

## **Personnel Committee**

**Wednesday, 26 November 2014 at 14:00**

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

---

### **AGENDA**

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 15 September 2014  | 3 - 6   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Sickness Absence Performance as at 30 September 2014   | 7 - 20  |
| 5 | Nottinghamshire County Council Employee Resourcing Information as at 30th September 2014   | 21 - 32 |
| 6 | Update Related to the Business Support Review Across ASCH & PP & CF&CS   | 33 - 42 |
| 7 | School Food Plan   | 43 - 46 |
| 8 | Operational Report - Schools and Academies Catering Service  | 47 - 56 |
| 9 | Work Programme   | 57 - 60 |

### **Notes**

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

Customer Services Centre 0300 500 80 80

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

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

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

Meeting      PERSONNEL COMMITTEE

Date            Monday 15<sup>th</sup> September 2014 (commencing at 2.00 pm)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

Sheila Place (Chairman)

Nicki Brooks (Vice Chairman)

	Chris Barnfather	A	Tony Roberts MBE
	Darren Langton		John Wilmott
A	John Ogle	A	Yvonne Woodhead
	Ken Rigby		

**OFFICERS IN ATTENDANCE**

Gill Elder – Service Head, HR and Customer Service  
Jas Hundal – Service Director Transport, Property and Environment  
Julie Brailsford – Assistant Democratic Services Officer  
Kate Revell – Group Manager Quality & Marketing  
Kevin McKay – Group Manager, Catering & Facilities Management  
Marje Toward – Service Director, HR and Customer Service  
Martin Sleath – Branch Secretary, Unison

**MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 16<sup>th</sup> July 2014, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

**APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Yvonne Woodhead (other), Councillor John Ogle (medical/illness) and Councillor Tony Roberts (other).

**DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **SICKNESS ABSENCE PERFORMANCE AS AT 30 JUNE 2014**

### **RESOLVED 2014/021**

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

## **NOTTINGHAMSHIRE COUNTY COUNCIL EMPLOYEE RESOURCING INFORMATION AS AT 30 JUNE 2014**

### **RESOLVED 2014/022**

1. to note the updated employee resourcing information and trends contained within the report, including the use of agency staff, consultants and interims.
2. to note the relative impact of redundancies and associated mitigations, natural turnover, vacancy control and TUPE transfers on the overall number of employees.
3. to note the range of mitigating measures and support provisions put in place to minimise the impact in respect of compulsory redundancies.

## **WORKFORCE INFORMATION 2014**

Marje Toward presented the report and responded to questions and comments from Members.

### **RESOLVED 2014/023**

1. to note the information contained within the report.
2. to note the actions for improvement.
3. to approve the publication of the Workforce Information Report 2014 on the Council's public website.

## **TEMPORARY EXTENSION OF AVAILABLE FUNDING – OPTIUM WORKFORCE LEADERSHIP**

### **RESOLVED 2014/024**

1. to note the extension of the current service model, funded by roll over of the budget balance of £200,000, including the cost of staff salaries, up to 1<sup>st</sup> April 2015 to enable a viable alternative service model to be properly scoped and implemented.

2. to note the continuation of the establishment of the Team Manager Band D (1 full time equivalent - fte), Workforce Planning Officer Band A (0.7 fte) and Administrative Officer Grade 5 (1 fte) until 31 March 2015.

## **PERFORMANCE REPORT – CATERING & FACILITIES MANAGEMENT SERVICES**

### **RESOLVED 2014/025**

To note the contents of the report and that the financial performance across Facilities Management was meeting the financial targets set for the period 1 April to 31 July 2014.

## **WORK PROGRAMME**

### **RESOLVED 2014/026**

That the Committee's work programme be noted.

The meeting closed at 2.52pm

## **CHAIRMAN**

15<sup>TH</sup> September 2014



**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE****SICKNESS ABSENCE PERFORMANCE AS AT 30<sup>th</sup> SEPTEMBER 2014****Purpose of the Report**

1. To provide a current update for Members about Nottinghamshire County Council's performance in relation to levels of sickness absence across its wider workforce and the measures being taken to improve the health and wellbeing of its direct employees.

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

2. Sickness absence data, reasons reporting and associated trend analysis is drawn down at regular intervals from the corporate Business Management System. This information is used to inform the development of measures to ensure that the ongoing trend of improvement in attendance is maintained, and to identify appropriate responses to improve the health and wellbeing of the Council's workforce.
3. Nottinghamshire County Council aspires to be an exemplar of good employment practice. The role of the Council's Health and Wellbeing Board in promoting and improving health and wellbeing in the workplace to other local employers, extends to being a champion of good practice in employee wellbeing and engagement in its own right.
4. Whilst the overall priority for the Council as an employer is to continue to sustain and improve on its level of performance in reported sickness absence levels, organisational change and the associated uncertainty arising makes it essential to retain a focus on employee wellbeing, in particular mental health, in order to sustain progress.
5. The aim is to provide a psychologically healthy working environment which minimises the potential for the development of a culture of "presenteeism". This can be achieved through continuing to develop management capability and engaging the Council's workforce to proactively build a culture of positive mental and physical wellbeing
6. The focus of this strategy is on promoting good health and healthy lifestyle choices, putting preventative workplace measures in place to avoid exposing employees to ill health wherever possible, and on early engagement to return to work and rehabilitate those who are absent due to ill health.
7. This will be reflected in a refreshed Employee Health and Wellbeing Action Plan, currently under development with the input of Public Health, which includes an aspiration to be amongst the first local employers to achieve the newly introduced

Platinum level accreditation of the Wellbeing at Work Workplace Health Award. It is hoped to present a draft of this action plan to a future meeting of this Committee.

### Current performance

8. The Council's sickness absence reporting continues to include NCC schools in which the recent trend has been for levels of reported absence to be lower than the NCC average.
9. The Council's year end out turn figure for 2013/14 was **7.39 days**, exceeding an in year target of **8.17 days** by **0.78 days**. A revised performance target for 2014/15 was agreed and set at **7.40 days** by 1st April 2015.
10. The trend remains one of incremental improvement, with validated data for the second quarter of 2014/15 indicating that the level of days lost to sickness, including NCC schools, continues to fall, currently standing at **7.06 days** as at 30<sup>th</sup> September, a decrease of **0.16 days** on the previous quarter of the year and well within the in-year target.
11. The potential that this outcome may reflect an increase in the degree of manager under-reporting on the Business Management System (BMS), is recognised and NCC managers and schools have recently been messaged to remind them about the importance of regular, accurate and timely reporting.
12. The Council's overall performance is most influenced and impacted on by the performance of its largest services, NCC schools and the frontline services in Environment and Resources, and performance in these areas has improved since the last quarter.
13. The transfer of some functions within the authority as a result of ongoing structural change can also impact on the relative overall performance outcome.
14. Absence remains highest in the ASCHPP department where there has been a steady increase in reported absence in recent quarters, now standing at **11.20 days**, significantly higher than in other departments and in schools.
15. Targeted HR support and advice is available to all managers to enable them to manage and reduce sickness absence amongst their staff.
16. The next update report to Personnel Committee will set out the known situation as at the end of the third quarter of 2014/15 that is as at 31<sup>st</sup> December 2014.

### Benchmarking

17. Since the previous report the Chartered Institute of Personnel and Development (CIPD), has published its 2014 Absence Management Survey. This report highlights that nationally across both public and private sector employers there has been a fall in absence levels over the last year, with absence across the whole public sector falling by nearly a day to **7.90 days** on average per employee per annum.



18. The most recently available CIPFA data, which includes schools, indicates average performance against all the County Councils in the benchmarking group is **8.80 days**, whilst across all local authorities who are members of the benchmarking network, it is **9.50 days**. The lower quartile (best) performers stand at **7.40 days** for County Councils and at **7.0 days** for all authorities, the Council's current performance is therefore well placed within this high performance quartile.
19. The latest Local Government Association (LGA) Workforce Survey also reports the local government average sickness FTE employee per annum as **8.80 days** for all Councils.
20. All available benchmarking data demonstrates that NCC's overall performance continues to be considerably better than the national average for the local government sector and wider public sector and, if sustained, should ensure that the Council's revised target of **7.40 days** is met by year end 2014/15.

### Reasons for absence

21. The LGA Workforce Survey reports the main causes of reported sickness absence across all local authorities as stress at **21.9%** and muscular skeletal injuries at **15.00%**, The Council's performance is better than the national average against these categories.
22. Reasons for absence in NCC as at 30<sup>th</sup> September 2014 are set out in **appendix B** of this report:
  - **Stress:**
23. The 2014 CIPD Workforce Survey report highlights an increase in stress and mental health problems across the UK workforce, as well as an increase in presenteeism.
24. Relatively high levels of stress related absence across the local authority sector reflect the operating environment of budget reductions and organisational change which have resulted in post reductions and increased demands on those who remain in the service.
25. Feedback from the Council's 2013 Employee Survey indicated that support to employees to deal with pressure at work and to strike an effective work-life balance are areas for improvement, in particular helping individuals to handle the impact of stress, anxiety and depression more effectively.
26. Despite an ongoing improvement from a position when stress and stress related illness constituted as much as **21%** of all recorded absence, it remains the most significant cause of sickness absence in the County Council. Reported absence attributed to stress currently continues to decline, standing at **17.84%** of all reported absence as indicated in **appendix B** compared with **17.96%** at the previous quarter.
27. It is imperative that this trend of improvement is maintained and that levels of stress and stress related illness continue to decline. HR Business Partners continue to work with managers in hot spot areas to identify causes and solutions which will include promoting the use of the Council's on-line stress audit tool to engage with staff to identify actual and potential stressors and action plan accordingly.

28. HR are actively working with the trade unions through the Joint Attendance Management and Wellbeing Steering Group to focus on supporting staff through change, with a particular focus on mental health awareness. Specific guidance for managers on supporting staff with mental illness to remain in and perform well at work and developing learning associated materials are under development.

- **Other reasons:**

29. The next most prevalent reason for absence in NCC is surgical operations and post-operative recovery which has risen to **17.32%** from **16.46%** at the previous quarter, followed by absence reported against “Other” reasons remaining relatively constant at **15.54%**.

30. Within this Council absence attributable to muscular skeletal problems now stands at **12.21%**, a slight increase of **0.12 percentage points** on the previous quarter. This may reflect the comparatively high proportion of physically demanding frontline services, where this type of health problem can be work related, which are currently provided in-house compared to the alternative service models in place in many other authorities.

31. The percentage of illness not attributed by managers at the point of recording to any specific reason in the reporting categories, having fallen, currently remains relatively constant at **1.19%**.

- **Long term absence:**

32. As previously reported, the BMS Business Intelligence report has been modified to assign absences to the correct category and re-align the proportions of short term and long term absence identified.

33. This adjustment established the reporting of long term absence that is of four weeks or more in duration from the first quarter of 2014/15 when the out turn was **60.38%** against **39.62%** short term. For the second quarter of the year data indicates that **60.51%** of all absence is currently long term, (**appendix C**).

## **Next Steps**

34. As the Council implements significant organisational change and transformation through the framework of the *Redefining Your Council* programme, it is critical that organisational and individual resilience is maximised and support is available to its employees to personally cope with change and perform their best at work. Also that managers are provided with the skills to support staff through change.

35. The Council’s HR team will design and deliver new learning initiatives and resources to enable NCC managers and employees to take responsibility for their own psychological wellbeing and that of others to build the resilience necessary to respond to the inevitable pressures that change brings.

36. As an initial measure a series of short sessions on “Sharing Responsibility for Future Success”, which is an integral part of the Council’s Leadership Development Programme, commenced on 5<sup>th</sup> November and uptake has been high. Work will now

commence on developing a roll out of further sessions and eLearning resources to the wider workforce.

### **Other Options Considered**

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

### **Reasons for Recommendations**

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

### **Statutory and Policy Implications**

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

### **Human Resources Implications**

40. The trades unions are engaged in the further development of employee health and wellbeing initiatives through the Joint Wellbeing and Attendance Management Steering Group. The trades unions have commented specifically on the impact of organisational change and uncertainty on staff wellbeing in response to this report and have highlighted the need for training and support and guidance for staff and managers in this area. Guidance on supporting staff with mental illness is being jointly developed with trade union colleagues and training in supporting employees to develop psychological resilience is currently under way.

