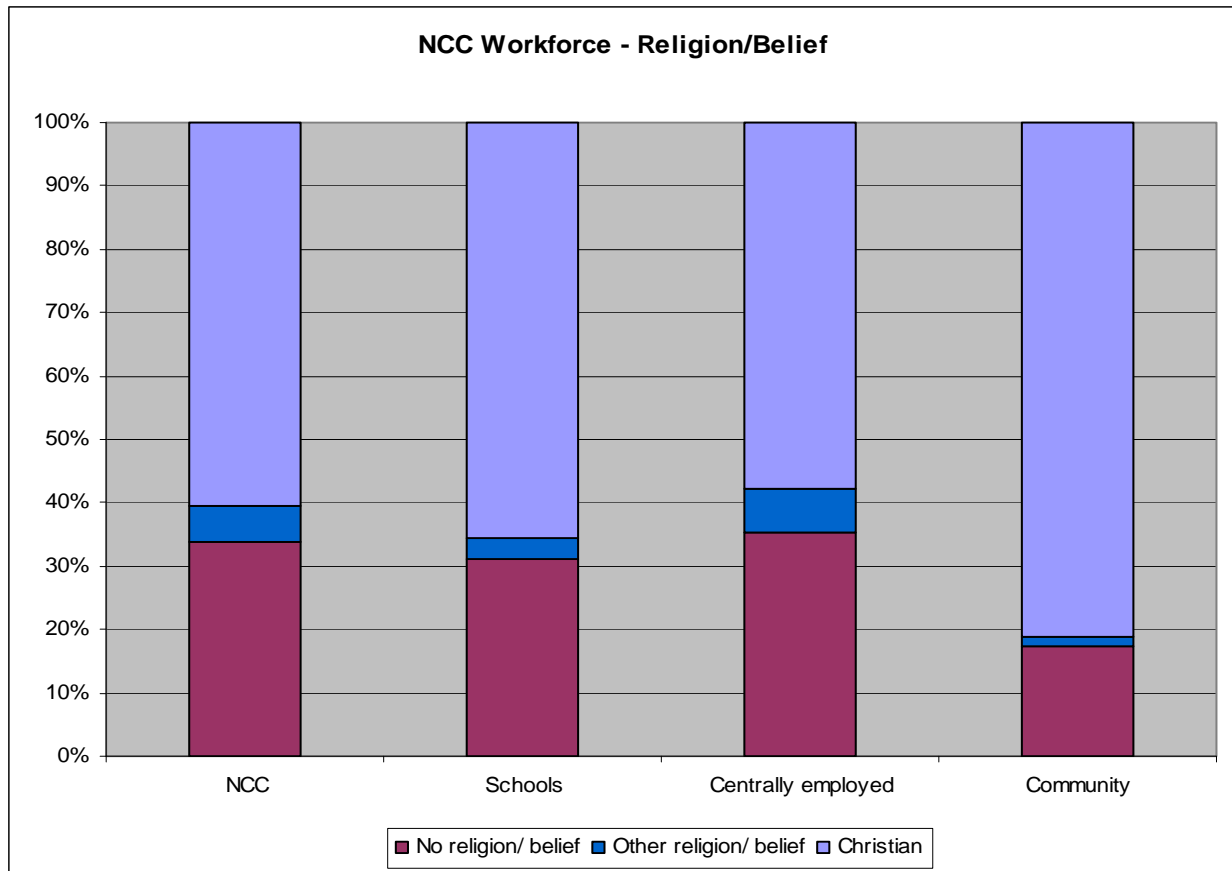
No data was collected on sexual orientation for the LLM or 2001 census.

	Based on FTE		
	NCC	Schools	Centrally employed
Bisexual	0.68%	0.35%	0.85%
Gay	0.77%	0.21%	1.06%
Heterosexual	97.45%	98.93%	96.69%
Lesbian	1.1%	0.51%	1.4%
<i>Disclosure rate</i>	<i>36.04%</i>	<i>22.65%</i>	<i>51.84%</i>

Non-disclosures removed when calculating %

The low disclosure rate for LGBT is likely to impact on this data.

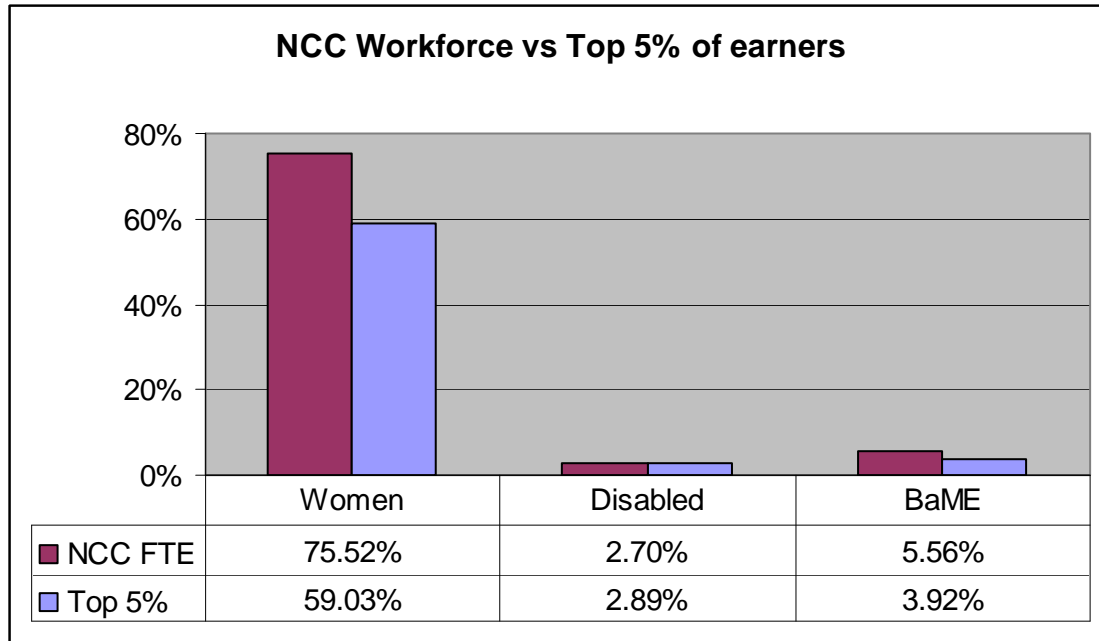
No data was collected on religion for the LLM. The chart below groups all religions/beliefs other than Christian together. However, these are broken down in the table that follows.



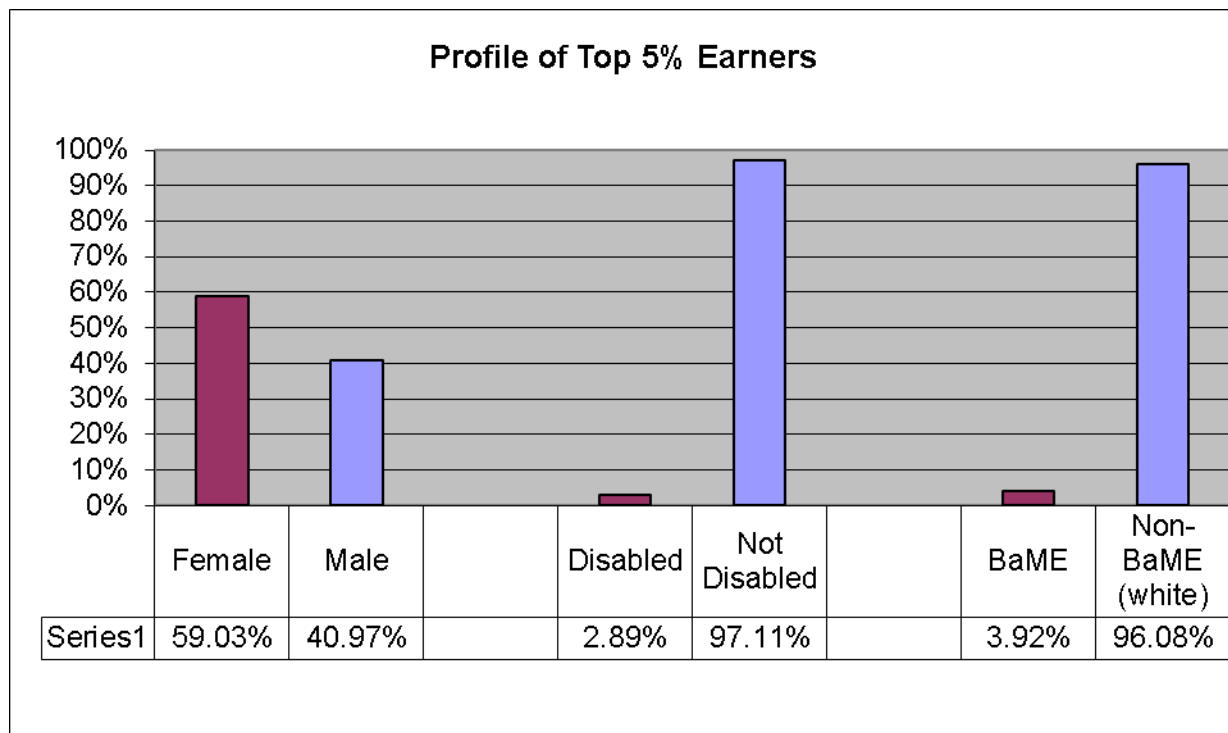
	Based on FTE			
	NCC	Schools	Centrally employed	Community
Buddhist	1.6%	0.4%	2.21%	0.17%
Christian	60.48%	65.69%	57.82%	81.04%
Hindu	0.49%	0.24%	0.61%	0.31%
Jewish	0.21%	0.33%	0.15%	0.12%
Muslim	0.57%	0.6%	0.56%	0.51%
Sikh	0.52%	0.27%	0.65%	0.33%
Other religion/ belief	2.2%	1.37%	2.62%	0.21%
No religion/ belief	33.93%	31.1%	35.38%	17.31%
<i>Disclosure rate</i>	<i>37.99%</i>	<i>23.75%</i>	<i>54.79%</i>	

Non-disclosures removed when calculating %

Top Earners Profile



Top 5% of earners = those on spinal column point 47 and above. Based on headcount.
NCC based on FTE



23 January 2013**Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR OF HUMAN RESOURCES AND
CUSTOMER SERVICE****ANNUAL HEALTH AND SAFETY REVIEW 2011/12****Purpose of the Report**

1. To advise Personnel Committee on Nottinghamshire County Council's Health and Safety performance and plans to secure continuing effective and efficient management of risk and legal compliance. The report examines the effectiveness of safety management systems and identifies action required to address specific high priority risk issues and address any areas of potential weakness.

