

## **Personnel Committee**

**Wednesday, 01 February 2017 at 10:30**

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

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### **AGENDA**

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 28th September 2016  | 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 | Implications of the Implementation of the Apprenticeship Levy for Nottinghamshire County Council   | 7 - 16  |
| 5 | Operational Report - Schools & Academies, Catering & Facilities Management Services  | 17 - 36 |
| 6 | Work Programme   | 37 - 40 |

### **Notes**

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

Customer Services Centre 0300 500 80 80

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

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

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



## **Minutes**

Meeting PERSONNEL COMMITTEE

Date Thursday 30<sup>th</sup> November 2016 (commencing at 10.30am)

### **Membership**

Persons absent are marked with an 'A'

### **COUNCILLORS**

Sheila Place (Chairman)  
Nicki Brooks (Vice Chairman)

Maureen Dobson  
Darren Langton  
John Ogle  
Tony Roberts MBE

A Rachel Madden  
Yvonne Woodhead  
Liz Yates

### **OFFICERS IN ATTENDANCE**

Caroline Baria	Service Director, Strategic Commissioning, Access & Safeguarding
Sue Batty	Service Director Mid Nottinghamshire Adult Social Care, Health & Public Protection
Julie Brailsford	Assistant Democratic Services Officer
Gill Elder	Group Manager HR
Helen Fifoot	Team Manager Schools Catering
Brian Fitzpatrick	Unison
Claire Gollin	Group Manager HR
John Hughes	Group Manager Catering & Facilities
Jas Hundal	Service Director Transport, Property & Environment
Marje Toward	Service Director, HR and Customer Service

### **MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 28<sup>th</sup> September 2016, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

### **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Rachel Madden.

## **DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING INFORMATION AS AT 30<sup>TH</sup> SEPTEMBER 2016**

### **RESOLVED 2016/21**

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

## **EMPLOYEE HEALTH & WELLBEING & SICKNESS ABSENCE PERFORMANCE UPDATE AS AT 30<sup>th</sup> SEPTEMBER 2016**

### **RESOLVED 2016/22**

1. To note the current level of performance in respect of sickness absence.
2. To note that the HR Business Partners continued to work with departmental managers to reduce absence and improve the health and wellbeing of their workforce.

## **OPTIMUM WORKFORCE LEADERSHIP – UPDATE ON FUNDING ARRANGEMENTS**

### **RESOLVED 2016/23**

To note the new funding arrangements for the Optimum Workforce Leadership project as set out in the report and agreed to the continued establishment of the posts set out in paragraph 15 until 31 March 2019.

## **HR SUPPORT TO ADULT SOCIAL CARE & HEALTH WORKFORCE DEVELOPMENT PROJECT**

### **RESOLVED 2016/24**

To note the new funding arrangements to enable an extension of 1 fte Band D Project Manager post for the ASCH Workforce Development Programme up to 31<sup>st</sup> March 2018.

### **EMPLOYER OF CHOICE – LIVING WAGE UPDATE**

#### **RESOLVED 2016/25**

To note that the Council would apply the latest Living Wage Foundation rate to ensure that all of its direct employees received this as a minimum pay rate.

### **OPERATIONAL REPORT – SCHOOLS & ACADEMIES, CATERING & FACILITIES MANAGEMENT SERVICES**

#### **RESOLVED 2016/26**

To note the information contained within the report.

### **WORK PROGRAMME**

#### **RESOLVED 2016/27**

That the Committee's work programme be noted.

The meeting closed at 11.50am.

### **CHAIRMAN**

30<sup>TH</sup> November 2016



**REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN RESOURCES****IMPLICATIONS OF THE IMPLEMENTATION OF THE APPRENTICESHIP LEVY FOR NOTTINGHAMSHIRE COUNTY COUNCIL****Purpose of the Report**

1. To inform Personnel Committee of the implications for the Council of implementation of the Government's national Apprenticeship Levy and associated Public Sector Duty from **April 2017**, as currently understood, and seek approval for a phased approach to implementation as the Government confirms the details of the proposals.
2. To seek approval for additional temporary resources to develop the Council's approach and manage the initial implementation of both the Public Sector Duty and Apprenticeship Levy.

**Background****Existing Apprenticeship Provision in Nottinghamshire County Council**

3. As previously reported to this Committee, apprentice placements with Nottinghamshire County Council (NCC), are offered as part of the Council's wider Economic Development agenda to encourage skills development and improve the employability of young people across the County. Apprenticeships form part of a wider offer of work based learning programmes aimed at attracting new employees into the Council's workforce as part of its Workforce Strategy.
4. The Council currently offers **60** Apprenticeship opportunities per year, working with Futures Training Agency as our employing partner. These Apprenticeships are aimed at young people aged 16-24 years and are funded in the main through a centrally held budget.
5. This area of work is managed through the Council's Workforce Planning and Organisational Development (WPOD) team, within the Customers and Human Resources (HR) division of the Resources Department as part of the corporate workforce planning response. The team works closely with departmental workforce leads to provide a range of Apprenticeships across the Council and ensure that these contribute towards meeting the Council's future skills needs.