### **Equalities Implications**

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

## **RECOMMENDATIONS**

It is recommended that Elected Members note:

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

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

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

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

### **Constitutional Comments (KK 30/10/14)**

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

### **Financial Comments (SEM 5/11/14)**

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

### **Human Resources Comments (CLG 17/11/14)**

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

### **Background Papers**

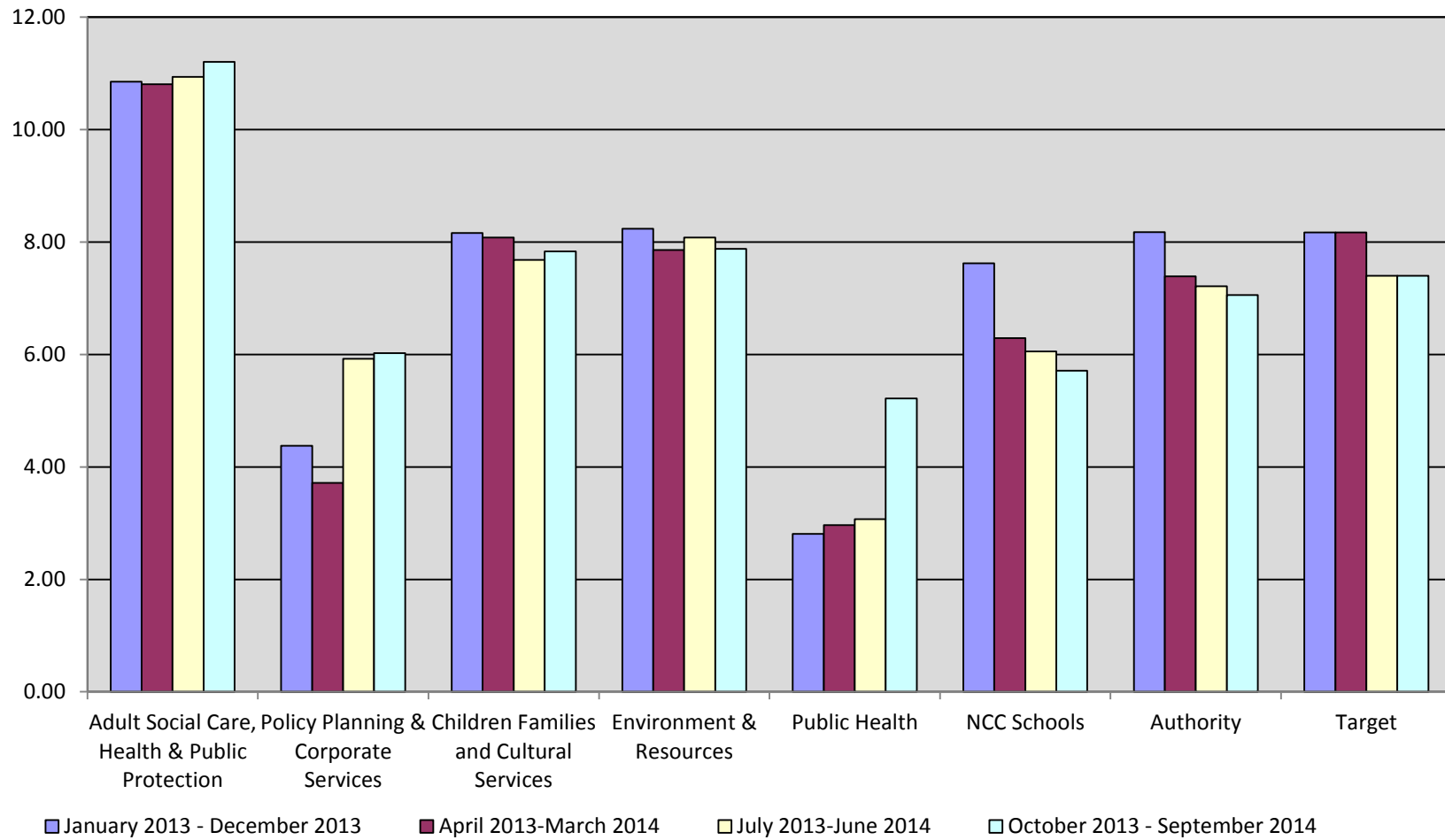
None

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

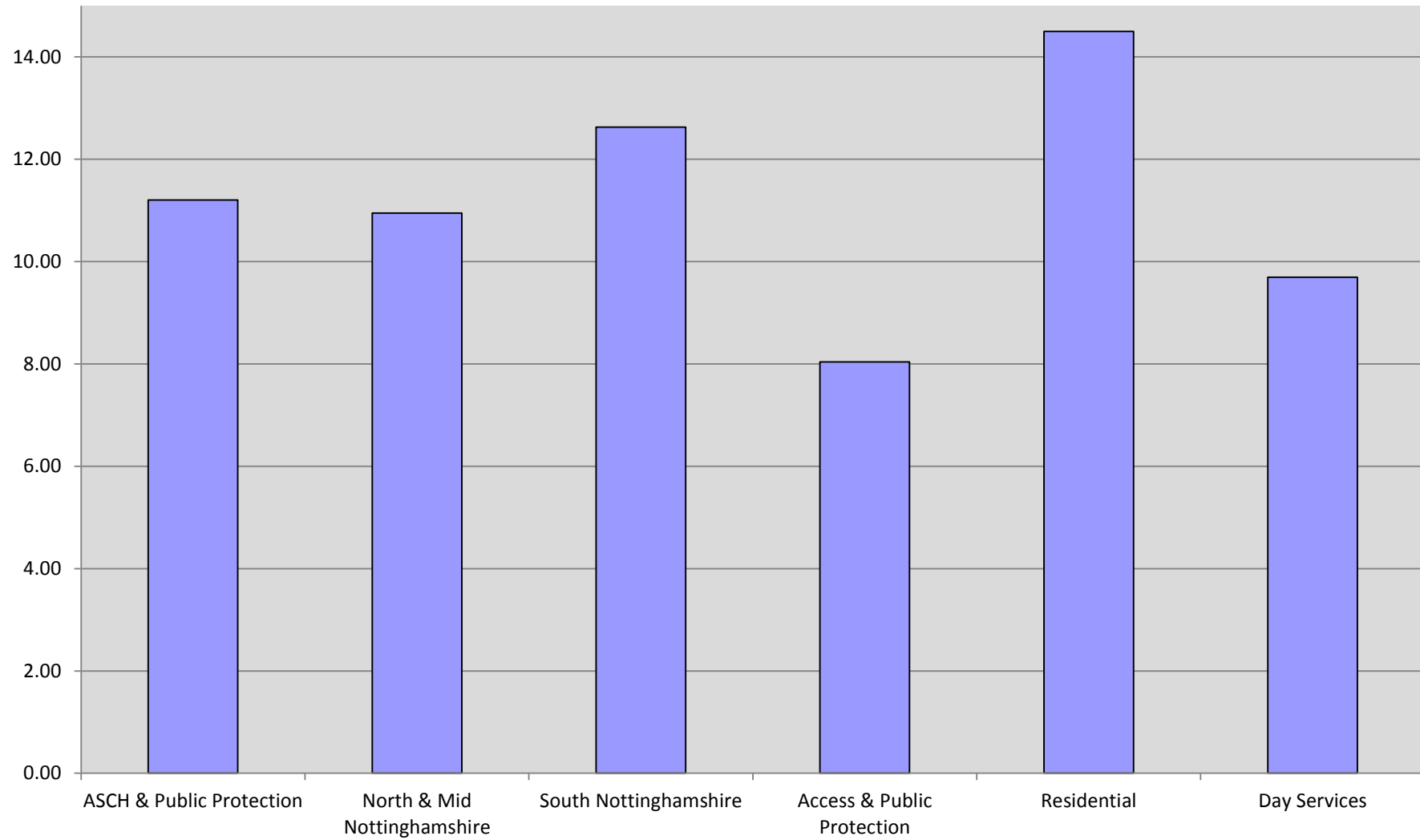
All

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

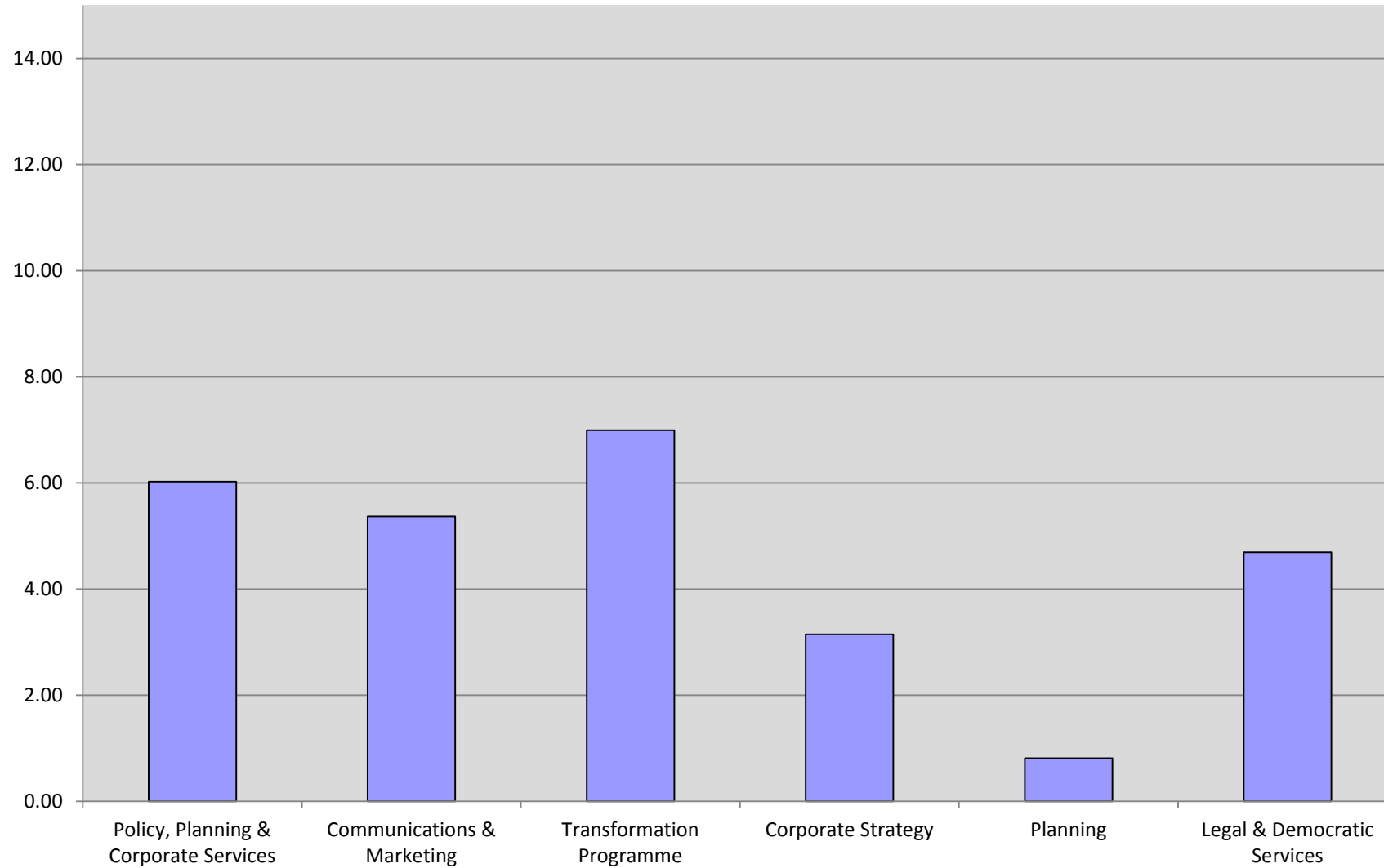
Chart 1. Average number of days sick per employee for the authority by department