Information and Advice**General**

2. The conclusions and recommendations in this report are based on the outcomes of a programme of audits/inspections, regular contact/site visits and incident investigations carried out by the Health and Safety Team. It is evident from this that performance has continued to improve, with high levels of compliance and significant reduction in accidents and employee civil claims. This has enabled the authority to prioritise and more accurately target resources on key risk areas and ensure that suitable action is taken to maintain and improve levels of health and safety risk management.
3. A framework of corporate and departmental meetings has driven performance improvement through regular consideration of key risk issues, by challenging non-compliance and monitoring progress. Regular updates to Corporate and Departmental Leadership teams by the Health and Safety Manager have ensured that senior officers are regularly updated on key issues and performance.
4. Formal consultation with recognised trades unions has continued throughout this period at Central Health, Safety and Welfare Panel, Departmental and Corporate Joint Consultative and Negotiating Panels.

Safety Management System

5. The County Council has maintained a planned and systematic approach to health and safety management, to an internationally recognised standard that is externally assessed.

Property, Highways, Catering and Facilities Management have had positive external assessments during the previous 12 month period.

6. The scope of the county council's certification has been extended to include Country Parks, National Watersport Centre and the Youth Service. Phase 1 audits of all three areas started in April 2012 and phase 2 audits are due to be completed in January 2013.

Audits and Inspections

7. All audits and inspections were carried out using a standardised assessment process, scoring from 1 to 4, with 1 reflecting the highest levels of management/compliance and 4 representing a lack of effective management systems or operational compliance. The average *audit score* for 2011/12 was 2.6, against a target of 2.5. This is indicative of generally high standards of health and safety risk management across the authority. The average *inspection score* of 2.4 was also close to the target value of 2.0, again indicative of generally high standards of health and safety risk management across the areas inspected.
8. A review of issues identified during audit and inspection activity identified the following areas as requiring further improvement;
 - Risk assessment
 - Property management (fire, legionella, asbestos, electrical systems)
 - Statutory Inspections
 - Control of construction/maintenance and contractors
 - Lone working
 - Violence & Aggression

Lagging Indicators

9. Targets for incident reduction, set at 20% between 2010 and 2015, are on course in all categories. Table 1 provides an overview of key statistics. Reported work related injuries have generally reduced over the period continuing the downward trend. Whilst significantly reduced, the number of reported violent incidents continues to be a concern. Action has been taken to address this by revising policy and guidance relating to this issue as well as auditing and inspecting areas with continuing high levels of incidents.
10. Action is being taken to develop an on-line incident reporting process which is due to go live next year.

Table 1 Work related injury causes in 2011-12

	Incidents		% Change	RIDDORs*		% Change
<i>Incident data is for employees only</i>	2011	2010		2011	2010	
Accidents/Incidents	2414	3546	-32	45	97	-54
Slips/trips/falls	305	360	-15	13	35	-63
Violent Incidents	1114	1423	-22	2	1	100
Manual Handling Incidents	143	243	-41	11	27	-59

*Reporting of Injuries, Diseases and Dangerous Occurrence Regulations

Asbestos

11. The Asbestos and Condition Survey Team commenced a programme of annual asbestos register updates in January 2011 and are currently on the second round of visits. During their visits they also raise any urgent asbestos management issues, provide asbestos management advice and check that Local Asbestos Management Plans are in place.
12. The Health and Safety team have recently visited all maintained schools to review and revise Local Asbestos Management Plans and raise awareness of asbestos. The introduction of a Building Works notification process has also been effective in helping to identify potential safety issues at the planning stage.
13. A new code of practice, aiming to reinforce roles, responsibilities and procedures has also been agreed by Corporate Leadership Team and this is now being implemented.

Fire

14. Throughout this period the Fire Safety Team have focused on commissioning improvement works based on recommendations from fire risk assessments. The team has been particularly successful in its management of improvement works, having delivered a reduction in priority one actions from 23% to 9% of the total number of issues. The fire risk assessment programme has continued and is ahead of schedule for completing reviews, to the point where 75% of fire risk assessments are now less than two and a half years old.

Legionella

15. Throughout this period, the Water Hygiene team have focused on commissioning improvements identified by legionella risk assessments, responding to monitoring programmes and developing opportunities for improvement brought about by capital improvement projects. The removal of cold water storage tanks (1200 reduced to 705) and installation of associated modern water heaters has been a priority. This has reduced the risk from stored water and the potential for contamination. The review of risk assessments has continued and 98% of assessments are less than two years old.

Competence and Training Indicators

16. The competence and awareness of senior managers has been a particular focus during the twelve month period to date. The outcome is that almost half of all managers have been trained against a target of 33%. This includes 48% of Team Managers attending 'Health & Safety Essentials for Managers' and 48% of Senior Managers attending 'Active Safety Management'. Action is being taken by departmental Risk, Safety and Emergency Management Groups to identify and ensure that all relevant staff have attended this training.
17. Whilst the focus of the corporate training programme has been on the development of management competencies, there has also been an increase in the delivery of ad-hoc training to front line staff and for specific subjects including;
 - Nominated Property Officer / Nominated Property Contact training
 - Food Safety
 - Control of contractors
 - Control of asbestos

In addition, a programme of training to schools has resulted in the delivery of 86 safety-training sessions.

Horizon scanning

18. The government are reviewing health and safety with a view to simplifying, reducing bureaucracy and have introduced new charging mechanisms for Health and Safety Executive enforcement interventions. The authority is currently reviewing its policy and guidance to reflect this philosophy and new approach.
19. The incorporation of Public Health functions into the County Council will require a degree of work to review and ensure consistency of practice in this area over the rest of this year. Action has already been taken to start this process but it is unlikely to require major resource input.

Action Plan

20. The NCC Health & Safety Action Plan is designed to address potential weaknesses that have been identified by our annual and on-going review processes. The action plan consists of proactive and reactive programmes of work that aim to deliver improvement in key risk areas across the authority. Good progress was made on all key aspects of the action plan for the period 2011/12. Where actions were not fully completed or required further input or development, they have been included in the new Health and Safety action plan, which is attached as Appendix 1.
21. The action plan allows the authority to target resources to provide tailored support to specific 'high risk' services. There will continue to be significant focus on property related issues in 2013. This will be supported by further focused audits, inspections, training and communication to raise awareness and compliance in this as a priority risk area.
22. The other key issues identified by this report and targeted by the action plan include Risk Assessment, Statutory Inspections, Control of construction/maintenance and contractors, lone-working, violence and aggression. Action to address all issues has been included in the action plan.

Other Options Considered

23. A range of options have been considered in developing the action plan.

Reasons for Recommendation

24. The report aims to update members, to inform them of key risks and planned actions required to revise and reinforce effective risk management processes.

Statutory and Policy Implications

25. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and

where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

The safety of service users and employees is of the upmost importance to the County Council and the planned actions attached to this report take careful account of how this can best be achieved, moving from compliance to a position of modelling best practice. The delivery of safer working practices and environments includes close working with staff representative groups including the recognised trade unions and the human resource implications are considered at every stage of the development of Health and Safety policy, procedures and relevant guidance. The trade unions welcome the evidence of performance improvement contained in the report but have stated an expectation for improvement to continue.

RECOMMENDATION

That Personnel Committee note the key findings of this report and the action that is being taken by the County Council to address the key areas of risk.

Marjorie Toward
Service Director HR and Customer Service
Environment and Resources

For any enquiries about this report please contact:

Peter Roddis, Health and Safety Manager on 0115 973445 or peter.roddis@nottsccl.gov.uk

Constitutional Comments (KK 21/12/12)

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

Financial Comments (MB 20/12/12)

27. There are no specific financial implications arising from the report.

Background Papers

Trade union side comments.

Electoral Division(s) and Members(s) Affected

All

Appendix 1 - SR58 - Corporate Health and Safety Action Plan

This document should be read in conjunction with the Corporate Occupational Health & Safety (OHS) Objectives & Programmes
April 2010/11 – March 2014/15 HSMS Ref: A0)

Not yet started	Significant chance of missing target	Chance of missing target	On target or Completed
-----------------	--------------------------------------	--------------------------	------------------------

No.	Objective	Action owner	Timescale & milestones	Detail & Progress Update
A. Effective occupational health and safety management systems				
A1	Further rationalise and simplify the structure of our H&S policies and guidance to make more concise and supportive of managers.	DH	To be completed for all current documentation by Oct 2013 Take new Policy through CLT and Policy Committee by end March 2013. (On target)	New Corporate Policy format has now been adopted along with new format for supporting guidance. A programme of work is being developed to ensure that we meet this target. New Corporate H&S Policy document drafted. Allocated Safety Adviser resource LH and MG.
A2	Simplify the general approach to risk assessment (B2) Including review of COSHH Assessment process, policy and guidance	PR JN	Draft: 1/10/12 DRSEMGs: Jan - March 2013 CHSWP: April 2013 Compliance: April 2013 Personnel Committee: May 2013 (On target)	Draft document to be prepared for consideration by H&S team. Draft policy and guidance COSHH prepared. Allocated Health and Safety Adviser resource LH & MD

No.	Objective	Action owner	Timescale & milestones	Detail & Progress Update
A3	Integrate H&S more fully with; Procurement processes / contracts Construction planning Ways of Working	DH	April 2013 Draft: 1/10/11 DRSEMG: Jan-March 13 CHSWP: Done Compliance: April 2013 Personnel Committee September 2013 (On target)	Audit of contractor management process completed April 2012 Draft Policy and Guidance in progress DH working closely with Procurement to review processes. Allocated H&S Adviser Resource MG
A4	To further review and improve awareness of property related health and safety issues by further development of the NPO role and related communication process	JN	Completed Aug 12 December 2012 January 2013 April 2013 (On target)	Departmental (ASCH&PP, CFCS, E&R) NPO Groups established to facilitate review; Property Group maintain lists of NPOs & NPCs using feedback from Dept. Sponsors Establish Property H&S coordination group January – March 2013. Review of NPO in relation to BMS. Allocated H&S Adviser Resource DJ
A5	Develop & introduce SAP accident reporting module	DH	Oct 2013 (On target)	Development in progress. Initial testing in 2012, target Oct for roll-out to Depts

No.	Objective	Action owner	Timescale & Milestones	Detail & Progress Update
B. Health and safety compliance				
B1	Introduce 'Statutory Compliance Notice' process to ensure compliance for serious, persistent non-compliance issues	PR	Draft: 1/10/12 DRSEMG: Jan – March 2013 CHSWP: April 2013 Compliance: July 2013 Personnel Committee: September 2013 (On target)	Review of process to be supported by MD. Working group to be established by end January 2013. Draft process to be completed by end February 2012. Target to complete by September 2013. Allocated H&S Adviser Resource MD
B2	Extend OHSAS registration to selected Services within CFCS Country Parks Youth Service National Watersport Centre	SB	January 2013 (On target)	Gap analysis complete. Assessment dates established Stage 1 in June-Sept; Stage 2 in January 2013 Allocated Safety Adviser resource MB and PB.