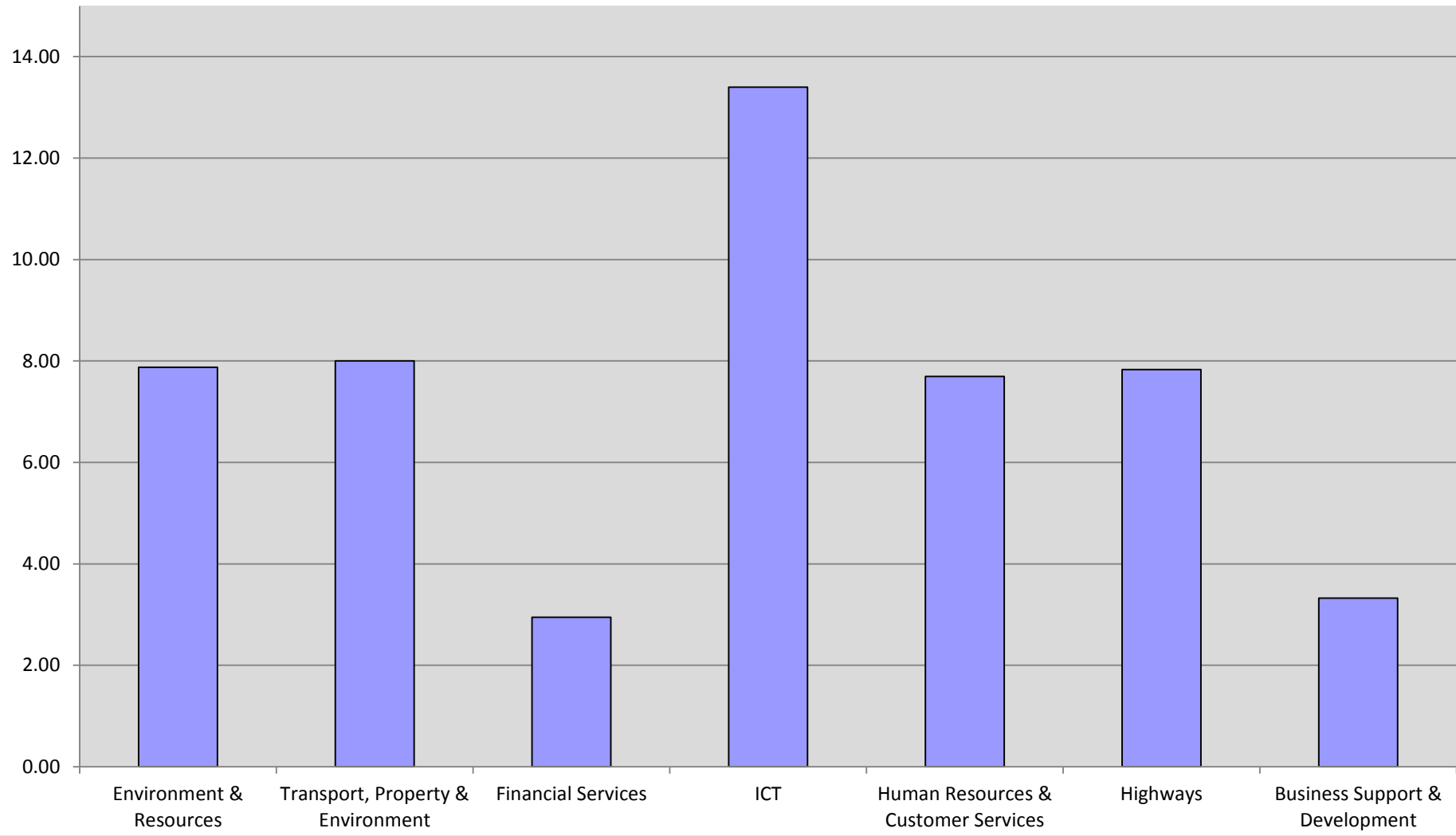
**Chart 2. ASCH & Public Protection  
October 2013 - September 2014**



**Chart 3. Policy, Planning & Corporate Services**  
**October 2013 - September 2014**

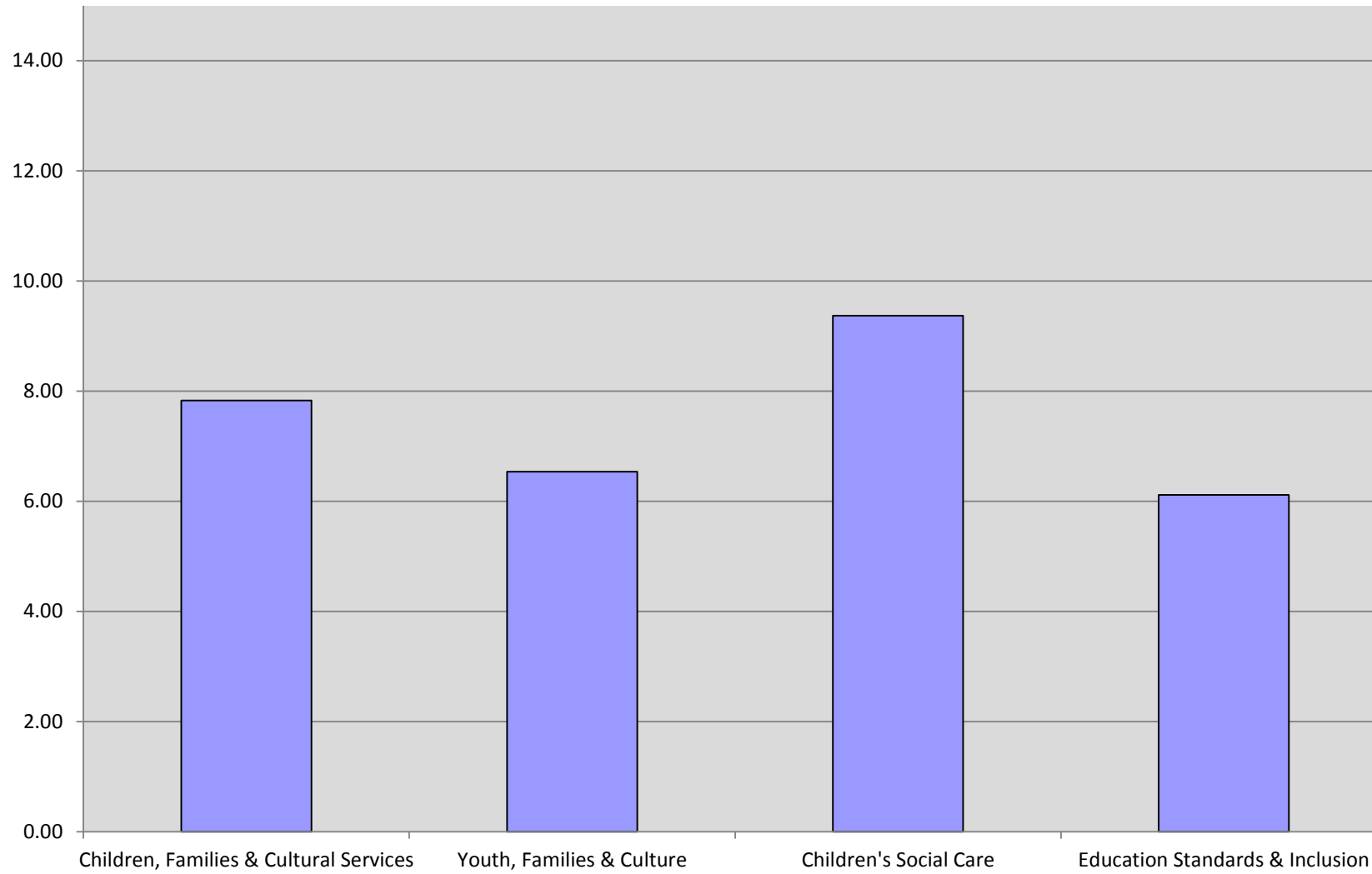


**Chart 4. Environment & Resources**  
**October 2013 - September 2014**





**Chart 5. Children, Families & Cultural Services  
October 2013 - September 2014**



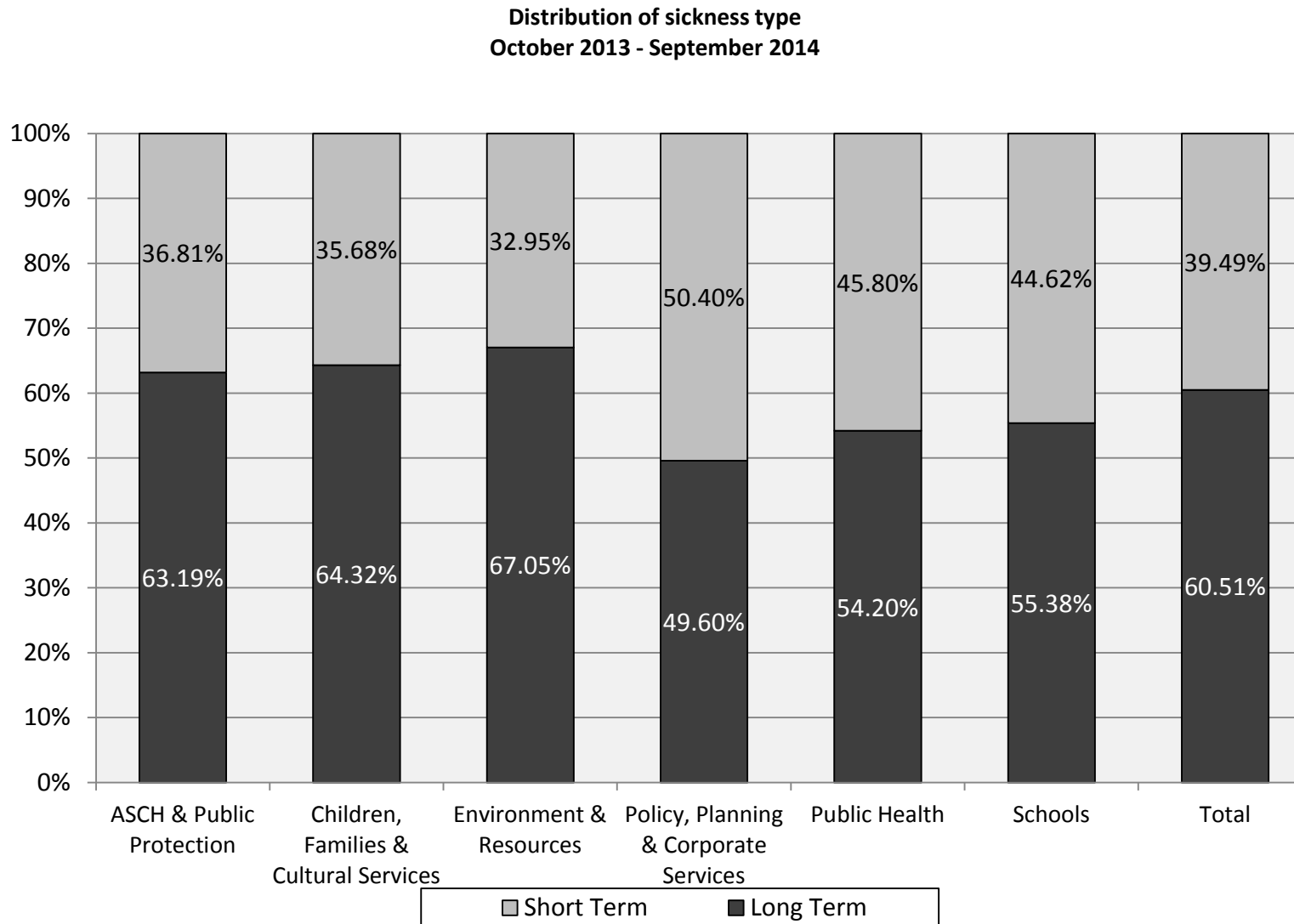
### Sickness Levels Over Rolling 12 month basis by Department

	January 2013 - December 2013	April 2013 - March 2014	July 2013 - June 2014	October 2013 - September 2014
<b>Adult Social Care, Health &amp; Public Protection</b>	10.85	10.81	10.94	<b>11.20</b>
<b>Policy Planning &amp; Corporate Services</b>	4.37	3.72	5.92	6.02
<b>Children Families and Cultural Services</b>	8.16	8.08	7.68	<b>7.83</b>
<b>Environment &amp; Resources</b>	8.23	7.86	8.08	<b>7.88</b>
<b>Public Health</b>	2.81	2.96	3.07	5.22
<b>NCC Schools</b>	7.62	6.29	6.06	5.71
<b>Authority</b>	8.18	7.39	7.22	7.06
<b>Target</b>	8.17	8.17	7.40	<b>7.40</b>

## Appendix B: Reasons for Absence

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Not assigned
ASCH & Public Protection	3.86%	5.70%	1.35%	0.74%	2.73%	14.54%	15.82%	15.88%	1.26%	2.40%	0.26%	8.93%	22.53%	3.98%
Children, Families & Cultural Services	4.04%	7.54%	1.80%	2.75%	1.75%	12.27%	19.76%	15.91%	2.90%	3.11%	0.21%	6.40%	20.32%	1.24%
Environment & Resources	11.41%	4.58%	2.38%	1.86%	4.40%	15.27%	18.98%	14.42%	0.58%	1.98%	0.46%	7.16%	14.94%	1.58%
Policy, Planning & Corporate Services	9.59%	11.67%	2.35%	1.16%	2.65%	6.22%	8.52%	11.25%	3.09%	3.67%	0.02%	14.07%	25.49%	0.25%
Public Health	5.15%	11.13%	0.00%	0.00%	6.96%	2.27%	40.27%	26.80%	2.42%	0.30%	0.00%	4.69%	0.00%	0.00%
Schools	6.10%	10.16%	2.37%	1.58%	3.46%	10.12%	16.73%	16.29%	1.76%	2.99%	0.17%	11.90%	16.37%	0.01%
<b>Totals</b>	6.90%	7.79%	2.13%	1.67%	3.31%	12.21%	<b>17.32%</b>	<b>15.54%</b>	1.61%	2.69%	0.26%	9.56%	<b>17.84%</b>	1.19%

## Appendix C: Long and Short Term Sickness



**26<sup>th</sup> November 2014****Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE****NOTTINGHAMSHIRE COUNTY COUNCIL EMPLOYEE RESOURCING  
INFORMATION AS AT 30<sup>TH</sup> SEPTEMBER 2014****Purpose of the Report**

1. The purpose of this report is to provide Elected Members with an updated quarterly overview of the position in relation to the number of people directly employed by the County Council as at **30<sup>th</sup> September 2014** and trends relating to this data. This will enable members to monitor the on-going impact of the Council's organisational transformation programme and financial strategy on its workforce.

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

2. The Options for Change emerging from the Council's transformation programme, *Redefining Your Council*, have significant implications for the size and nature of its future workforce.
3. The short term workforce implications of the implementation of the Council's service review proposals for 2015/16 and 2016/17 were set out in the Section 188 notice issued on 4<sup>th</sup> November 2014, reflecting the budget proposals to be considered by Policy Committee on 12th November.
4. This sets out a potential staffing reduction of 491.79 FTE posts. A 45 day statutory consultation period follows and the impact of these proposals on staffing headcount will not begin to impact until the final quarter of the current financial year.
5. To enable the effective monitoring and assessment of the on-going impact of organisational change and transformation on overall staffing levels, regular quarterly Employee Resourcing update reports will continue to be produced.
6. These will highlight the relative impact of redundancies and associated mitigation as well as natural turnover, TUPE transfers, Vacancy Control and the use of agency staff on the overall number of employees in its direct workforce.

### Headcount:

7. The County Council headcount figure for non-school based staff as at 30<sup>th</sup> September 2014 is **9,009**. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.
8. Since April 2014 this represents an overall headcount reduction of **163** from **9,172**.
9. The trend of overall reduction in workforce numbers is due to a number of reasons including the implementation of Service Reviews and organisational re-design of the Council with resultant redundancies and transfer out of some staff, as well as natural turnover and retirement.

### Turnover:

10. Natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other reasons.
11. In these situations a vacancy occurs and due consideration is given through the Council's Vacancy Control Process, introduced in June 2013, to deleting or filling the vacant post with a redeployee in order to minimise the impact of service change on existing employees.
12. The Council is committed, for effective workforce planning reasons, to retaining key skills and experience whilst ensuring the continued supply of new skills and ideas where vacant posts are released for advertising to supplement those already within the existing workforce.
13. The latest Local Government Association Workforce Survey shows that the Local Government average turnover is **11.40%**.
14. The most recently available CIPFA Value for money benchmarking data measures turnover through leavers, excluding redundancies. Against all the County Councils in the benchmarking group the average against this indicator is **10.00%**, whilst across all local authorities who are members of the benchmarking network, it is **10.60%**.
15. As at 30<sup>th</sup> September 2014 the Council's natural turnover rate, including reasons other than redundancy, that is, for reasons such as resignation, retirement, end of fixed term contract, death in service or dismissal, is now **11.60%**, an increase from **10.40%** at the previous quarter.
16. When redundancies are factored in the NCC turnover rate is now **14.70%**, compared with **13.00%** at the previous quarter.
17. It is anticipated that the development of new operating models and organisational service review and redesign will continue to impact on natural turnover with some employees opting to leave the organisation or retiring earlier than they might

otherwise have done.

### **Redundancies:**

18. Of the 491.79 FTE posts listed on the current Section 188 notice, 78.64 FTE are vacant.
19. The majority of other vacancies continue to be filled on a temporary basis under the Council's Vacancy Control Process.
20. When redundancies are proposed, all reasonable mitigations are considered in order to reduce the impact of post deletions arising from service review on individuals, including vacancy control, redeployment, effective workforce planning (including retraining / reskilling), reduced working hours and, wherever possible, volunteers for redundancy are given priority consideration.
21. The following **table** provides an update on the overall number of redundancies during the current year, as at 30 September 2014, and the previous financial year.

	2013/14	2014/15	Total To date	%
<b>Voluntary Redundancy</b>	134	97	<b>231</b>	85.6%
<b>Compulsory Redundancy</b>	14	25	<b>39</b>	14.4%
		<b>Total</b>	<b>270</b>	

22. The table confirms that the majority of redundancies arising to date, **85.6%**, were achieved through voluntary means.
23. The trades unions continue to work closely with management at a corporate level through the Joint Redundancy and Redeployment Working Group to ensure that the potential to reduce the number of compulsory redundancies is fully and consistently explored and maintained.
24. The range of mitigations, including the Vacancy Control and associated redeployment search, retraining and job search support will remain in place to help manage and minimise the impact on individuals, are described below:

### **Redeployments:**

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

26. In comparison to the number of potential compulsory redundancies during this period the number of employees redeployed now equates to a **34.00% success rate**. This figure should continue to be viewed in the context of an overall decrease in the number of posts available and available job vacancies.
27. The Council also aims to offer every reasonable support to engage redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into suitable alternative posts.

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

28. The Council is committed to pro-actively assisting staff at risk of redundancy to remain in employment wherever possible and to support staff to respond positively to the impact of service and organisational change.
29. A dedicated intranet site offers an extensive range of on-line support and guidance covering a wide range of topics ranging from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management.
30. This support package is continually reviewed, extended and improved, in conjunction with trades union colleagues, to reflect feedback from employees and additional events are made available, on a Countywide basis, on a demand led basis. Access to the support package extends to all employees facing change at work but those at risk are prioritised.
31. The provisions are well utilised, between April 2013 and September 2014, employees made **10,279 views** of information and associated support guides and documents. Since its introduction in November 2013, the Council's new on-line redundancy calculator has to date received **12,421 views**.
32. Managers are requested to facilitate access to this information, or to bring it to the attention of employees who do not routinely have access to a computer during the course of their employment. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.
33. In the period since the 30<sup>th</sup> June 2014 there have been **130** further training and support sessions offered, including an increasing number run in partnership with external providers including Job Centre Plus and Futures.
34. These sessions were attended by an additional **369** employees and **56** further events have been arranged onward to support those employees identified as being at risk as a result of the most recent proposals.

#### **Vacancy Management:**

35. Revised Vacancy Control arrangements, implemented from 3<sup>rd</sup> June 2013, ensure a greater robustness and consistency of vacancy management to enable further post reductions to be made with the minimum number of compulsory



redundancies by deleting vacant posts and providing redeployment opportunities for employees at risk of redundancy.

36. The Vacancy Control statistics in **Appendix A** reflect the period July to September 2014. During this period **310** vacancies were processed with the following outcomes:

- Permanent – **137** posts
- Fixed term – **146** posts
- Agency workers – **27** posts

37. Of the 137 permanent posts advertised, **85** relate to the Transport, Property and Environment Service, predominantly as a consequence of the introduction of the Universal Free Schools Meals Service.

#### **TUPE Transfers:**

38. The overall impact of staffing reductions needs to be considered in the context of fluctuations in the workforce due to the implementation of transfers of staff in and out of the authority under the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

39. As further Service Reviews are undertaken the number of TUPE transfers out arising from the implementation of agreed alternative service models may increase.

40. So far in 2014/15, **69** NCC staff have transferred out of the authority whilst 2 employees transferred into the authority.

<b>TUPE transfers 2014/15</b>	<b>In</b>	<b>Out</b>
Catering and Cleaning	1	69
ASCHPP Joint Commissioning	1	
<b>Total</b>	<b>2</b>	<b>69</b>

#### **Use of Agency Workers:**

41. The latest quarter's figures for agency workers, consultants and interims can be found in **Appendix B**. The figures collated on 30<sup>th</sup> September 2014 show a further overall reduction of 21 incumbents.

42. As reported in September, there is a further reduction in agency workers within Children's Social Care as new starters begin and work is transferred. The number has further reduced from **71** to **58** but managers continue to monitor the situation closely to ensure workloads remain within the nationally recognised levels.

43. There is one new area reported in this quarter's figures which is the highly specialist area of Trading Standards investigations. There are currently **8** incumbents, all who are former police officers and who are engaged in highly complex and sensitive investigations. Given the unpredictable nature of the work

and the need in some cases to provide an immediate response, the use of agency supply in this instance is the most cost effective resourcing solution.

44. The other area which has shown a slight increase in agency usage is Legal Services. This is due to the continuing need for litigation solicitors engaged in adult and child protection work.
45. The go live date for the new managed service for agency workers has been put back until November to ensure that hiring managers have a proper understanding of the revised process and to build the relationship with our external partner to give them an in depth perspective of our current and future needs.

### **Next Steps:**

46. Moving forward, the Council will need to adopt a new approach to deploying its workforce in order to ensure it has the right skills sets available in the right places in a flexible delivery model across a range of partner and other employing organisations.
47. This new organisational design model will require a flexible workforce responsive to supply and demand and will inevitably impact on the future headcount of directly employed staff. This will be reflected in the Workforce Development programme of work set out in the transformation portfolios as part of the *Redefining Your Council* framework.

### **Other Options Considered**

48. A wide range of options and actions have been considered as set out in the body of the report.

### **Reasons for Recommendations**

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

### **Statutory and Policy Implications**

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

## **Human Resources Implications**

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

## **Equalities Implications**

52. The Council's Enabling Procedure and Early Retirement and Redundancy and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of the redundancy consultation and selection processes and that this is undertaken in compliance with the requirements of the Equality Act 2010.
53. Equality Impact Assessments are undertaken as appropriate as part of the Service Review process to ensure that implications of any proposed changes for service users and staff are identified and action taken to address any specific issues or disproportionate impacts on particular groups arising from the proposed changes.
54. This Committee has also received a report summarising the profile of the County Council's workforce, as at 1<sup>st</sup> April 2014, as part of an established annual reporting regime. The report highlights that despite post reductions, the representation of disabled people, people from black and ethnic minority groups and the balance of male and female employees on the workforce continues to remain fairly constant and comparable with the representation in the local community.

## **Financial Implications**

55. The range of mitigations in place help to ensure that, wherever possible, at risk staff are redeployed to suitable alternative posts thus maintaining the Council's investment in their skill development and reducing the cost of redundancy compensation payments, and, where the redundant employee is over 55 years of age, under Local Government Pension Scheme Regulations, the early release of their pension benefits.
56. The financial cost of redundancies to the Council is factored into the Medium Term Financial Strategy and actual costs are reported on an annual basis through the Statement of Accounts.

## **RECOMMENDATIONS**

It is recommended that Members:

1. Note the updated employee resourcing information and trends contained within this report, including the use of agency staff, consultants and interims.

2. Note the relative impact of redundancies and associated mitigations, natural turnover, vacancy control and TUPE transfers on the overall number of employees.
3. Note the range of mitigating measures and support provisions put in place to minimise the impact in respect of compulsory redundancies.

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

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

**Constitutional Comments (KK 30/10/14)**

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

**Financial Comments (SEM 5/11/14)**

58. The financial implications are set out in paragraphs 55 and 56 of the report.

**Human Resources Comments (CLG 17/11/14)**

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

**Background Papers**

None

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

All

**Appendix A: Outcomes from Vacancy Control Process 01.07.14 to 30.09.14**

<b><u>By Department:</u></b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>ASCHPP</b>	51	65	17	39	9	0
<b>CFCS</b>	72	112	17	91	4	0
<b>E&amp;R</b>	100	131	103	16	12	0
<b>PPCS</b>	1	2	0	0	2	0
<b>Public Health</b>	0	0	0	0	0	0
<b>Total</b>	<b>224</b>	<b>310</b>	<b>137</b>	<b>146</b>	<b>27</b>	<b>0</b>

**By Division:**

<b>ASCHPP</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Joint Commissioning, Quality, Business Change</b>	0	0	0	0	0	0
<b>Personal Care and Support Older Adults</b>	0	0	0	0	0	0
<b>Personal Care and Support Younger Adults</b>	0	0	0	0	0	0
<b>Promoting Independence and Public Protection</b>	0	0	0	0	0	0

<b>Access and Public Protection</b>	21	27	6	12	9	0
<b>North and Mid Notts</b>	15	19	10	9	0	0
<b>South Notts</b>	6	6	0	6	0	0
<b>Commissioning, Day Services, Residential Services</b>	9	13	1	12	0	0
<b>Total</b>	<b>51</b>	<b>65</b>	<b>17</b>	<b>39</b>	<b>9</b>	<b>0</b>
<b>CFCS</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Education Standards &amp; Inclusion</b>	16	26	1	23	2	0
<b>Children's Social Care</b>	21	26	16	9	1	0
<b>Youth, Families and Culture</b>	35	60	0	59	1	0
<b>Total</b>	<b>72</b>	<b>112</b>	<b>17</b>	<b>91</b>	<b>4</b>	<b>0</b>
<b>Environment &amp; Resources</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Finance and Procurement</b>	5	8	4	3	1	0
<b>Highways</b>	9	10	6	4	0	0
<b>HR and Customer Service</b>	4	7	5	2	0	0

<b>ICT</b>	16	16	3	5	8	0
<b>Transport Property and Environment</b>	66	90	85	2	3	0
<b>Total</b>	<b>100</b>	<b>131</b>	<b>103</b>	<b>16</b>	<b>12</b>	<b>0</b>
<b>PPCS</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Communications</b>	0	0	0	0	0	0
<b>Improvement Programme</b>	0	0	0	0	0	0
<b>Corporate Strategy</b>	0	0	0	0	0	0
<b>Planning</b>	0	0	0	0	0	0
<b>Legal and Democratic Services</b>	1	2	0	0	2	0
<b>Safer and Engaged Communities</b>	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>
<b>Public Health</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Appendix B:

### Agency Staff employed at 30<sup>th</sup> September 2014

Department	Agency staff	Consultants	Interims	Total
<b>PPCS</b>				
Transformation Programme		3	1	4
Communications Team				
Legal Services	8			8
WOW (Ways of Working)	5			5
Democratic Services	1			1
<b>Total</b>	<b>14</b>	<b>3</b>	<b>1</b>	<b>18</b>
<b>ASCH&amp;PP</b>				
Access & Public Protection	1	1		2
North & Mid Notts	3			3
South Notts	2			2
Strategic Comm, Day Services and Residential	19			19
Trading Standards	8			8
<b>Total</b>	<b>33</b>	<b>1</b>	<b>0</b>	<b>34</b>
<b>CFCS</b>				
Children's Social Care	58		2	60
ESI	5	2	1	8
YFC	4	1		5
Business Support	3			3
<b>Total</b>	<b>70</b>	<b>3</b>	<b>3</b>	<b>76</b>
<b>E &amp; R</b>				
Finance	1			1
Highways	17		5	22
HR		4	2	6
ICT	16	2		18
Procurement	3			3
Transport, Property and Env	15	1		16
<b>Total</b>	<b>52</b>	<b>7</b>	<b>7</b>	<b>66</b>
<b>Total all Departments</b>	<b>169</b>	<b>14</b>	<b>11</b>	<b>194</b>



## **REPORT OF THE SERVICE DIRECTOR EDUCATION STANDARDS AND INCLUSION**

### **UPDATE RELATED TO THE BUSINESS SUPPORT REVIEW ACROSS ADULTS SOCIAL CARE, HEALTH AND PUBLIC PROTECTION AND CHILDREN, FAMILIES AND CULTURAL SERVICES**

#### **Purpose of the Report**

1. The purpose of this report is to update Members with regard to the progress that has been made to implement the new service offer and structure for business support across both Adults, Social Care and Health and Children, Families and Cultural Services departments.