No.	Objective	Action owner	Timescale & Milestones	Detail & Progress Update
B3	Review and revise the approach to statutory inspections to ensure more effective compliance with PUWER (Provision and use of work equipment regulations)	KT	April 2013 (On target)	<p>This requires review of the contract for stat inspections to determine whether this contract needs to be re-tendered. Significant work is also required to ensure that internal processes for responding to and monitoring completion of non-compliance are suitable and sufficient. Work has already been completed to revise the Occupational Therapy equipment inspection processes.</p> <p>Report considered by Compliance Board 2012. Update report due April 2013.</p> <p>Allocated Safety Adviser resource AH.</p>
B4	Introduce systems of recognising good health and safety management performance across all departments	PR	April 2013 (On target)	Pilot to take place in schools Jan – March 2013

No.	Objective	Action Owner	Timescale & Milestones	Detail & Progress Update
C. Improved competence and communication				
C1	Active Safety Management for Directors and Group managers (95% attendance) & 'Essential Health and Safety for Managers' course (60% attendance)	PR	April 2013 (On target)	For 2012-13 'ASM' attendance levels were 48% and H&SEM attendance at 48%. Further action has been taken to meet the 95% target figure; majority of relevant Managers in ASCH and CFCS will have been trained by end January 2013. Senior practitioners to raise at DRSEMGs to establish plan for all other managers to attend. Essential Health and safety Training remains on target.

No.	Action	Action Owner	Timescale & Milestones	Detail & Progress Update
D. Risk priorities – all departments will be required to develop action plans to identify the measures/steps being taken to prioritise, eliminate and reduce identified risks and address any outstanding issues or areas of concern with a particular focus on the following areas.				
D1	Improve management of Violence and Aggression Working with other experts, to support Services & Schools to develop a proportionate & consistent approach to staff training & procedures Revise and relaunch Violence and Aggression Policy and Guidance	SB for CFCS KT for ASCH JN for E&R	November 2012 deadline for policy and guidance April 2013 deadline for communication programme. Draft: Complete Corporate JCNP: September 2012 Pers. Comm: agreed 21/11/12 (On target)	DRSEMGs to coordinate review at departmental and service level. Include in audits/inspections Lone Worker communication systems being trialled 2012 Review of reception & postal security at County Hall in Sept 12 Review of MAPA training to be carried out by SB and KT Policy taken to Personnel Committee November 2012 and implementation plan indicates good progress.
D2	Slips, trips and falls Specific programmes to reduce incidence. Targeting higher risk activities.	JN	March 2013 (On target)	Further work required including targeted support by H&S Team for higher risk areas (Cleaning & Catering) - Allocated Safety Adviser resource MD & DJ Include in audits/inspections Awareness materials to be made available

No.	Action	Action Owner	Timescale & Milestones	Detail & Progress Update
D3	Develop more effective systems for the management of risk relating to Property. a) develop Asbestos code of practice b) develop more effective procurement processes c) review core competence d) clarify roles and responsibilities e) introduce permit to work process	RW	December 2012 to March 2013	Group established on 17 th April to review Asbestos management has reported to Compliance Board and is scheduled to report to CLT in October 2012. Processes to improve performance of Support Services & Schools by reinforcing use of Local Asbestos Management Plans and improving notification of construction works by Services & Schools have been introduced. NPO communication processes and training being reviewed. CLT Report agreed November 2012. Action plan implemented starting 1 st December 2012. Agreed by Finance and Property Committee 17 th December 2012. Communication and training plan - Good progress being made on non-school awareness sessions and school sessions being planned for Feb/March 2013.
	Review all Fire evacuation processes and implement changed processes	PL	Start with West Bridgford campus for implementation Jan – March 2013 (On target)	Progress update due January 2013 Compliance Board Report in Asbestos and Fire Safety review.

No.	Action	Action Owner	Timescale & Milestones	Detail & Progress Update
D4	Noise & Vibration – assessments of exposure -support Services & Schools to make accurate assessments of exposure	JN	Jan 2013 (On target)	H&S Team, Property & Highways reps refresher training for noise assessment completed in June 2012. Plan of assessments needed. Follow up work on 2011 noise & vibration reviews (incl. Schools) Allocated resources to support this objective Allocated Safety Adviser resource DJ – vibration Allocated Safety Adviser resource AH / MG / MS – noise
D5	Fire and Explosion Review application of DSEAR and evaluate compliance Support Services & Schools with adoption of Emergency Action Plans and basic Fire Safety training	JN (DSEAR) SB (Fire)	Completed	This is no longer an issue as the areas where this was identified have ceased carrying out the work in this way.
D6	Electricity Work with Property Group to improve remedial work on fixed systems Evaluate compliance with recommended PAT regimes	SB	March 2013 (On target)	Include in audits/inspections Original December 2012 deadline extended to allow wider consideration of electrical safety.

No.	Action	Action Owner	Timescale & Milestones	Detail & Progress Update
D7	Stress	Veronica Tordimah	See Employee Health and Wellbeing action plan (On target)	Action is being taken as part of the Wellbeing Action plan to review policy and support mechanisms.

Document Owner: Peter Roddis (Health & Safety)

Key

PR - Peter Roddis
KT - Karen Thornton
SB - Steve Bingley
DH - David Hounsell
MG - Michelle Godley
LH - Laura Holmes
MD- Matthew Daft
MS - Matthew Shirley
PL – Pat Lamb (Property)
RW – Bob Watt (Property)
AH - Angela Howat
MB - Mike Bland
DJ - Dulsie Jones
PB - Phil Broughton

Glossary

ASM – Active Safety Management (Training Course)
BMS – Business Management System
CLT – Corporate Leadership Team
COSHH – Control of Substances hazardous to Health
CHSWP – Central Health Safety & Welfare Panel
DRSEMG – Departmental Safety & Emergency Management Group
DSEAR – Dangerous Substances in Explosive Atmospheres
MAPA – Management of Actual and Potential Aggression
NPC – Nominated Property Contact
NPO – Nominated property Officer
OHSAS – Occupational Health and Safety Advisory Standard 18001



REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY & ENVIRONMENT

PERFORMANCE REPORT - FACILITIES MANAGEMENT SERVICE

Purpose of the Report

1. This report provides information to the Committee on the performance of the Environment & Resources Department Facilities Management Services Period 8, 30th November 2012.

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 Bus Stations other County offices, libraries, and country parks.
3. As previously reported Facilities Management includes Building Cleaning, Grounds Maintenance, Site Caretaking & Security, mail distribution, data scanning, stationery, meeting room servicing and general portering duties.
4. Income for the service includes cash sales from catering, trading account income from schools and other departments and from an FM budget held centrally to provide accommodation and office service requirements across the County.

Summary of Performance – Appendix 1

Facilities Management – Building Cleaning and Grounds Maintenance

5. The levels of buy back from Schools & Academies for 2012/13 remain at similar levels from previous years. A number of Academies are and will continue to review their service provision and associated costs of service delivery. Flexibility is provided by working with schools and academies to reduce costs in conjunction with a revision to service level agreements and output specifications. Demonstrating value for money will of course be a continuous process in this market as will reliability and excellent customer service.
6. The current area of financial performance concern is the grounds maintenance service. Although buyback remains in line with previous years there has been a gradual decline in additional monies allocated by customers for improvement projects. Three years ago the viability of this service was reliant on income from such sources however with a reduction in sub-

contracting costs and the use of seasonal workers together with reallocation of sites and teams, costs continue to be mitigated and managed within existing budgets.

7. Building Cleaning income continues to increase with a number of schools now requesting the employment of site based caretakers. This ensures cover is provided during short term absences as well as developing local one team approaches to maintaining sites allowing greater flexibility in carrying out day to day works. Turnover will slightly increase in the New Year with the opening of the Mansfield Bus Station.

Offices Facilities Management

8. Costs in this area continue to be managed well with priority being given to ensuring adequate support to cover office moves, identification of site by site costs and developing a fully integrated office service solution. This work will remain on-going for the foreseeable future as will the consolidation of contracts for security, water coolers and vending machines across the estate with further cost savings being identified. Expenditure is slightly above target due to a number of factors including the identification of existing budgets originally held for properties and changes in usage and the buildings portfolio. It is hoped that in conjunction with the base budget review exercise being conducted across the Authority that 2013/14 budgets will provide a more accurate starting point for controlling expenditure.
9. With 5 floors out of the 9 in Trent Bridge House now complete, the roll out of the support provided by FM staff for stationery, postage, kitchenettes & meeting rooms has gone extremely well and a clear standard of service expectation has been set for the remainder of the roll out of the ways of working programme.
10. One year on from the start of the new business management system, the supported employment Solutions4Data team have scanned 223,286 paper invoices within the timescales required and have only had 25 requiring rescanning as being unreadable. This has increased output by approximately 15 % over the similar period for 2011/12

Building Cleaning Customer Survey – Appendix 2/3

11. Appendix 2 contains extracts from a survey conducted amongst building cleaning customers earlier this year together with the results of a similar exercise carried out in 2010.
12. Overall satisfaction levels in the standards of cleaning have significantly increased from 66% to 86%. It should be noted that these results are based on approximately 14% (51) of completed returns. The helpfulness of frontline staff has improved from Very Good & Good, 93% to 97%. When asked the question on the service received from management, Very good fell from 34% to 31%, Good increased from 53% to 59%, making an aggregate score increase between good and very good from 87% to 90%. This is extremely positive considering that there are now 30% less people than previously who are now managing the business. Overall customers considered the service provided by NCC has improved from 87% to 96%.

13. Appendix 3 provides a variety of comments, received both positive and negative as part of this exercise.

Other Options Considered

14. None - Report for information.

Reasons for Recommendations

15. The monitoring of performance of the facilities management services supports the aspirations of the County Council to secure good quality affordable services.

Statutory and Policy Implications

16. 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.

Financial Implications

17. The monitoring of service performance will ensure that the spend on facilities management services will be used efficiently and effectively.

RECOMMENDATION

18. That this report is noted.

Name of Report Authors – Kevin McKay

Title of Report Authors – Group Manager Catering & Facilities Management.

**For any enquiries about this report please contact: Kevin McKay
Group Manager – Catering & Facilities Management**

Constitutional Comments (NAB 10.01.13)

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

Financial Comments (DJK 10.01.13)

The contents of this report are duly noted; there are no direct financial implications.