#### **Information and Advice**

2. Corporate Leadership Team took the decision to amalgamate the business support services of Adult Social Care and Health (exc Public Protection) and Children, Families and Cultural Services, a decision which was approved by this Committee on the 21 May 2014.
3. To recap, the savings attributed to this service amalgamation were as follows;

	2013/14 net budget figures adjusted for double counting	Target Savings			
		Year 1 Savings	Year 2 Savings	Total	% Savings
<b>ASCH&amp;PP</b>	£ 3,327,119	£ 411,000	£ 400,000	£ 811,000	24.38%
<b>CFCS</b>	£ 6,203,608	£ 500,000	£ 1,930,000	£ 2,430,000	39.17%
<b>Totals</b>	<b>£ 9,530,727</b>	£ 911,000	£ 2,330,000	<b>£ 3,241,000</b>	<b>34.01%</b>

4. The project is operating in two phases:

- Phase One - which was completed on the 31 October 2014, has achieved Year 1 savings during the 2014-15 financial year by the implementation of a revised service offer and staffing structure as previously agreed.
- Phase Two - will identify further savings aligned to 'Redefining Your Council' and will re-profile delivery of the Year 2 financial efficiencies over 2015-2016 and 2016-17.

## **Enabling;**

5. Enabling has been conducted in accordance with the County Council's enabling policy.
6. Due to the scale and complexity of this process, a set of principles has been developed (in consultation with Trade Union colleagues) in order to ensure equity and fairness:
  - least disruption to staff and services wherever possible;
  - accommodation of where people currently work, as far as possible;
  - reflect current work activities;
  - reflect operating context;
  - reflect substantive and current contracted position;
  - minimise the number of compulsory redundancies;
  - equity and fairness for all staff involved; and
  - transparency.
7. It was also agreed with Trade Union colleagues that enabling pools would be published in advance of commencement of enabling via the intranet, and a series of drop-in events led by Team Managers were held for staff to discuss their queries and concerns in relation to the enabling process.
8. The new structure has been successfully implemented without the need for compulsory redundancies.
9. Whilst a limited number of staff have left the authority under voluntary redundancy, all staff who have wished to remain within the organisation have been able to do so.
10. Our ability to achieve such a positive outcome is based upon the fact that we had been holding a series of vacancies and have curtailed agency arrangements.

## **Lesson learnt;**

11. Whilst it may be possible to define the parameters of a service offer, reducing resources necessitates a flexible approach with some room for local determination.
12. Regular communication with both staff who are directly affected as well as other key stakeholders, both in writing and face to face, has been invaluable.
13. Early and continuous collaboration with Trades Union colleagues has been vital, particularly with regard to agreeing our approach and principles for such a complex enabling process.
14. Given the scale, complexity and sensitivity associated with business support functions, Corporate Leadership Team's decision to put in place a pilot across both Adults Social Care and Health and Children Families and Cultural Services in the first instance, before expanding this as a Corporate Service, was the right thing to do.

## **Arising Issues;**

15. One of the major concerns expressed from operational colleagues across the two departments relates to the fact that whilst business support resources have been reduced,

in some areas the services themselves have not yet had an opportunity to redesign their modes of delivery i.e. work may not yet have taken place to ensure that there is a corresponding reduction of workload or review/transformation of ways of working to compensate for such a loss of support resources.

16. Additionally, the impact of emerging historic child sexual exploitation cases in Children's Social Care has created a significant amount of unpredicted/additional work which has negated our ability to reduce business support resources within this division at this time, as we had anticipated.
17. Within Children's Social Care we have retained a number of posts at Scale 2 and 3, pending stabilisation of incoming workload and a more detailed review of working practices.
18. We are currently working alongside the Children's Social Care Transformation Team and operational practitioners to test new ways of working and to trial new concepts of business support.
19. Some revisions have been made to the staffing structure to reflect the temporary retention of posts within Children's Social Care, an updated copy of which is attached as Appendix A.
20. As a result of existing and emerging operational pressures, the Project Board has suggested that the second phase of the project, both in terms of the cashable efficiencies to be derived and the timeframe for delivery be re-profiled over the next two years.

## **Next Steps**

21. Post enabling, officers will begin a process of reflection/evaluation. Cognisant of our need to secure continuity of support to front line service delivery, we will assess the effects/impact of the reduction and reconfiguration of business support resources across Adults' and Children's services.
22. It has been suggested that plans to drive out the next phase of business support savings should be aligned to plans arising from 'Redefining Your Council' and be defined in much closer liaison/collaboration with operational teams to ensure that models of support reflect needs and priorities in key front line services.

## **Statutory and Policy Implications**

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

## **Equalities Implications**

24. The restructuring of the Business Support Service has been carried out in accordance with the County Council's employment and equalities policy.

## **Human Resources Implications**

25. Employees have been fully informed of the proposed service offer and structure and have been consulted on the details of the proposals and enabling process. Consultation with Trade Unions continues to take place through formal channels.

## **Financial Implications**

26. The financial implications are covered within paragraphs 3 and 4 of this report.

## **RECOMMENDATION**

1. It is recommended that Members note the progress of the project and approve revisions to the Business Support Structure as set out in Appendix A.

**John Slater**

**Service Director, Education, Standards and Inclusion.**

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

John Slater, Service Director Education, Standards and Inclusion on 0115 9773589 or [john.slater@nottscc.gov.uk](mailto:john.slater@nottscc.gov.uk)

### **Constitutional Comments (KK 17/11/14)**

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

### **Financial Comments (KA 17/11/14)**

28. The financial implications are set out in the body of the report.

### **Background Papers**

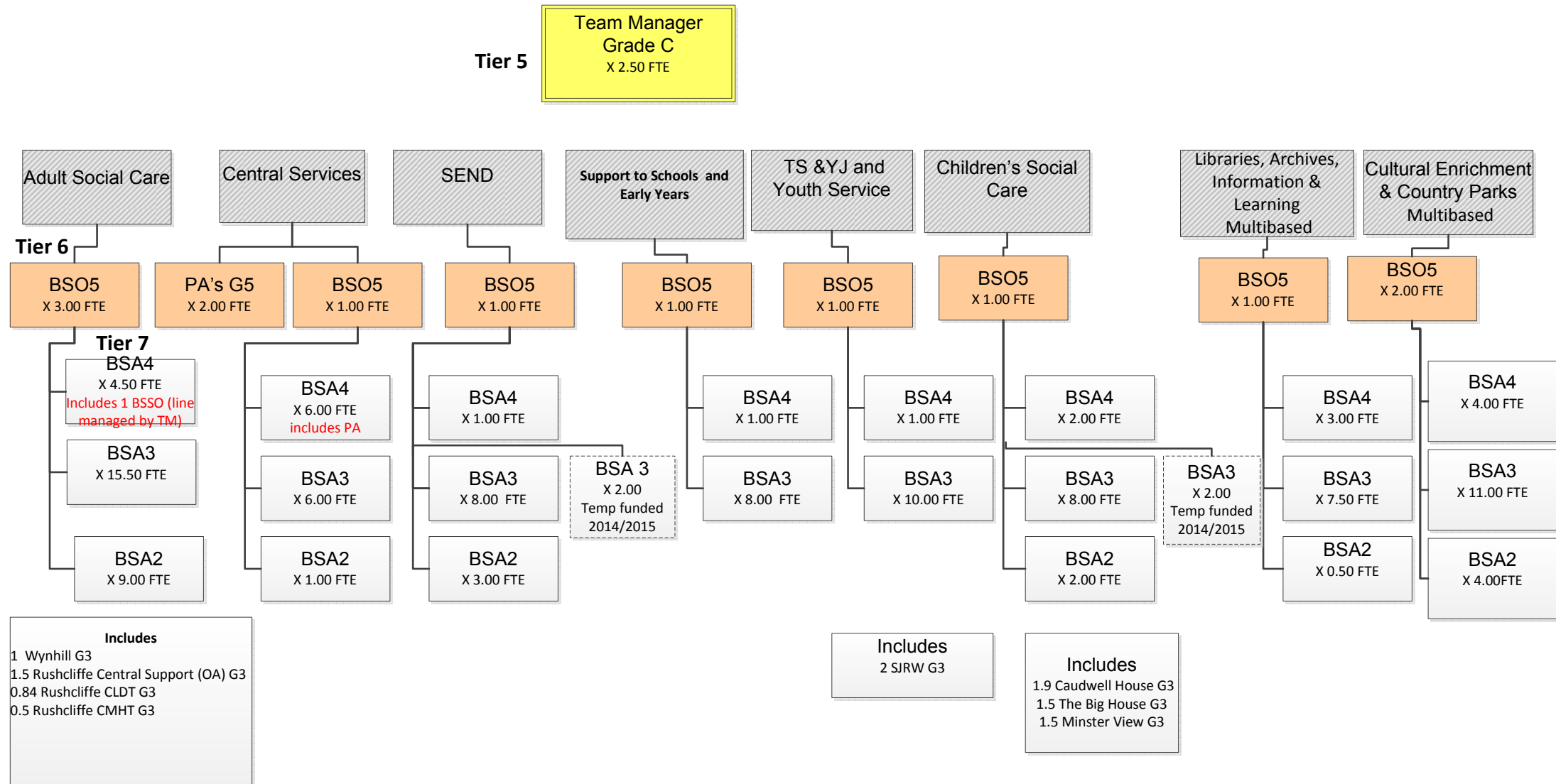
Outline Business Case/s A07 and A015

Response/s to Consultation (also published via the intranet on May 7)

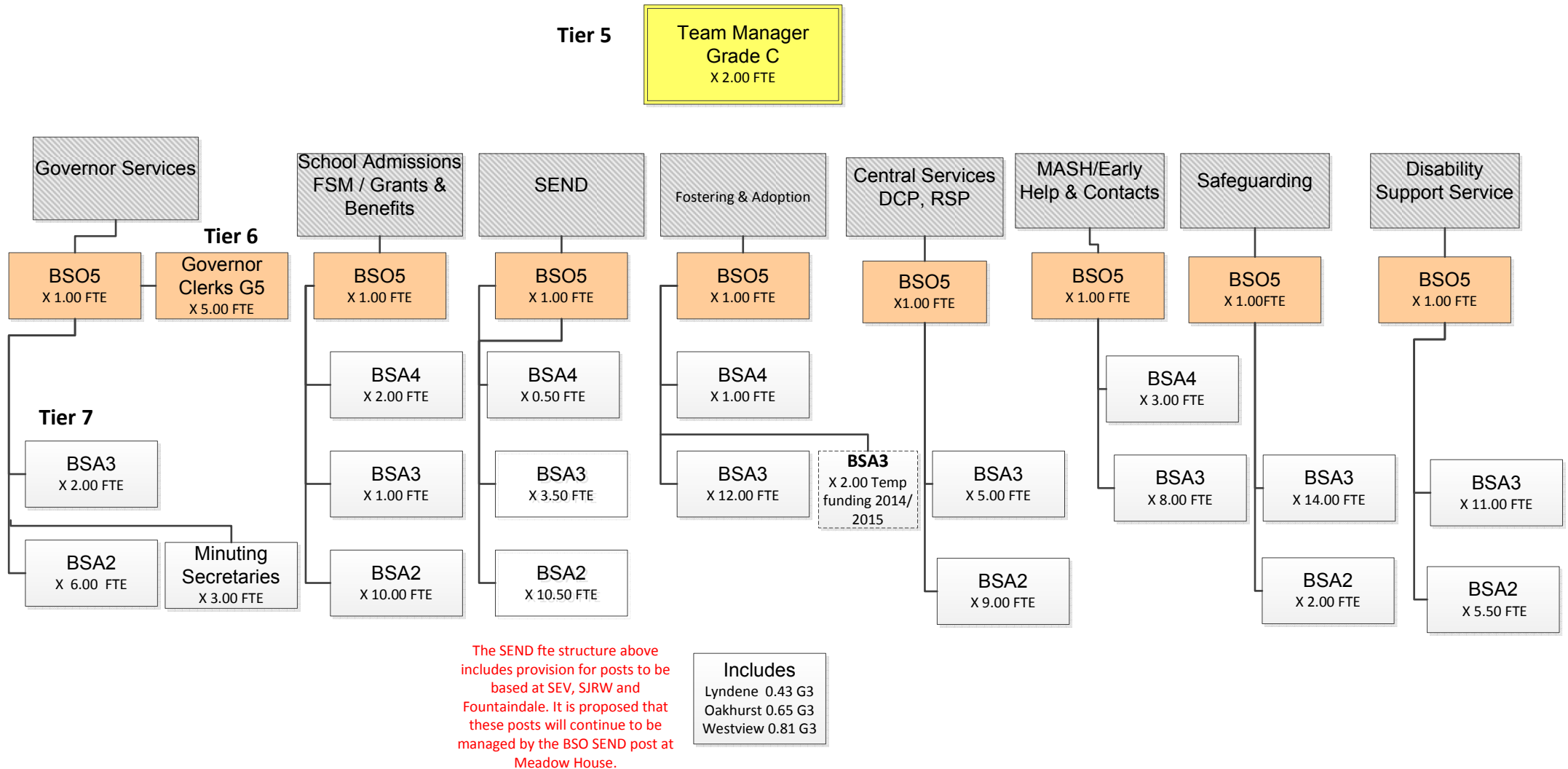
### **Electoral Division(s) and Member(s) Affected**

All

# West Bridgford Campus (County Hall & Trent Bridge House) – Chart 1

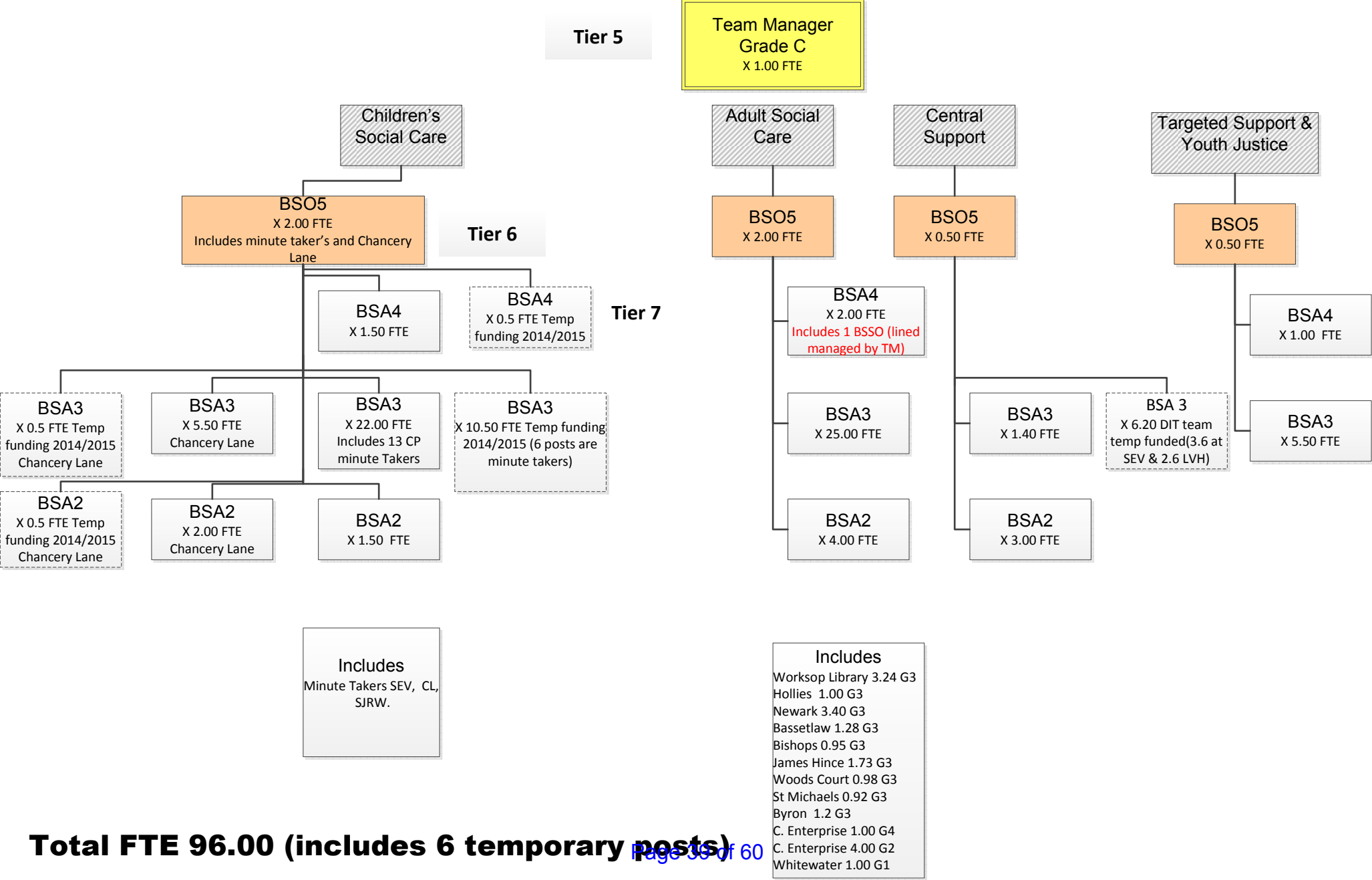


# Meadow House Campus – Chart 2

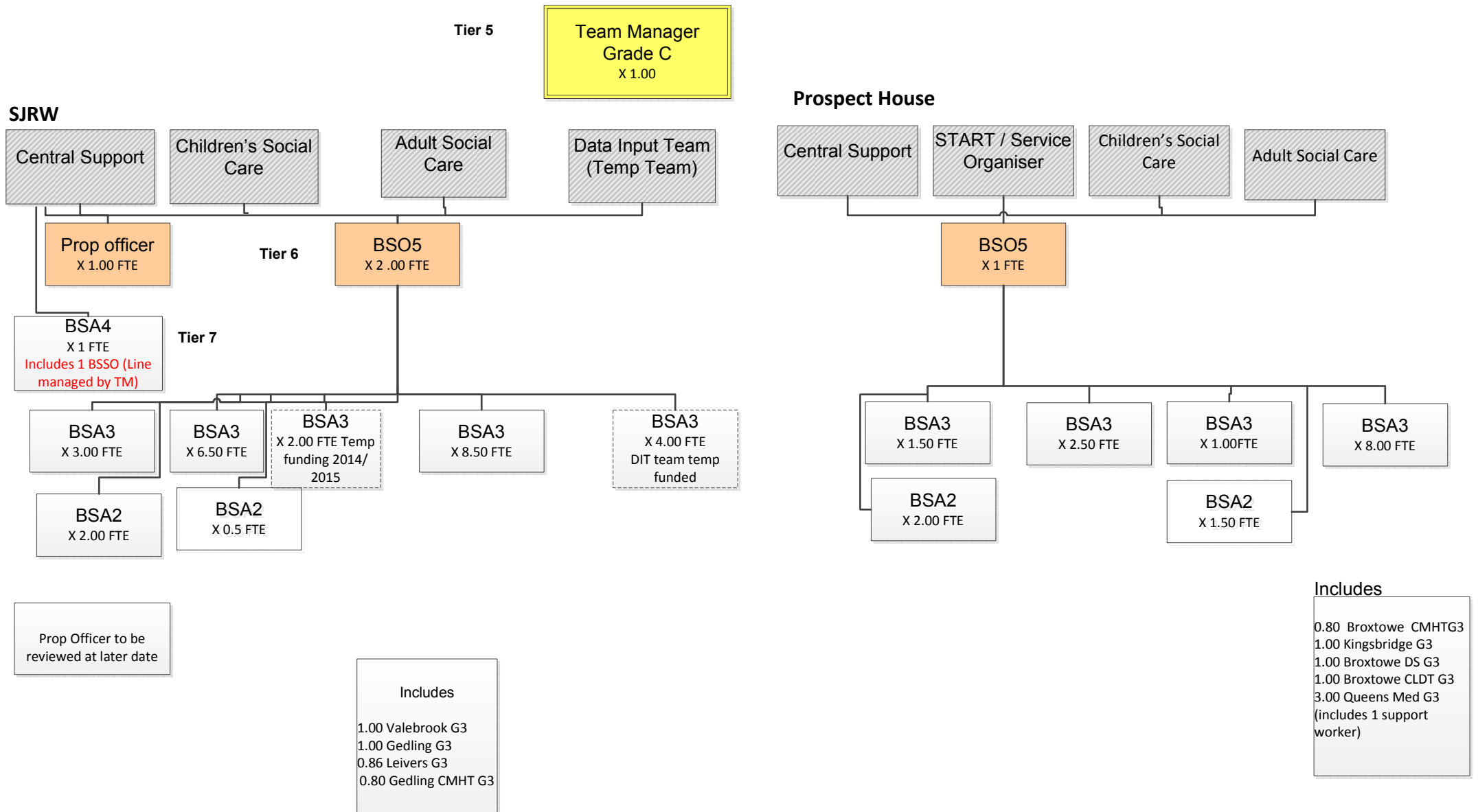


**Total FTE 126.00 (including 2 temporary post)**

Sherwood Energy Village/Chancery Lane – Chart 3



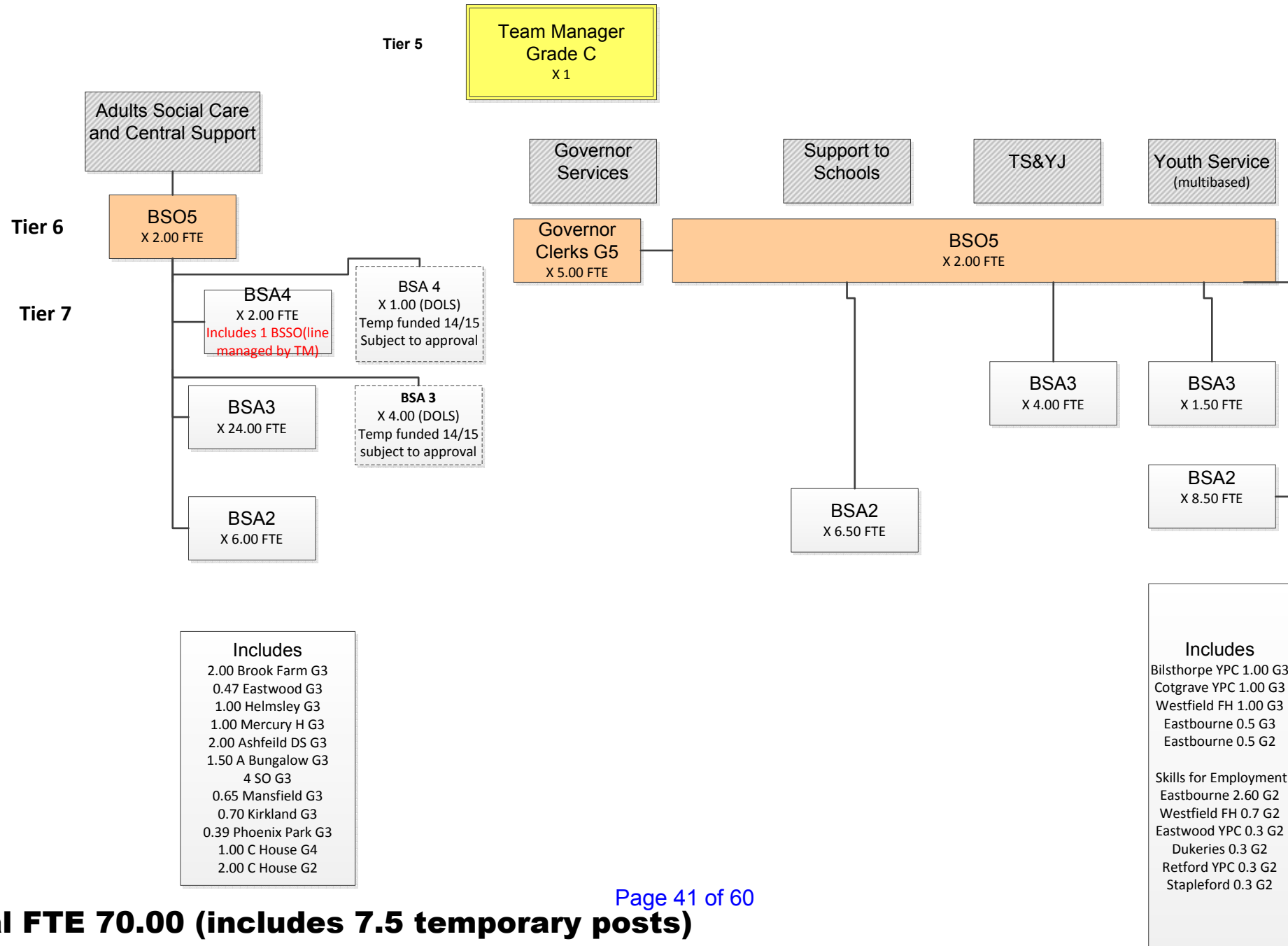
# Sir John Robinson Way/Prospect House – Chart 4