Background Papers


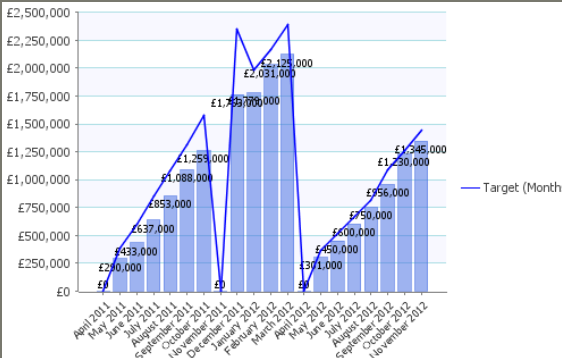

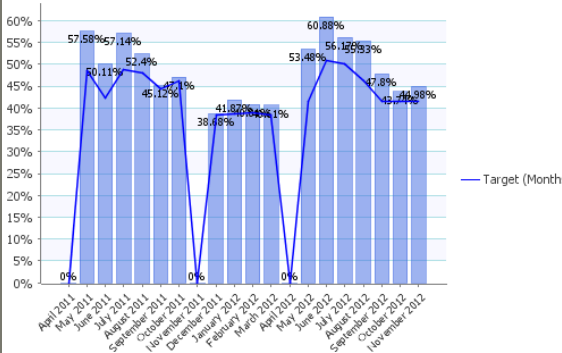
None


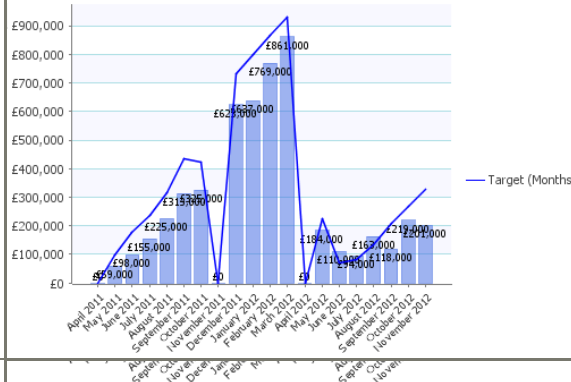
Electoral Division(s) and Member(s) Affected


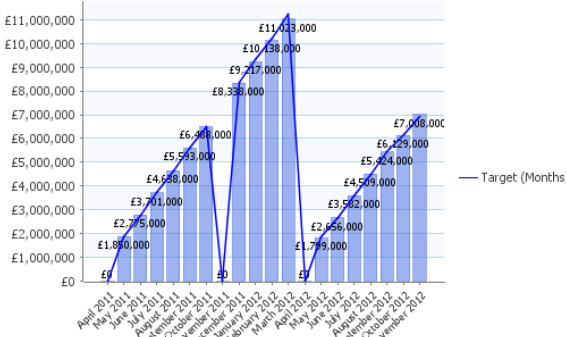
All


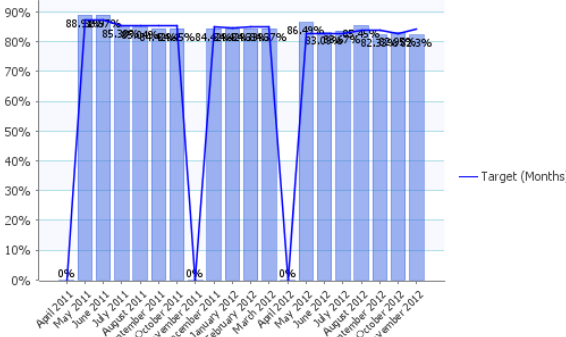
Facilities Management - Building Cleaning and Grounds Maintenance FINANCIAL


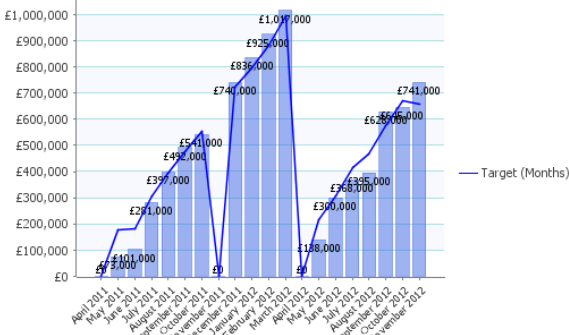
Appendix 1


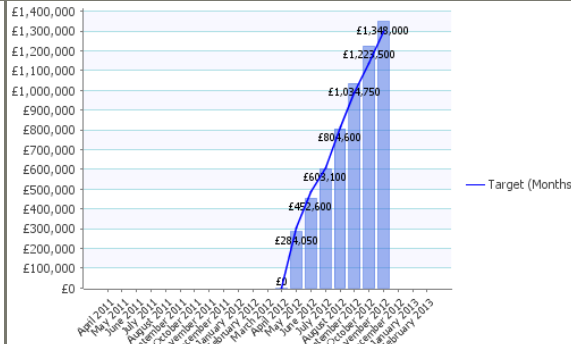
Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Turnover - Landscape Services	Aim to Maximise	<p>Actual £1,345,000</p> <p>Target £1,447,000</p> 	 <p>£2,500,000 £2,250,000 £2,000,000 £1,750,000 £1,500,000 £1,250,000 £1,000,000 £750,000 £500,000 £250,000 £0</p> <p>April 2011 May 2011 June 2011 July 2011 August 2011 September 2011 October 2011 November 2011 December 2011 January 2012 February 2012 March 2012 April 2012 May 2012 June 2012 July 2012 August 2012 September 2012 October 2012 November 2012</p> <p>£0 £290,000 £433,000 £637,000 £853,000 £1,088,000 £1,253,000 £1,739,000 £2,031,000 £2,125,000 £1,730,000 £371,000 £450,000 £500,000 £556,000 £750,000 £1,230,000 £1,345,000</p> <p>— Target (Months)</p>	<p>Project work continues to decline which is affecting turnover however the underlining buy-back of daily grounds maintenance remains stable with 56% of Primary & Special Schools and 71% of Secondary Schools continuing to retain the service provided by NCC.</p>
Labour costs as % of turnover - Landscape services	Aim to Minimise	<p>Actual 44.98%</p> <p>Target 41.46%</p> 	 <p>60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%</p> <p>April 2011 May 2011 June 2011 July 2011 August 2011 September 2011 October 2011 November 2011 December 2011 January 2012 February 2012 March 2012 April 2012 May 2012 June 2012 July 2012 August 2012 September 2012 October 2012 November 2012</p> <p>0% 57.58% 50.11% 57.14% 52.4% 45.12% 41.46% 38.48% 41.87% 38.41% 0% 53.48% 60.88% 56.12% 59.33% 47.8% 42.71% 44.98%</p> <p>— Target (Months)</p>	<p>The reduction in turnover is mostly offset by a reduction in sub contracting costs. With the deployment of grounds teams across the County there is limited scope to reduce direct cost labour expenditure however vacancies being held for the remainder of the financial year and seasonal downtime performance will improve against this target for the remainder of the financial year.</p>

Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements																																																															
Contribution - Landscape Services	Aim to Maximise	<div><div>Actual</div><div>£201,000</div><div>Target</div><div>£329,000</div><div></div></div>	 <table><caption>Monthly Contribution Data (Actual vs Target)</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2011</td><td>£59,000</td><td>£100,000</td></tr><tr><td>May 2011</td><td>£98,000</td><td>£155,000</td></tr><tr><td>June 2011</td><td>£155,000</td><td>£225,000</td></tr><tr><td>July 2011</td><td>£155,000</td><td>£315,000</td></tr><tr><td>August 2011</td><td>£155,000</td><td>£315,000</td></tr><tr><td>September 2011</td><td>£155,000</td><td>£315,000</td></tr><tr><td>October 2011</td><td>£155,000</td><td>£315,000</td></tr><tr><td>November 2011</td><td>£155,000</td><td>£315,000</td></tr><tr><td>December 2011</td><td>£155,000</td><td>£315,000</td></tr><tr><td>January 2012</td><td>£625,000</td><td>£625,000</td></tr><tr><td>February 2012</td><td>£625,000</td><td>£625,000</td></tr><tr><td>March 2012</td><td>£625,000</td><td>£625,000</td></tr><tr><td>April 2012</td><td>£625,000</td><td>£625,000</td></tr><tr><td>May 2012</td><td>£625,000</td><td>£625,000</td></tr><tr><td>June 2012</td><td>£625,000</td><td>£625,000</td></tr><tr><td>July 2012</td><td>£184,000</td><td>£184,000</td></tr><tr><td>August 2012</td><td>£110,000</td><td>£110,000</td></tr><tr><td>September 2012</td><td>£118,000</td><td>£118,000</td></tr><tr><td>October 2012</td><td>£118,000</td><td>£118,000</td></tr><tr><td>November 2012</td><td>£201,000</td><td>£201,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2011	£59,000	£100,000	May 2011	£98,000	£155,000	June 2011	£155,000	£225,000	July 2011	£155,000	£315,000	August 2011	£155,000	£315,000	September 2011	£155,000	£315,000	October 2011	£155,000	£315,000	November 2011	£155,000	£315,000	December 2011	£155,000	£315,000	January 2012	£625,000	£625,000	February 2012	£625,000	£625,000	March 2012	£625,000	£625,000	April 2012	£625,000	£625,000	May 2012	£625,000	£625,000	June 2012	£625,000	£625,000	July 2012	£184,000	£184,000	August 2012	£110,000	£110,000	September 2012	£118,000	£118,000	October 2012	£118,000	£118,000	November 2012	£201,000	£201,000	Mitigation for a reduction in contribution has been undertaken and will be compensated by higher than target contributions in other areas of the C&FM Group.
Month	Actual (£)	Target (£)																																																																	
April 2011	£59,000	£100,000																																																																	
May 2011	£98,000	£155,000																																																																	
June 2011	£155,000	£225,000																																																																	
July 2011	£155,000	£315,000																																																																	
August 2011	£155,000	£315,000																																																																	
September 2011	£155,000	£315,000																																																																	
October 2011	£155,000	£315,000																																																																	
November 2011	£155,000	£315,000																																																																	
December 2011	£155,000	£315,000																																																																	
January 2012	£625,000	£625,000																																																																	
February 2012	£625,000	£625,000																																																																	
March 2012	£625,000	£625,000																																																																	
April 2012	£625,000	£625,000																																																																	
May 2012	£625,000	£625,000																																																																	
June 2012	£625,000	£625,000																																																																	
July 2012	£184,000	£184,000																																																																	
August 2012	£110,000	£110,000																																																																	
September 2012	£118,000	£118,000																																																																	
October 2012	£118,000	£118,000																																																																	
November 2012	£201,000	£201,000																																																																	


Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Turnover - Building Cleaning	Aim to Maximise	<p>Actual £7,008,000</p> <p>Target £6,952,000</p> 		82 % of Schools / academies within Nottinghamshire currently buy into this service provision


Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Labour costs as % of turnover - Building Cleaning	Aim to Minimise	<p>Actual 82.3%</p> <p>Target 84.18%</p> 		

Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements																																																															
Contribution - Building Cleaning	Aim to Maximise	<div><div>Actual</div><div>£741,000</div><div>Target</div><div>£660,000</div><div></div></div>	 <table><caption>Monthly Data for Contribution - Building Cleaning</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>May 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>June 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>July 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>August 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>September 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>October 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>November 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>December 2011</td><td>£10,000</td><td>£10,000</td></tr><tr><td>January 2012</td><td>£1,017,000</td><td>£1,017,000</td></tr><tr><td>February 2012</td><td>£925,000</td><td>£925,000</td></tr><tr><td>March 2012</td><td>£836,000</td><td>£836,000</td></tr><tr><td>April 2012</td><td>£740,000</td><td>£740,000</td></tr><tr><td>May 2012</td><td>£118,000</td><td>£118,000</td></tr><tr><td>June 2012</td><td>£300,000</td><td>£300,000</td></tr><tr><td>July 2012</td><td>£345,000</td><td>£345,000</td></tr><tr><td>August 2012</td><td>£368,000</td><td>£368,000</td></tr><tr><td>September 2012</td><td>£625,000</td><td>£625,000</td></tr><tr><td>October 2012</td><td>£656,000</td><td>£656,000</td></tr><tr><td>November 2012</td><td>£741,000</td><td>£741,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2011	£10,000	£10,000	May 2011	£10,000	£10,000	June 2011	£10,000	£10,000	July 2011	£10,000	£10,000	August 2011	£10,000	£10,000	September 2011	£10,000	£10,000	October 2011	£10,000	£10,000	November 2011	£10,000	£10,000	December 2011	£10,000	£10,000	January 2012	£1,017,000	£1,017,000	February 2012	£925,000	£925,000	March 2012	£836,000	£836,000	April 2012	£740,000	£740,000	May 2012	£118,000	£118,000	June 2012	£300,000	£300,000	July 2012	£345,000	£345,000	August 2012	£368,000	£368,000	September 2012	£625,000	£625,000	October 2012	£656,000	£656,000	November 2012	£741,000	£741,000	
Month	Actual (£)	Target (£)																																																																	
April 2011	£10,000	£10,000																																																																	
May 2011	£10,000	£10,000																																																																	
June 2011	£10,000	£10,000																																																																	
July 2011	£10,000	£10,000																																																																	
August 2011	£10,000	£10,000																																																																	
September 2011	£10,000	£10,000																																																																	
October 2011	£10,000	£10,000																																																																	
November 2011	£10,000	£10,000																																																																	
December 2011	£10,000	£10,000																																																																	
January 2012	£1,017,000	£1,017,000																																																																	
February 2012	£925,000	£925,000																																																																	
March 2012	£836,000	£836,000																																																																	
April 2012	£740,000	£740,000																																																																	
May 2012	£118,000	£118,000																																																																	
June 2012	£300,000	£300,000																																																																	
July 2012	£345,000	£345,000																																																																	
August 2012	£368,000	£368,000																																																																	
September 2012	£625,000	£625,000																																																																	
October 2012	£656,000	£656,000																																																																	
November 2012	£741,000	£741,000																																																																	

Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements																																																																					
Direct costs - Facilities Management - Security and Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>£1,348,000</div><div>Target</div><div>£1,297,900</div><div></div></div>	 <table><caption>Monthly Data for Direct costs - Facilities Management - Security and Building Cleaning</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2011</td><td>£0</td><td>£0</td></tr><tr><td>May 2011</td><td>£0</td><td>£0</td></tr><tr><td>June 2011</td><td>£0</td><td>£0</td></tr><tr><td>July 2011</td><td>£0</td><td>£0</td></tr><tr><td>August 2011</td><td>£0</td><td>£0</td></tr><tr><td>September 2011</td><td>£0</td><td>£0</td></tr><tr><td>October 2011</td><td>£0</td><td>£0</td></tr><tr><td>November 2011</td><td>£0</td><td>£0</td></tr><tr><td>December 2011</td><td>£0</td><td>£0</td></tr><tr><td>January 2012</td><td>£0</td><td>£0</td></tr><tr><td>February 2012</td><td>£0</td><td>£0</td></tr><tr><td>March 2012</td><td>£0</td><td>£0</td></tr><tr><td>April 2012</td><td>£264,050</td><td>£264,050</td></tr><tr><td>May 2012</td><td>£452,600</td><td>£452,600</td></tr><tr><td>June 2012</td><td>£605,100</td><td>£605,100</td></tr><tr><td>July 2012</td><td>£804,600</td><td>£804,600</td></tr><tr><td>August 2012</td><td>£1,034,750</td><td>£1,034,750</td></tr><tr><td>September 2012</td><td>£1,223,500</td><td>£1,223,500</td></tr><tr><td>October 2012</td><td>£1,348,000</td><td>£1,348,000</td></tr><tr><td>November 2012</td><td>£1,348,000</td><td>£1,348,000</td></tr><tr><td>December 2012</td><td>£1,348,000</td><td>£1,348,000</td></tr><tr><td>January 2013</td><td>£1,348,000</td><td>£1,348,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2011	£0	£0	May 2011	£0	£0	June 2011	£0	£0	July 2011	£0	£0	August 2011	£0	£0	September 2011	£0	£0	October 2011	£0	£0	November 2011	£0	£0	December 2011	£0	£0	January 2012	£0	£0	February 2012	£0	£0	March 2012	£0	£0	April 2012	£264,050	£264,050	May 2012	£452,600	£452,600	June 2012	£605,100	£605,100	July 2012	£804,600	£804,600	August 2012	£1,034,750	£1,034,750	September 2012	£1,223,500	£1,223,500	October 2012	£1,348,000	£1,348,000	November 2012	£1,348,000	£1,348,000	December 2012	£1,348,000	£1,348,000	January 2013	£1,348,000	£1,348,000	Changes to the scope of work and identification of budgets and responsibilities for this service area during 2012/2013 continue to change hence an apparent overspend. There will be compensatory reductions in spend from other property budget headings.
Month	Actual (£)	Target (£)																																																																							
April 2011	£0	£0																																																																							
May 2011	£0	£0																																																																							
June 2011	£0	£0																																																																							
July 2011	£0	£0																																																																							
August 2011	£0	£0																																																																							
September 2011	£0	£0																																																																							
October 2011	£0	£0																																																																							
November 2011	£0	£0																																																																							
December 2011	£0	£0																																																																							
January 2012	£0	£0																																																																							
February 2012	£0	£0																																																																							
March 2012	£0	£0																																																																							
April 2012	£264,050	£264,050																																																																							
May 2012	£452,600	£452,600																																																																							
June 2012	£605,100	£605,100																																																																							
July 2012	£804,600	£804,600																																																																							
August 2012	£1,034,750	£1,034,750																																																																							
September 2012	£1,223,500	£1,223,500																																																																							
October 2012	£1,348,000	£1,348,000																																																																							
November 2012	£1,348,000	£1,348,000																																																																							
December 2012	£1,348,000	£1,348,000																																																																							
January 2013	£1,348,000	£1,348,000																																																																							


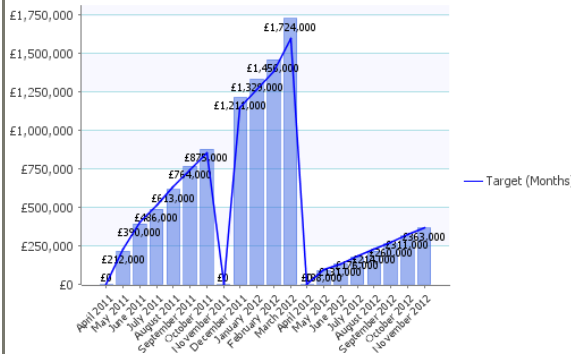

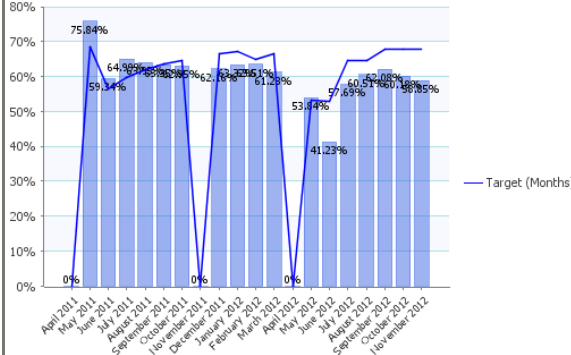
Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance
EXTERNALLY ASSESSED QUALITY STANDARDS


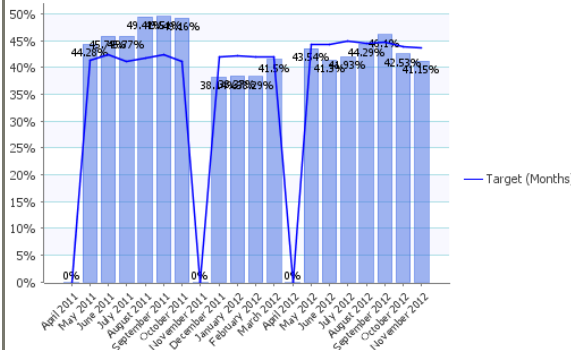

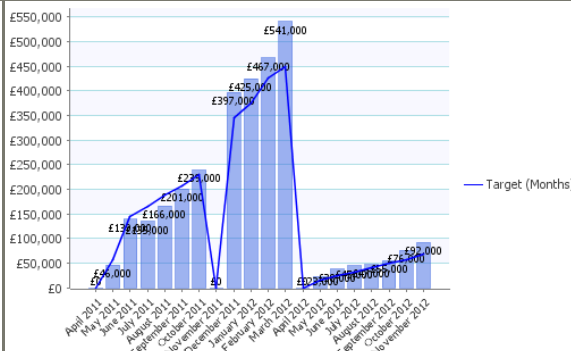
Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Aim to Maximise	Actual Yes Target Yes 		

Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Retain ISO 9001 accreditation - Facilities Management	Aim to Maximise	Actual Yes Target Yes 		


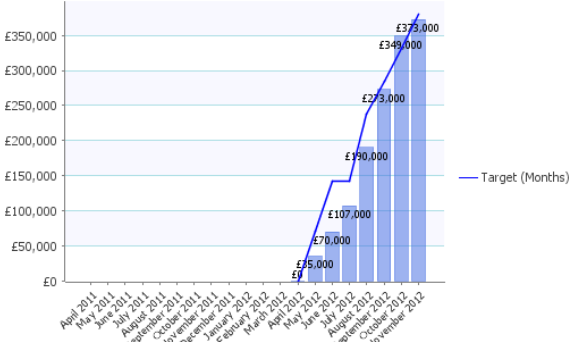
Facilities Management - West Bridgford Campus; Catering West Bridgford