**Total FTE 48.00 (includes 6 temporary posts)** [Page 40 of 60](#)



# Lawn View House – Chart 5





**REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY &  
ENVIRONMENT****SCHOOL FOOD PLAN****Purpose of the Report**

1. This report provides an information update to the Committee on the introduction of the National School Food Plan.

**Information and Advice**

2. The Environment & Resources Department provides a school meals service to a number of Primary, Secondary and Academies across the County. 94% of primary and academies and 56% of secondary and academies buy back their catering service from the County Council.
3. The School Food Plan was launched in July 2013, and identified that that the best schools weave food education such as cooking, growing vegetables and even animal husbandry into their curriculum and also those that promote the service are able to achieve a financially viable operation. These findings backed up by national statistics also suggested that 20% of children are obese by the time they leave primary school at 11 and that obesity is costing the NHS £10bn every year.
4. As previously reported the responsibility for the delivery of the school food plan sits with schools however with NCC being the largest catering provider the schools catering team have a major role in supporting schools implement this national initiative.

**School Food Plan Progress – Key Actions**

- a. **Put cooking into the curriculum in key stages 1 to 3 ( 5 to 14 year olds) – Various initiatives proposed ranging from basic principles of a healthy diet to competency in a range of cooking techniques) work by DfE now underway**
- b. **Introduce food – based standards for all schools - Independent schools and academies were previously excluded from the nutritional regulations. The new standards will still only apply to those academies who now convert, existing academies remain outside of the regulations. Menus now in operation comply with the new food based standards.**

- c. **Kick-start increased take-up of schools food** - *Contracts have been let by the DFE to assist schools, excluding those delivering infant free meals, across the country who have a take-up of 75%, or less of their free meal entitlement pupils. This applies to Junior or Secondary Schools. The Food for Life Partnership launched this initiative w/c 3/11/2014. The list received suggests that in Nottinghamshire there are 26 schools out of 76 in total that meet this criteria, 14 being managed by County Council and 12 either self-managed or by a contractor. "Support being offered includes six training events for school leaders, caterers and school cooks, a tailored action plan and a range of resources and support from specialist regional staff" This offer will be promoted directly to schools*
- d. **Set-up financially self-sufficient breakfast clubs** - *A number of breakfast clubs have been established however they are often reliant on parents volunteering and therefore not viable if wages are being paid for staff. Supported by Magic Breakfast they will be contacting schools directly. Magic Breakfast is a UK registered charity "dedicated to ensuring every child starts their school day with the right breakfast as fuel for learning. Magic Breakfast believes no child's education should suffer for the lack of a breakfast."*
- e. **Set-up flagship boroughs to demonstrate the impact of improving school food on a large scale** – *Early criticisms of the work that had so far been going on is that there were excellent examples of good practice in individual schools and those that were well supported, as is the case of Nottinghamshire with a local authority provision. The challenge is to see how ALL schools within an area can improve take-up and what those benefits are, i.e. impact on obesity, educational attainment and attendance issues. This doesn't apply to Nottinghamshire*
- f. **Investigate the case for extending free school meals entitlement** – *The price of a school meal is an issue for low income families especially those with more than one child. Consideration is being given to the cost benefits of free meals to wider criteria of pupils. On-going*
- g. **Train head teachers in food and nutrition** – *From a survey carried out, 91% of head teachers agreed that eating healthy, nutritious food improves attainment and pupil behaviour. The National College for Teaching and Leadership that sets standards for head teacher training, has agreed that content on food and nutrition should be included in their head teacher programme.*
- h. **Public Health England to promote policies which improve children's diets in schools** - *Support will be provided by Public Health England to the local health & wellbeing boards to promote effective practice in improving children's diets in schools. Work has commenced with Nottinghamshire Public Health team to ensure a joint approach is made between ourselves as service providers and the Public Health strategic planning input.*
- i. **Ofsted inspectors to consider the way a school promotes healthy lifestyles** – *The Chief Inspector of Schools is planning to revise inspection guidelines to cover schools leadership in promoting healthy lifestyle and the overall management of the lunch time process. In recent years less and less time, particularly in secondary schools, has been*

*devoted to providing an adequate period in the day to serve and consume food in a way that promotes good behaviour.*

- j. **Measure success to ensure school food plan is working** – These will include take-up, quality of food, (number of schools meeting the standards), proportion of sixteen year olds who can cook a repertoire of savoury dishes, morale of the workforce, proportion of schools with a quality award e.g. Food for Life Partnership award. **Nottinghamshire County Council managed schools are currently at the Silver Standard and following a recent assessment, final confirmation is awaited on achieving Gold.**
- k. **Develop a website to share best practice** – Both the Guardian and the Times Educational Supplement now have dedicated areas on their websites to school food and what works well. **Now in place.**
- l. **Improve the image of school food** – A number of commercial industry experts are now working on how the image can be improved so pupils can be encouraged to eat school meals. **On-going**
- m. **Bring school cooks closer to the rest of the catering sector and improve the skills of the school food workforce** - There are currently 60,000 people working in the delivery of school food, qualification based off-the-job training is seldom provided. Greater emphasis will be placed on both training and involvement in high profile media events. **Nationally supported and on-going**

## **Universal Free School Meals for Key Stage 1 pupils**

- 5. As reported previously to the Committee this area of work posed the biggest challenge to the service. First reports for the October census figures suggest an overall take-up of the offer to be 80.8%, the plans we put in place estimated an increase take-up to 85%. Members will be aware that the roll out of this initiative included a £1.7m capital allocation and a very short timescale. Over 100 projects were identified that included the establishment of 3 hub kitchens capable of producing 750 meals a day together with the installation of extra cooking equipment and changes to ventilation systems. Some schools have indicated that they might like to move to a hot meal only provision. i.e. pupils that are eligible are no longer allowed to bring in a packed lunch provision but clearly this is a matter for themselves to consider in conjunction with parents and governors.
- 6. A further national £20m capital allocation has been announced and the authority is in the process of bidding for further funding to potentially carry-out 3 more projects that were unable to be completed under the initial round.

## **Conclusion**

- 7. Good progress on the implementation of school food plan in Nottinghamshire is being made. As well as fulfilling the first responsibility of ensuring all Key stage 1 pupils had access to a free school meal from the first day of the autumn term, work is now underway in targeting schools that meet the eligibility criteria for additional support. Subject to final approval from the Soil Association achieving the Gold standard ensures that the food element which is in the control of the schools catering service also supports the school food plan implementation.

8. Monitoring of meal numbers on a school by school basis will continue over the Autumn Term with efforts targeting those schools that are not achieving above a 75% premium free meal entitlement take-up rate, and / or less than an average overall take-up of 70% to identify what additional support can be provided to increase meal numbers.

## **Statutory and Policy Implications**

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

## **RECOMMENDATION**

- 1) That the update information supplied on the introduction of the National School Food Plan in Nottinghamshire be noted.

**Jas Hundal**

**Service Director – Transport, Property & Environment**

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

Kevin McKay  
Group Manager, Catering & Facilities Management  
T: 0115 977 4369  
E: [kevin.mckay@nottsc.gov.uk](mailto:kevin.mckay@nottsc.gov.uk)

Helen Fifoot  
Team Manager, Schools Catering  
T: 01623 434171  
E: [helen.fifoot@nottsc.gov.uk](mailto:helen.fifoot@nottsc.gov.uk)

## **Constitutional Comments**

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

## **Financial Comments**

11. As this report is for noting only, no financial comments are required

## **Background Papers and Published Documents**

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

**School Food Plan** [www.schoolfoodplan.com](http://www.schoolfoodplan.com)

## **Electoral Divisions and Members Affected - ALL**

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

1. This report provides the six monthly performance summary for the Schools Catering Service for the period ending 30 September 2014.

**Information and Advice**

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

**Operational Report**

3. The schools catering service served an average 37,301 meals per day over the half year representing an increase of 8.1% on 2012/13. Overall cumulative uptake is now 46.9% in Primaries and 44.6% in Secondary's. (Primary schools for September are estimated at 69.2% take-up as a result of the start of Universal Infant Free School Meals. Starting dates for pupils in Reception classes is staggered so it is hoped to see this figure increase to the target of 75% by the end of the financial year. Although a budget income figure adjustment has been made to reflect the introduction of UIFSM overall income is £360k ahead of the revised target.)
4. Expenditure for the year to date remains within budget forecast. There have however been increasing food costs in the secondary school sector. In conjunction with the service, Secondary schools set selling prices themselves and as a result financial returns at the end of the year payable to schools will therefore be reduced.
5. Free meal uptake has slightly reduced in the first six months of the year from 70.6% to 69.2% against entitlement however and remains below the target of 80% and will continue to be a priority area in working closely with schools. Some of this can be related to school absences and / or correct data measurements. It should be noted that entitlement levels can vary on a week by week basis.
6. The changing market provision in respect of Academies continues to apply pressure in ensuring services are bespoke to individual requirements and with the development of

Academy Trusts more and more services are being consolidated in to a sole provision, this linked with investments will attract an increase in private sector provision. Several large academies including National, Holgate & Tuxford Primary have started the tendering process for new contract arrangements to commence in April 2015.

7. Following a recent assessment of the OHSAS 18001 Standard (Occupational Health and Safety System) the Schools catering service along with the rest of Facilities Management has been deemed as meeting the required standard for accreditation.
8. At time of writing we are awaiting final approval in achieving the Food for Life Accreditation across all schools to the Gold Standard. The Silver accreditation has been in place for 5 years now and Nottinghamshire County Council will become the first Authority nationally to achieve this standard in both Primary and Secondary Schools. Parents and pupils can now be assured that 37% of food is purchased locally and regionally, over 60% of spend is on raw ingredients as well free range pork, poultry and beef and the removal of problem additives and trans fats.
9. From December 2014 caterers are required to publish information in relation to potential allergens in foods being served. The menus issued for the spring / summer and the new ones for the autumn / winter now contain this information and are therefore legislatively compliant. The allergen notice required are:-
  - Celery and Celeriac,
  - Cereals containing gluten,
  - Crustaceans e.g. prawns, crab etc,
  - Eggs,
  - Fish,
  - Lupin flowers and their seeds,
  - Milk,
  - Molluscs e.g. clams, mussels etc.,
  - Mustard,
  - Nuts,
  - Peanuts.
  - Sesame seed or oil,
  - Soya beans
  - Sulphur Dioxide (an additive or preservative)

#### **Other Options Considered**

10. None – report for noting only

#### **Reasons for Recommendation**

11. The monitoring of performance of the C&FM service supports the aspirations of the County Council to secure good quality affordable services.



## **Statutory and Policy Implications**

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

## **Financial Implications**

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

## **RECOMMENDATION**

1) That the Committee notes the contents of this report

**Jas Hundal**

**Service Director – Transport, Property & Environment**

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

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

Kevin McKay

Group Manager, Catering & Facilities Management

T: 0115 977 4369

E: [kevin.mckay@nottsc.gov.uk](mailto:kevin.mckay@nottsc.gov.uk)

## **Constitutional Comments**

This report is for noting only no Constitutional Comments are required

## **Financial Comments (TMR 11/11/2014)**

The financial implications are set out in the report.

## **Background Papers and Published Documents**

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

### **None**


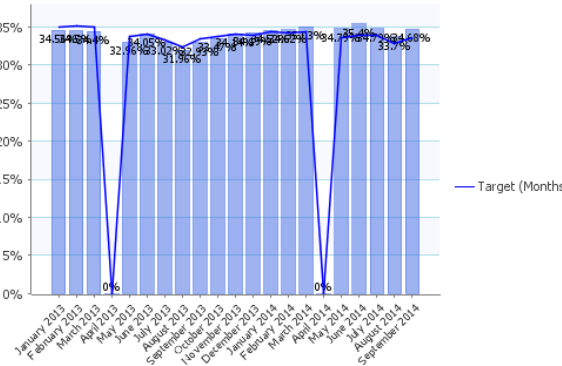

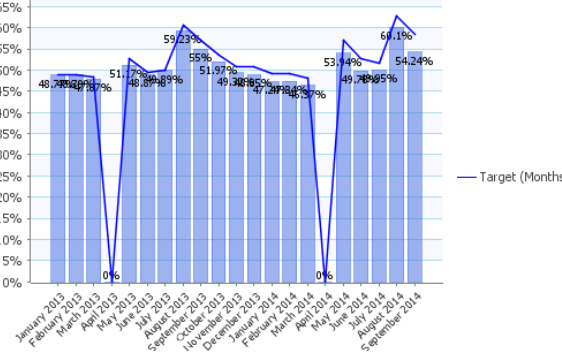
Electoral Divisions and Members Affected

- All


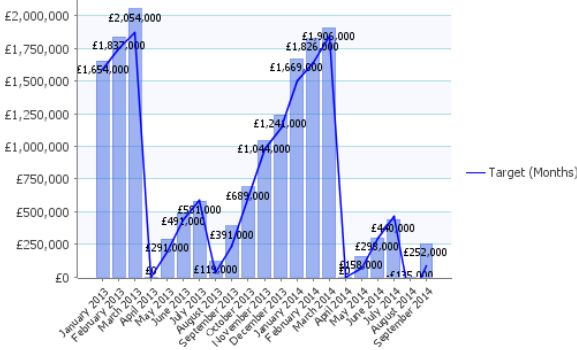

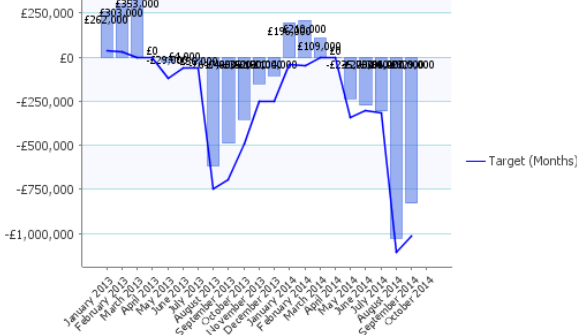


# Schools and Academies Catering 6 monthly Performance report 2014-15


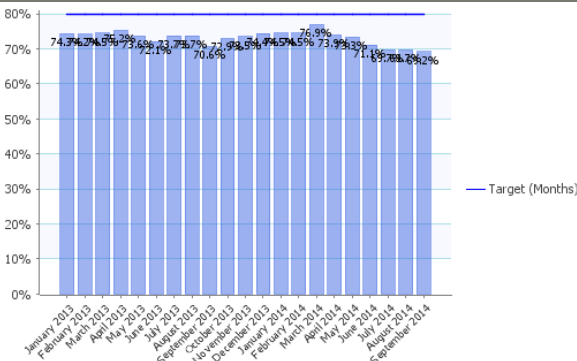
## Primary and Special Schools and Academies Catering FINANCIAL


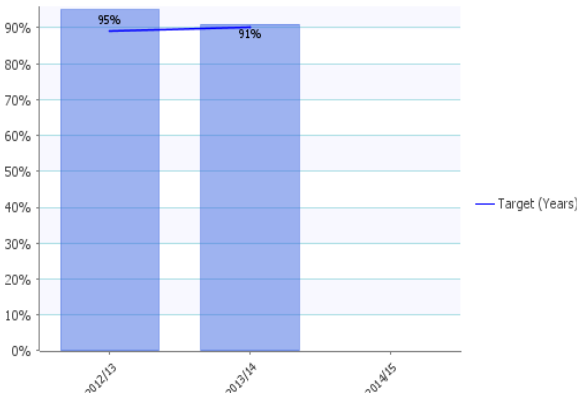
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Food costs as % turnover - Schools Catering	Aim to Minimise	<p><b>Actual</b> 34.68%</p> <p><b>Target</b> 33.57%</p> 		Primary meal food costs are within target the results are skewed by secondary's. Increased costs will be offset by a reduction in end of year financial returns.
Schools Catering - Labour costs as % of turnover	Aim to Minimise	<p><b>Actual</b> 54.24%</p> <p><b>Target</b> 58.44%</p> 		


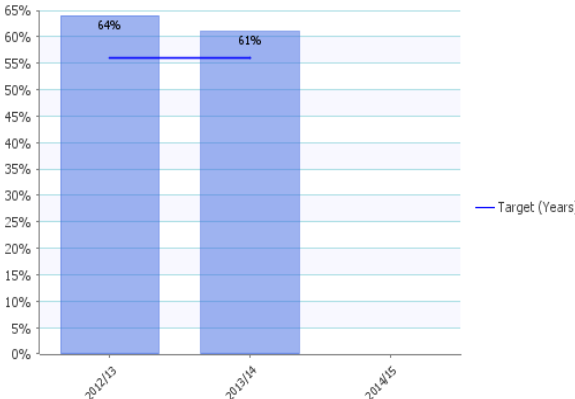
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Returns to Schools - Schools Catering	Aim to Maximise	<p><b>Actual</b></p> <p>£175k</p> <p><b>Target</b></p> <p>£169k</p> <p>✓</p>	<p>Target (Years)</p>	
Turnover - Schools Catering	Aim to Maximise	<p><b>Actual</b></p> <p>£7,699,000</p> <p><b>Target</b></p> <p>£7,303,000</p> <p>✓</p>	<p>Target (Months)</p>	


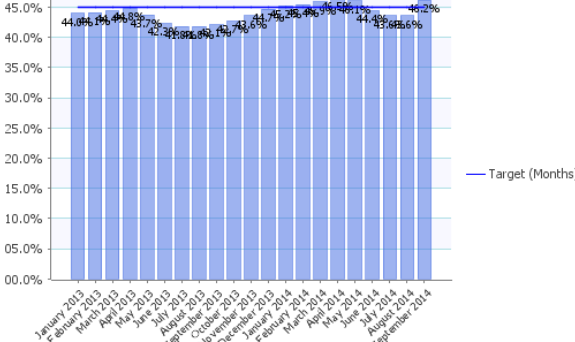
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Contribution - Schools Catering	Aim to Maximise	<p><b>Actual</b> £252,000</p> <p><b>Target</b> £82,000</p> 		
Surplus/deficit - Schools Catering	Aim to Maximise	<p><b>Actual</b> -£829,000</p> <p><b>Target</b> -£1,018,000</p> 		

## Primary and Special Schools and Academies Catering PERFORMANCE

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Free meal take up	Aim to Maximise	<p><b>Actual</b> 69.2%</p> <p><b>Target</b> 80%</p> 	 <p>Target (Months)</p>	Work continues to review this element of data collection.

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Primary and Special Schools	Aim to Maximise	<p><b>Actual</b> 91%</p> <p><b>Target</b> 90%</p> 	 <p>Target (Years)</p>	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements												
Buy back Levels - Secondary's and Academies	Aim to Maximise	<div><div>Actual</div><div>61%</div><div>Target</div><div>56%</div><div></div></div>	 <table><caption>Buy back Levels Data</caption><thead><tr><th>Year</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2012/13</td><td>64%</td><td>-</td></tr><tr><td>2013/14</td><td>61%</td><td>-</td></tr><tr><td>2014/15</td><td>-</td><td>56%</td></tr></tbody></table>	Year	Actual (%)	Target (%)	2012/13	64%	-	2013/14	61%	-	2014/15	-	56%	
Year	Actual (%)	Target (%)														
2012/13	64%	-														
2013/14	61%	-														
2014/15	-	56%														

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																																		
Total Meal Take Up	Aim to Maximise	<div><div>Actual</div><div>46.2%</div><div>Target</div><div>45.0%</div><div></div></div>	 <table><caption>Total Meal Take Up Data</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>January 2013</td><td>44.0%</td><td>45.0%</td></tr><tr><td>February 2013</td><td>44.1%</td><td>45.0%</td></tr><tr><td>March 2013</td><td>44.3%</td><td>45.0%</td></tr><tr><td>April 2013</td><td>44.3%</td><td>45.0%</td></tr><tr><td>May 2013</td><td>43.7%</td><td>45.0%</td></tr><tr><td>June 2013</td><td>42.3%</td><td>45.0%</td></tr><tr><td>July 2013</td><td>42.8%</td><td>45.0%</td></tr><tr><td>August 2013</td><td>42.8%</td><td>45.0%</td></tr><tr><td>September 2013</td><td>42.8%</td><td>45.0%</td></tr><tr><td>October 2013</td><td>43.1%</td><td>45.0%</td></tr><tr><td>November 2013</td><td>43.7%</td><td>45.0%</td></tr><tr><td>December 2013</td><td>43.6%</td><td>45.0%</td></tr><tr><td>January 2014</td><td>44.1%</td><td>45.0%</td></tr><tr><td>February 2014</td><td>44.7%</td><td>45.0%</td></tr><tr><td>March 2014</td><td>45.1%</td><td>45.0%</td></tr><tr><td>April 2014</td><td>45.1%</td><td>45.0%</td></tr><tr><td>May 2014</td><td>45.6%</td><td>45.0%</td></tr><tr><td>June 2014</td><td>44.1%</td><td>45.0%</td></tr><tr><td>July 2014</td><td>44.8%</td><td>45.0%</td></tr><tr><td>August 2014</td><td>43.6%</td><td>45.0%</td></tr><tr><td>September 2014</td><td>46.2%</td><td>45.0%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	January 2013	44.0%	45.0%	February 2013	44.1%	45.0%	March 2013	44.3%	45.0%	April 2013	44.3%	45.0%	May 2013	43.7%	45.0%	June 2013	42.3%	45.0%	July 2013	42.8%	45.0%	August 2013	42.8%	45.0%	September 2013	42.8%	45.0%	October 2013	43.1%	45.0%	November 2013	43.7%	45.0%	December 2013	43.6%	45.0%	January 2014	44.1%	45.0%	February 2014	44.7%	45.0%	March 2014	45.1%	45.0%	April 2014	45.1%	45.0%	May 2014	45.6%	45.0%	June 2014	44.1%	45.0%	July 2014	44.8%	45.0%	August 2014	43.6%	45.0%	September 2014	46.2%	45.0%	
Month	Actual (%)	Target (%)																																																																				
January 2013	44.0%	45.0%																																																																				
February 2013	44.1%	45.0%																																																																				
March 2013	44.3%	45.0%																																																																				
April 2013	44.3%	45.0%																																																																				
May 2013	43.7%	45.0%																																																																				
June 2013	42.3%	45.0%																																																																				
July 2013	42.8%	45.0%																																																																				
August 2013	42.8%	45.0%																																																																				
September 2013	42.8%	45.0%																																																																				
October 2013	43.1%	45.0%																																																																				
November 2013	43.7%	45.0%																																																																				
December 2013	43.6%	45.0%																																																																				
January 2014	44.1%	45.0%																																																																				
February 2014	44.7%	45.0%																																																																				
March 2014	45.1%	45.0%																																																																				
April 2014	45.1%	45.0%																																																																				
May 2014	45.6%	45.0%																																																																				
June 2014	44.1%	45.0%																																																																				
July 2014	44.8%	45.0%																																																																				
August 2014	43.6%	45.0%																																																																				
September 2014	46.2%	45.0%																																																																				





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

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

**Information and Advice**

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

**Other Options Considered**

5. None.

**Reason/s for Recommendation/s**

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

**Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

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

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

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

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

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

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

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

### **Background Papers**

None

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

All

## Personnel Committee Work Programme

Title	Summary	Decision or Information	Lead Officer	Report Author
<b>21<sup>st</sup> January 2015</b>				
Health and Safety Management Review and Action Plan	Update report	Information	Marje Toward	John Nilan
Workforce and Organisational Development Structure	See title	Decision	Marje Toward	Claire Gollin
Optimum Workforce Leadership – Future Service Model	See title	Decision	Marje Toward	Paul McKay/Claire Gollin
Acting Up and Honoraria	Update report	Information	Marje Toward	Gill Elder
Learning Solution Demonstration	Update Report	Information	Marje Toward	Claire Gollin
Facilities Management Operational Report	Update Report	Information	Kevin McKay	Kevin McKay
<b>18<sup>th</sup> March 2015</b>				
Sickness Absence Performance 2014/15 quarterly update at 31.12.14 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Employee Resourcing Information quarterly update at 31.12.14 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin/ Bev Cordon
<b>11<sup>th</sup> May 2015</b>				
Sickness Absence Performance 2014/15 quarterly update at 31.3.15 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Employee Resourcing Information quarterly update at 31.3.15 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin/ Bev Cordon

<b>1<sup>st</sup> July 2015</b>				

<b>September 2015 (date to be arranged)</b>				
Sickness Absence Performance 2015/16 quarterly update at 30.6.15 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Employee Resourcing Information quarterly update at 30.6.15 (Quarter 1)	Update report	Information	Marje Toward	Claire Gollin/ Bev Cordon