FINANCIAL


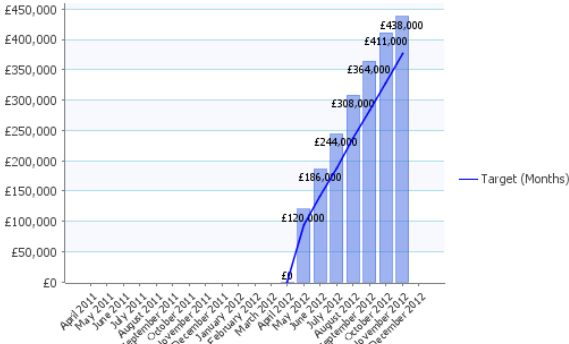
Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Turnover - County Hall Facilities Management - West Bridgford Campus Catering	Aim to Maximise	<p>Actual £363,000</p> <p>Target £369,000</p> 	 <p>£1,750,000 £1,500,000 £1,250,000 £1,000,000 £750,000 £500,000 £250,000 £0</p> <p>£1,724,000 £1,450,000 £1,325,000 £1,214,000 £875,000 £764,000 £913,000 £946,000 £930,000 £212,000 £0</p> <p>Target (Months)</p>	A shortfall of income from County Hall catering is due to continuing reductions in function hire, civic hospitality etc. Income for the Riverview Restaurant and County Hall Coffee Shop have increased on previous years.
Labour costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<p>Actual 58.85%</p> <p>Target 67.67%</p> 	 <p>80% 70% 60% 50% 40% 30% 20% 10% 0%</p> <p>75.84% 64.99% 59.34% 64.99% 65.98% 65.98% 62.62% 64.32% 61.25% 53.44% 41.23% 57.69% 60.51% 62.48% 58.85%</p> <p>Target (Months)</p>	

Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Food costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<p>Actual 41.15%</p> <p>Target 43.61%</p> 		
Contribution - Facilities Management - West Bridgford Campus Catering	Aim to Maximise	<p>Actual £92,000</p> <p>Target £68,000</p> 		

Facilities Management - West Bridgford Campus; Facilities Management - Overall; Office Services and Support
FINANCIAL


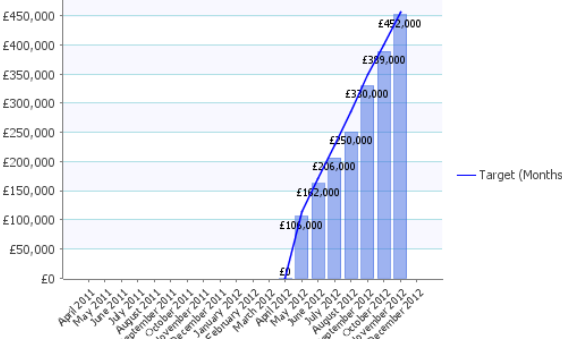
Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements																																																															
Direct Costs - Facilities Management	Aim to Minimise	<div><div>Actual</div><div>£373,000</div><div>Target</div><div>£380,000</div><div></div></div>	 <table><caption>Monthly Actuals and Target for Direct Costs - Facilities Management</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2011</td><td>0</td><td>0</td></tr><tr><td>May 2011</td><td>0</td><td>0</td></tr><tr><td>June 2011</td><td>0</td><td>0</td></tr><tr><td>July 2011</td><td>0</td><td>0</td></tr><tr><td>August 2011</td><td>0</td><td>0</td></tr><tr><td>September 2011</td><td>0</td><td>0</td></tr><tr><td>October 2011</td><td>0</td><td>0</td></tr><tr><td>November 2011</td><td>0</td><td>0</td></tr><tr><td>December 2011</td><td>0</td><td>0</td></tr><tr><td>January 2012</td><td>0</td><td>0</td></tr><tr><td>February 2012</td><td>0</td><td>0</td></tr><tr><td>March 2012</td><td>0</td><td>0</td></tr><tr><td>April 2012</td><td>£35,000</td><td>£35,000</td></tr><tr><td>May 2012</td><td>£70,000</td><td>£70,000</td></tr><tr><td>June 2012</td><td>£107,000</td><td>£107,000</td></tr><tr><td>July 2012</td><td>£190,000</td><td>£190,000</td></tr><tr><td>August 2012</td><td>£273,000</td><td>£273,000</td></tr><tr><td>September 2012</td><td>£349,000</td><td>£349,000</td></tr><tr><td>October 2012</td><td>£373,000</td><td>£373,000</td></tr><tr><td>November 2012</td><td>£373,000</td><td>£373,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2011	0	0	May 2011	0	0	June 2011	0	0	July 2011	0	0	August 2011	0	0	September 2011	0	0	October 2011	0	0	November 2011	0	0	December 2011	0	0	January 2012	0	0	February 2012	0	0	March 2012	0	0	April 2012	£35,000	£35,000	May 2012	£70,000	£70,000	June 2012	£107,000	£107,000	July 2012	£190,000	£190,000	August 2012	£273,000	£273,000	September 2012	£349,000	£349,000	October 2012	£373,000	£373,000	November 2012	£373,000	£373,000	
Month	Actual (£)	Target (£)																																																																	
April 2011	0	0																																																																	
May 2011	0	0																																																																	
June 2011	0	0																																																																	
July 2011	0	0																																																																	
August 2011	0	0																																																																	
September 2011	0	0																																																																	
October 2011	0	0																																																																	
November 2011	0	0																																																																	
December 2011	0	0																																																																	
January 2012	0	0																																																																	
February 2012	0	0																																																																	
March 2012	0	0																																																																	
April 2012	£35,000	£35,000																																																																	
May 2012	£70,000	£70,000																																																																	
June 2012	£107,000	£107,000																																																																	
July 2012	£190,000	£190,000																																																																	
August 2012	£273,000	£273,000																																																																	
September 2012	£349,000	£349,000																																																																	
October 2012	£373,000	£373,000																																																																	
November 2012	£373,000	£373,000																																																																	

Facilities Management - West Bridgford Campus; Office Services and Support FINANCIAL


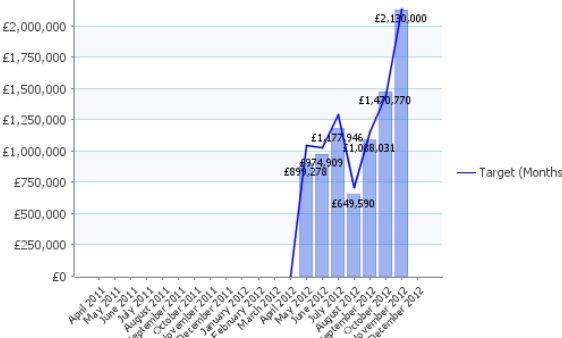
Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements																																																																		
Direct Costs- Facilities Management - Office services and support	Aim to Miniimise	<div><div>Actual</div><div>£438,000</div><div>Target</div><div>£376,000</div><div></div></div>	 <table><caption>Monthly Actuals and Target for Direct Costs- Facilities Management - Office services and support</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2011</td><td>0</td><td>0</td></tr><tr><td>May 2011</td><td>0</td><td>0</td></tr><tr><td>June 2011</td><td>0</td><td>0</td></tr><tr><td>July 2011</td><td>0</td><td>0</td></tr><tr><td>August 2011</td><td>0</td><td>0</td></tr><tr><td>September 2011</td><td>0</td><td>0</td></tr><tr><td>October 2011</td><td>0</td><td>0</td></tr><tr><td>November 2011</td><td>0</td><td>0</td></tr><tr><td>December 2011</td><td>0</td><td>0</td></tr><tr><td>January 2012</td><td>0</td><td>0</td></tr><tr><td>February 2012</td><td>0</td><td>0</td></tr><tr><td>March 2012</td><td>0</td><td>0</td></tr><tr><td>April 2012</td><td>£120,000</td><td>£120,000</td></tr><tr><td>May 2012</td><td>£186,000</td><td>£186,000</td></tr><tr><td>June 2012</td><td>£244,000</td><td>£244,000</td></tr><tr><td>July 2012</td><td>£308,000</td><td>£308,000</td></tr><tr><td>August 2012</td><td>£364,000</td><td>£364,000</td></tr><tr><td>September 2012</td><td>£411,000</td><td>£411,000</td></tr><tr><td>October 2012</td><td>£438,000</td><td>£438,000</td></tr><tr><td>November 2012</td><td>£438,000</td><td>£438,000</td></tr><tr><td>December 2012</td><td>£438,000</td><td>£438,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2011	0	0	May 2011	0	0	June 2011	0	0	July 2011	0	0	August 2011	0	0	September 2011	0	0	October 2011	0	0	November 2011	0	0	December 2011	0	0	January 2012	0	0	February 2012	0	0	March 2012	0	0	April 2012	£120,000	£120,000	May 2012	£186,000	£186,000	June 2012	£244,000	£244,000	July 2012	£308,000	£308,000	August 2012	£364,000	£364,000	September 2012	£411,000	£411,000	October 2012	£438,000	£438,000	November 2012	£438,000	£438,000	December 2012	£438,000	£438,000	
Month	Actual (£)	Target (£)																																																																				
April 2011	0	0																																																																				
May 2011	0	0																																																																				
June 2011	0	0																																																																				
July 2011	0	0																																																																				
August 2011	0	0																																																																				
September 2011	0	0																																																																				
October 2011	0	0																																																																				
November 2011	0	0																																																																				
December 2011	0	0																																																																				
January 2012	0	0																																																																				
February 2012	0	0																																																																				
March 2012	0	0																																																																				
April 2012	£120,000	£120,000																																																																				
May 2012	£186,000	£186,000																																																																				
June 2012	£244,000	£244,000																																																																				
July 2012	£308,000	£308,000																																																																				
August 2012	£364,000	£364,000																																																																				
September 2012	£411,000	£411,000																																																																				
October 2012	£438,000	£438,000																																																																				
November 2012	£438,000	£438,000																																																																				
December 2012	£438,000	£438,000																																																																				


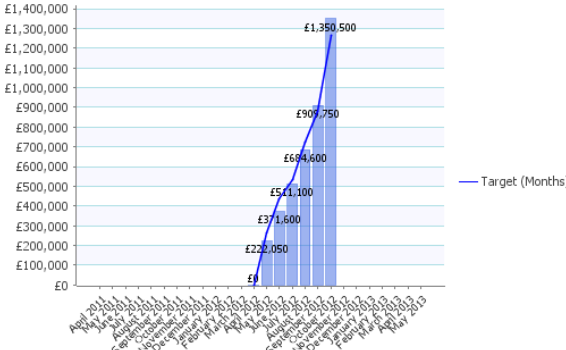
Facilities Management - West Bridgford Campus; Security and Building Cleaning

FINANCIAL



Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements																																																																		
Direct Costs- Facilities Management - West Bridgford Campus - Security & Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>£452,000</div><div>Target</div><div>£456,000</div><div></div></div>	 <table><caption>Direct Costs - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2011</td><td>0</td><td>0</td></tr><tr><td>May 2011</td><td>0</td><td>0</td></tr><tr><td>June 2011</td><td>0</td><td>0</td></tr><tr><td>July 2011</td><td>0</td><td>0</td></tr><tr><td>August 2011</td><td>0</td><td>0</td></tr><tr><td>September 2011</td><td>0</td><td>0</td></tr><tr><td>October 2011</td><td>0</td><td>0</td></tr><tr><td>November 2011</td><td>0</td><td>0</td></tr><tr><td>December 2011</td><td>0</td><td>0</td></tr><tr><td>January 2012</td><td>0</td><td>0</td></tr><tr><td>February 2012</td><td>0</td><td>0</td></tr><tr><td>March 2012</td><td>0</td><td>0</td></tr><tr><td>April 2012</td><td>106,000</td><td>106,000</td></tr><tr><td>May 2012</td><td>162,000</td><td>162,000</td></tr><tr><td>June 2012</td><td>206,000</td><td>206,000</td></tr><tr><td>July 2012</td><td>250,000</td><td>250,000</td></tr><tr><td>August 2012</td><td>300,000</td><td>300,000</td></tr><tr><td>September 2012</td><td>309,000</td><td>309,000</td></tr><tr><td>October 2012</td><td>320,000</td><td>320,000</td></tr><tr><td>November 2012</td><td>389,000</td><td>389,000</td></tr><tr><td>December 2012</td><td>452,000</td><td>456,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2011	0	0	May 2011	0	0	June 2011	0	0	July 2011	0	0	August 2011	0	0	September 2011	0	0	October 2011	0	0	November 2011	0	0	December 2011	0	0	January 2012	0	0	February 2012	0	0	March 2012	0	0	April 2012	106,000	106,000	May 2012	162,000	162,000	June 2012	206,000	206,000	July 2012	250,000	250,000	August 2012	300,000	300,000	September 2012	309,000	309,000	October 2012	320,000	320,000	November 2012	389,000	389,000	December 2012	452,000	456,000	
Month	Actual (£)	Target (£)																																																																				
April 2011	0	0																																																																				
May 2011	0	0																																																																				
June 2011	0	0																																																																				
July 2011	0	0																																																																				
August 2011	0	0																																																																				
September 2011	0	0																																																																				
October 2011	0	0																																																																				
November 2011	0	0																																																																				
December 2011	0	0																																																																				
January 2012	0	0																																																																				
February 2012	0	0																																																																				
March 2012	0	0																																																																				
April 2012	106,000	106,000																																																																				
May 2012	162,000	162,000																																																																				
June 2012	206,000	206,000																																																																				
July 2012	250,000	250,000																																																																				
August 2012	300,000	300,000																																																																				
September 2012	309,000	309,000																																																																				
October 2012	320,000	320,000																																																																				
November 2012	389,000	389,000																																																																				
December 2012	452,000	456,000																																																																				

Facilities Management - Overall

Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements																																																																		
Contribution - Overall Group Performance-Trading	Aim to Maximise	<div><div>Actual</div><div>£2,130,000</div><div>Target</div><div>£2,132,939</div><div></div></div>	 <table><caption>Contribution - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>Apr 2011</td><td>0</td><td>0</td></tr><tr><td>May 2011</td><td>0</td><td>0</td></tr><tr><td>Jun 2011</td><td>0</td><td>0</td></tr><tr><td>Jul 2011</td><td>0</td><td>0</td></tr><tr><td>Aug 2011</td><td>0</td><td>0</td></tr><tr><td>Sep 2011</td><td>0</td><td>0</td></tr><tr><td>Oct 2011</td><td>0</td><td>0</td></tr><tr><td>Nov 2011</td><td>0</td><td>0</td></tr><tr><td>Dec 2011</td><td>0</td><td>0</td></tr><tr><td>Jan 2012</td><td>0</td><td>0</td></tr><tr><td>Feb 2012</td><td>0</td><td>0</td></tr><tr><td>Mar 2012</td><td>0</td><td>0</td></tr><tr><td>Apr 2012</td><td>889,278</td><td>889,278</td></tr><tr><td>May 2012</td><td>954,909</td><td>954,909</td></tr><tr><td>Jun 2012</td><td>1,477,946</td><td>1,477,946</td></tr><tr><td>Jul 2012</td><td>649,590</td><td>649,590</td></tr><tr><td>Aug 2012</td><td>1,008,031</td><td>1,008,031</td></tr><tr><td>Sep 2012</td><td>1,470,770</td><td>1,470,770</td></tr><tr><td>Oct 2012</td><td>1,470,770</td><td>1,470,770</td></tr><tr><td>Nov 2012</td><td>2,130,000</td><td>2,130,000</td></tr><tr><td>Dec 2012</td><td>2,130,000</td><td>2,132,939</td></tr></tbody></table>	Month	Actual (£)	Target (£)	Apr 2011	0	0	May 2011	0	0	Jun 2011	0	0	Jul 2011	0	0	Aug 2011	0	0	Sep 2011	0	0	Oct 2011	0	0	Nov 2011	0	0	Dec 2011	0	0	Jan 2012	0	0	Feb 2012	0	0	Mar 2012	0	0	Apr 2012	889,278	889,278	May 2012	954,909	954,909	Jun 2012	1,477,946	1,477,946	Jul 2012	649,590	649,590	Aug 2012	1,008,031	1,008,031	Sep 2012	1,470,770	1,470,770	Oct 2012	1,470,770	1,470,770	Nov 2012	2,130,000	2,130,000	Dec 2012	2,130,000	2,132,939	
Month	Actual (£)	Target (£)																																																																				
Apr 2011	0	0																																																																				
May 2011	0	0																																																																				
Jun 2011	0	0																																																																				
Jul 2011	0	0																																																																				
Aug 2011	0	0																																																																				
Sep 2011	0	0																																																																				
Oct 2011	0	0																																																																				
Nov 2011	0	0																																																																				
Dec 2011	0	0																																																																				
Jan 2012	0	0																																																																				
Feb 2012	0	0																																																																				
Mar 2012	0	0																																																																				
Apr 2012	889,278	889,278																																																																				
May 2012	954,909	954,909																																																																				
Jun 2012	1,477,946	1,477,946																																																																				
Jul 2012	649,590	649,590																																																																				
Aug 2012	1,008,031	1,008,031																																																																				
Sep 2012	1,470,770	1,470,770																																																																				
Oct 2012	1,470,770	1,470,770																																																																				
Nov 2012	2,130,000	2,130,000																																																																				
Dec 2012	2,130,000	2,132,939																																																																				
Indicator	Maximise or	Actual Vs Target	Trend Chart	Improvements																																																																		

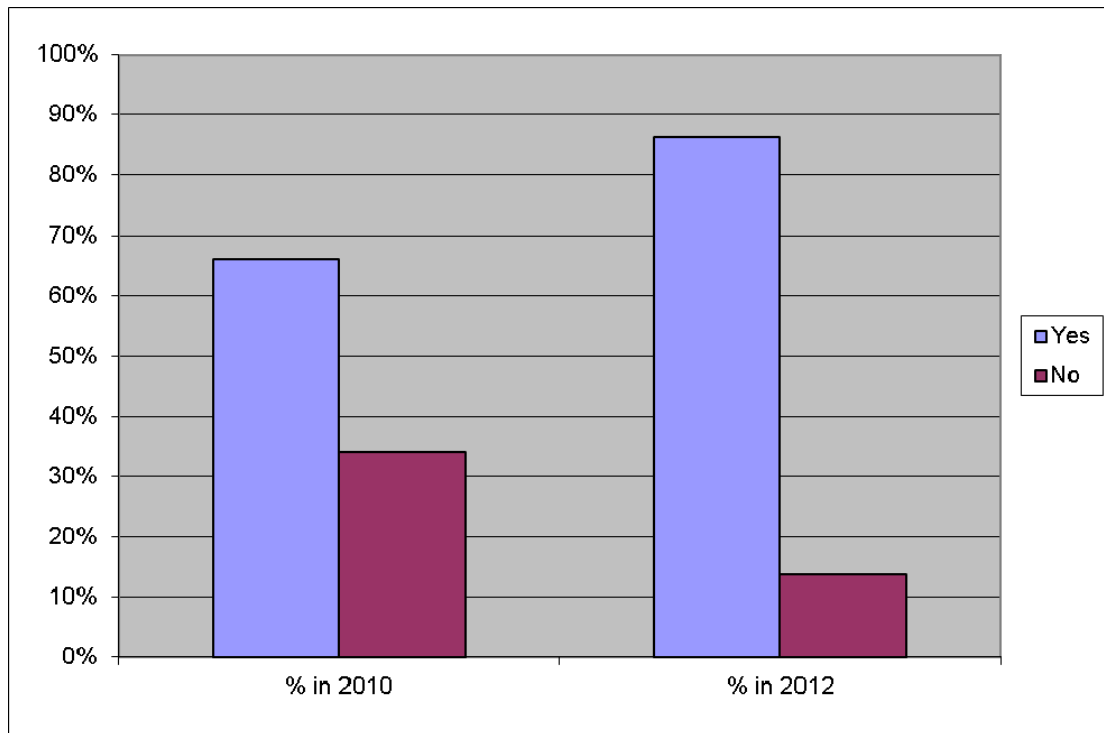
	Minimise			
Net Expenditure - Overall Group Performance Facilities Management.	Aim to Minimise	<p>Actual £1,350,500</p> <p>Target £1,263,650</p> 		

Facilities Management - West Bridgford Campus EXTERNALLY ASSESSED QUALITY STANDARDS

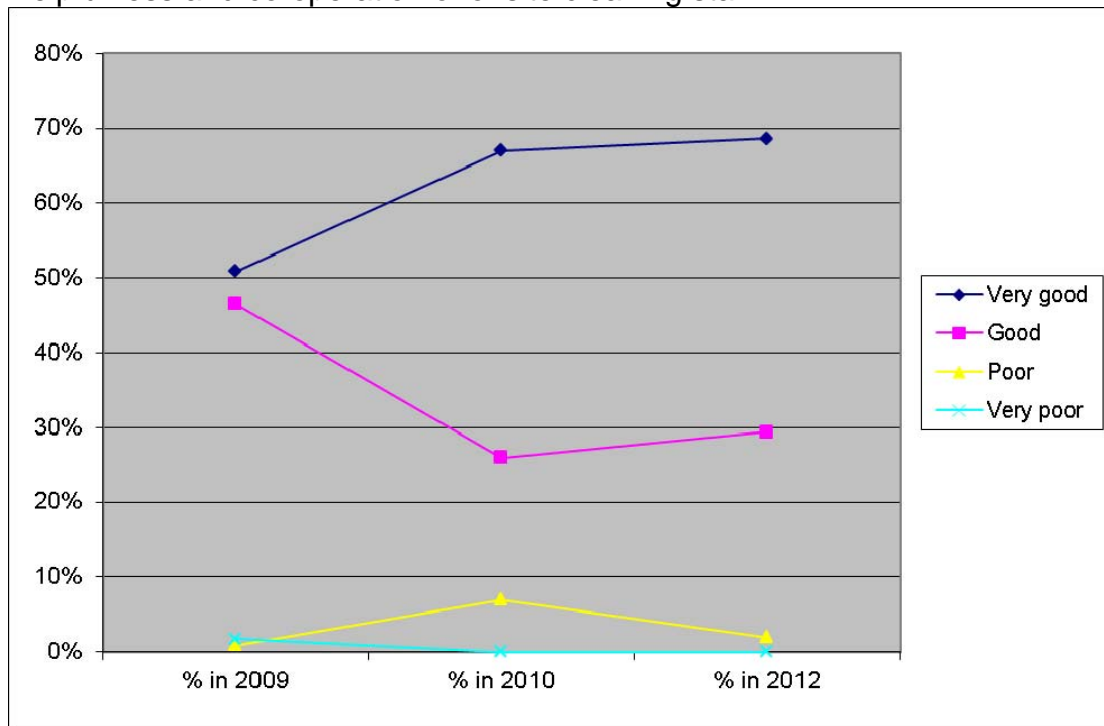
Indicator	Maximise or Minimise	Actual Vs Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management - West Bridgford campus	Aim to Maximise	<p>Actual Yes</p> <p>Target Yes</p> 		
Retain ISO 9001 accreditation – Building Cleaning	Aim to Maximise	<p>Actual Yes</p> <p>Target Yes</p> 		

Building Cleaning Customer Survey Results 2012

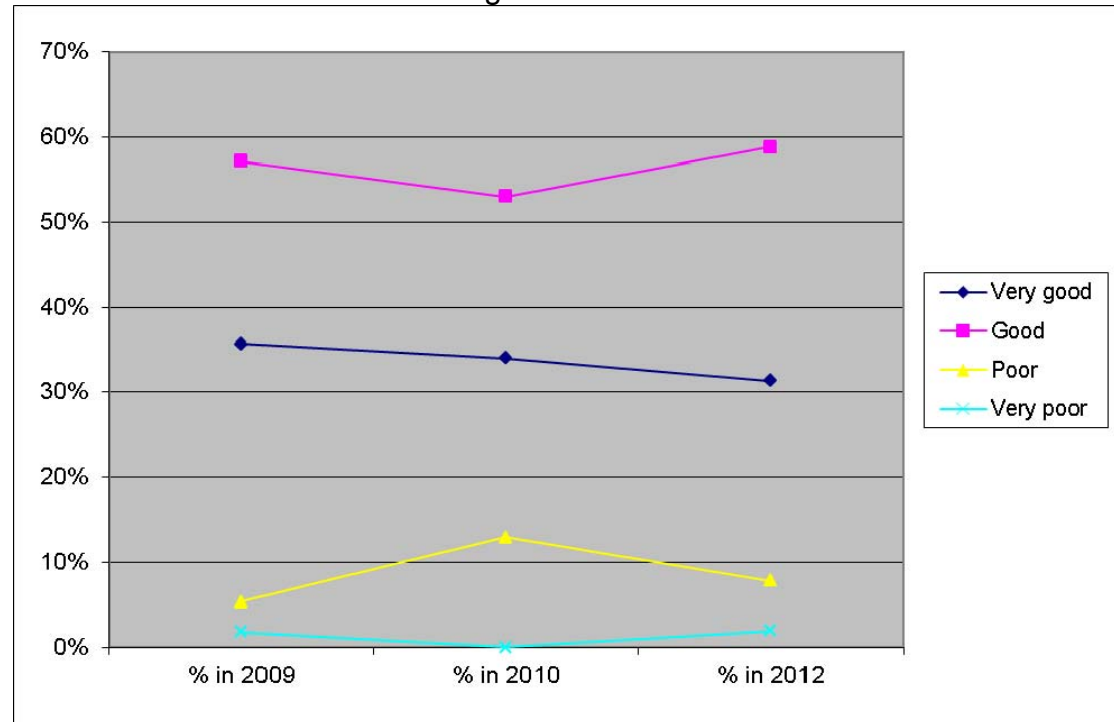
Are you satisfied with the standard of cleaning?



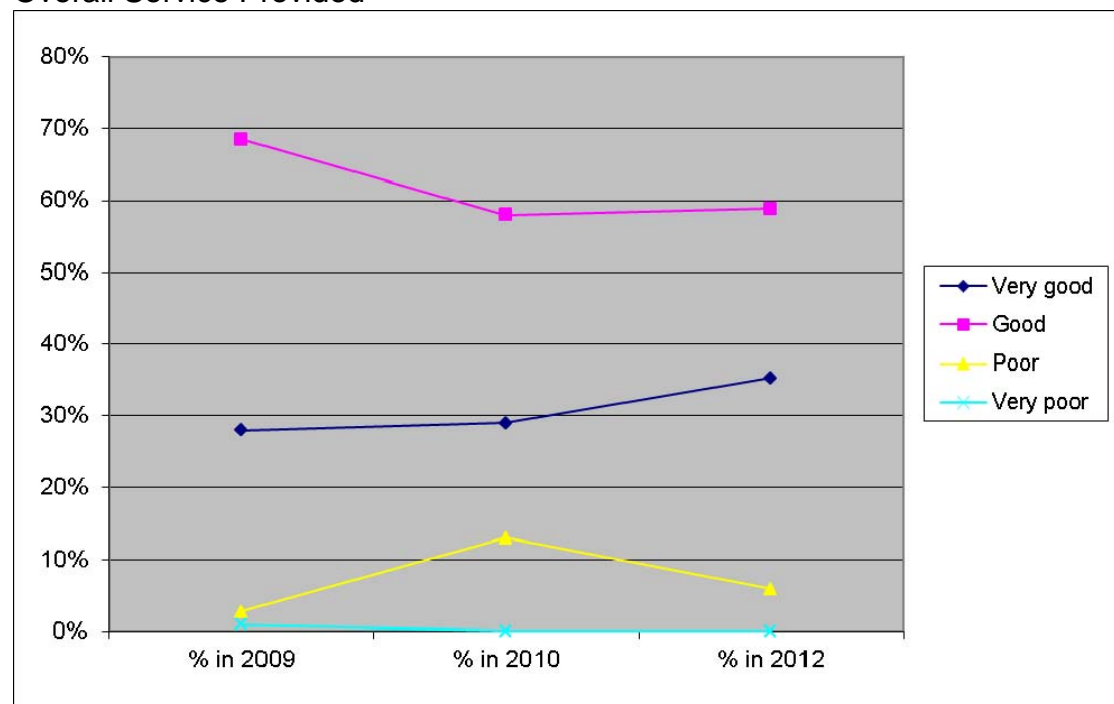
Helpfulness and co-operation of onsite cleaning staff



Service received from area management staff



Overall Service Provided



Customer Comments - Appendix 3

Positive

Absolutely SUPERB - delighted!

Nothing to add but a good service.

Our caretaker is the best I have ever known in 24 years of teaching!

The cleaners at Ollerton Library do an excellent job. Well done!

The recent increase in the cleaner's hours has been beneficial; she is very efficient and takes a great deal of pride in her work. I consider her a real asset to your business and to the station.

There has been good communication particularly through times of difficulty relating to illness and bereavement and management staff have ensured we have cleaning staff on a daily basis. All cleaning staff are professional, work well with the site manager and provide a great service for the school. Thank you.

We are extremely satisfied with the service we receive. We employ our own caretaker but your department was very helpful in helping us find a temporary replacement when he was off sick, even though you had no obligation to do so. Thank you

Negative

Better communication, act on enquiries/complaints.

Everything is hoovered around rather than moved to be cleaned underneath. Some jobs seem to get done very regularly, whilst others not done enough e.g. dusting shelves and windowsills. Some staff felt it necessary to clean their own classrooms during the holidays!

More time to do a thorough job

Some concerns about information being passed on appropriately - CRBs should be in advance of changes of staff and the Head has not known in advance of changes of staff/cleaners. Some concerns at times that roving caretaking staff call and distract the duties of regular staff although they do also come in to support and do training.

We feel the standard of cleanliness in school had declined over the past months but hope that standards will improve once we get a permanent caretaker again, rather than a relief caretaker.

When new staff are appointed the process then takes far too long before a start date is issued.

Would like cleaning audit's to be done more regularly. Cleaning staff given more training.

Dear Mark/ Kevin,

I don't know whether you get many emails to say thank you to Nottinghamshire County Council Landscape & Cleaning for doing an excellent job. I would guess that schools are quick to complain but forget to praise.

I would like to put that right in this email.

Landscape & Cleaning always provide us with an excellent service. Our grounds are maintained to a high standard. The team who come in are always hard working and cheerful. They provide advice when we need it and are always willing to go the extra mile.

This week in particular we have been very grateful indeed to Andy Waplington, area manager, who has helped us out with a real problem. A survey from the Highways Dept showed that trees on our site were overhanging the road to such an extent that buses were likely to be damaged. However, my budget is nil.

Andy learnt of our predicament from one of my Governors and contacted me to offer his help. Yesterday, Andy came down to our school with Michael O' Connor of Nottinghamshire Tree Services and a team from Landscape. Andy, Michael and the team were fantastic. They trimmed back the trees during the morning and for that we are very grateful.

Could you please pass on our thanks to Andy, Michael and the Landscape Team for sorting out this problem for us. Also we would like to thank them for the excellent grounds maintenance they are providing us with.

Regards,

KB Head Teacher – Primary School

Mark,

I wanted to pass on my thanks for our Landscape team's hard work and help again this year. I am very appreciative of the service they give us and the quick response to any problems that occur through the year. Brian and his team are very valued at Trowell C of E School and Andy Waplington continues to help me resolve any landscape maintenance issues that arise. If you are not the best recipient of this email I hope you will forward it to the most appropriate person.

Thank you

Yours

SC

Head Teacher

Primary School

James/Ivan

I just wanted to take this opportunity to thank you both for the help and support you have given us during our recent move to TBH it has been much appreciated and valued – MS HR Team

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

1. To consider the Committee's work programme for 2012/13.

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, 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.

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: Keith Ford, Senior Democratic Services Officer

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

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Author</u>
March 2013				
Investors in People update		Information	M Toward	Mandy Steel
Quarterly sickness absence reporting (quarter 3)		Information	M Toward	Claire Gollin
Headcount figures and numbers of redundancies		Information	M Toward	Claire Gollin
Summary of senior officer redundancies (if required)		Information	M Toward	Bev Cordon
Revised Disclosure and Barring Checking Policy		Decision	M Toward	Gill Elder
Performance Update – School Catering		Information	Kevin McKay	
Items for future meetings – dates to be confirmed				
Quarterly sickness absence reporting (quarter 4)		Information	M Toward	Claire Gollin

Dates and Deadlines for Personnel Committee

<u>Report deadline</u>	<u>Date of pre-agenda</u>	<u>Agenda publication</u>	<u>Date of Committee</u>
7 January 2013	9 January 2013 – 2pm	15 January 2013	23 January 2013
26 February 2013	4 March 2013 – 2pm	12 March 2013	20 March 2013