**Introduction of the National Apprenticeship Levy and Public Sector Duty**

6. The Government's new Apprenticeship Levy will impact on the Council's current Apprentice Programme and will provide opportunities to further develop the Council's approach to providing and supporting Apprenticeships.
7. The Levy will be payable by all employers with a wage bill in excess of **£3m per annum** and who employ **250 staff or more**, to be paid as a **0.5% tax** on the employers' payroll collected monthly via Her Majesty's Revenue and Customs (HMRC). The Levy comes into force in April 2017 and will be taken at source by HMRC and placed in a digital account for NCC to access for Apprenticeship training and assessment costs only.
8. The Government's intention is that this money is used to fund the national Apprentice Programme. Payments made to the Levy fund can be recovered by the employer to train and assess Apprentices against approved standards and frameworks in conjunction with approved training providers. Employers to whom the Levy applies will receive a one-off allowance of **£15,000** to encourage the development of Apprenticeships.
9. Alongside the Apprenticeship Levy; a headcount target for Apprenticeships will be imposed on public sector organisations requiring them to ensure that **2.3%** of their workforce are Apprentices.
10. The final detail of how the Apprenticeship Levy will work in practice is still emerging, with some aspects still under discussion and consultation. In preparation, proposals for implementation across the Council have been under development for some time and have been revised as details become clearer and will continue to be kept under review. Confirmation of the position in relation to schools has only recently been received and the Council's response is set out in this report, see paragraphs 19-22 below.

### **Implications of the Levy and the Public Sector Duty**

11. To meet the proposed headcount target the Council will need to increase the number of Apprentices it employs from 60 to approximately **176**. However, confirmation of the inclusion of Maintained Schools has increased the overall headcount target to **372**.
12. The Council will need to recoup as much of the Levy as possible by ensuring that what is paid is fully utilised for the Council's benefit. If the Council does not create additional Apprenticeships using all of the money available in the digital account, after 24 months the funds will return to a central government fund for redistribution to other employers who have spent their own Levy contribution and are seeking further funding or to non-levy paying organisations to enable them to access funding for Apprenticeships.
13. Based on updated information from the Government a number of restrictions appear to apply. The Levy can only be used for training and assessment costs, it cannot be used on other costs associated with Apprentices or wider training effort, that is: wages, statutory licenses to practice, travel and subsidiary costs, managerial costs, traineeships, work placement programmes or the costs of setting up and administering an Apprenticeship Programme.
14. Apprenticeships must be of at least a **12 month** duration with training to an approved Apprentice standard (or Framework). The latest guidance also states that there must be a genuine job at the end of the Apprenticeship, however this is being taken up by the Local



Government Association on behalf of Local Authorities given the challenge of meeting this requirement in the current financial climate.

15. Apprenticeships have not previously been available to degree level qualified individuals. Recent clarification has confirmed that under the new Levy arrangements an individual can be funded to undertake an Apprenticeship at the same or lower level than a qualification they already hold provided the content of the training is materially different from any prior training. "Apprenticeships", that is training which meets the criteria can be made available to all ages and apply to existing staff as well as new appointees. Work has been undertaken to map existing training against the new standards and existing frameworks to identify training which will qualify as an Apprenticeship and for which the Council will be able to draw down funding from the digital account from April 2017.
16. The currently available standards are insufficient to meet the needs of the range of public service employers and work is being undertaken by employers, professional organisations and other interested parties, working with providers, to develop occupational standards which reflect the full range of public services. The Council continues to be involved in this work where appropriate, including working with East Midlands Councils (EMC) and the Local Government Association (LGA) to ensure that standards are developed in identified skill shortage or specialist areas of the public sector. The Economic Development team and the HR/WPOD teams will also continue to work through the Economic Prosperity Committee to develop a more collaborative approach to Apprenticeship standards development.
17. The Council will need to directly employ Apprentices from 1st April 2017 in order for them to qualify for funding via the Levy. This will necessitate reframing our relationship with Future Training Agency; including ensuring that a legacy arrangement is put in place for the existing Apprenticeships in place prior to implementation date. The training and assessment costs of taking on any new Apprentice following the implementation date can be drawn down from the Levy, however this will not apply to individuals in existing, ongoing Apprenticeships at this point. It is likely that from April 2018, Levy paying employers will be able to place up to **10%** of their Levy with another partner employer although this will only impact on a small percentage of NCC Apprenticeships if it comes into force.
18. The Government has very recently confirmed that for a time limited period Levy funds will be able to be used to fund Apprenticeship training against existing frameworks; whilst new standards are developed and approved. This will assist with the transition from the old to new arrangements and support the implementation of some "quick wins".

### **Application of the Levy and Public Sector Duty to Schools**

19. Academies, Foundation and Voluntary Aided Schools, where the Governors are the employing body and the pay bill is in excess of £3 million, will be liable to pay the Levy in their own right and to have their own digital account which will attract the one off £15,000 allowance.
20. It was recently confirmed by the Government that Maintained Schools, where the Council is deemed to be the employer, should be included in the employer Levy by virtue of the Council's overall pay bill exceeding £3m, regardless of the individual school pay bill.

21. The Schools Forum on 8<sup>th</sup> December 2016 was informed of the position of schools in relation to the Levy, how it will be funded and collected and the implication for schools. A communication plan was also agreed and put in place to ensure that Maintained Schools are made aware of the implications of the introduction of the Levy and Public Sector Duty.
22. To assist with the achievement of the Public Sector Duty target, the WPOD and HR teams will work with schools to encourage and support them to consider options, develop their approach to Apprenticeships and access funds in the digital account if appropriate. Schools looking to create Apprenticeship posts would be required to fund all associated salary costs and Maintained Schools would be able to apply to the Council's digital account for the funding of any training and assessment costs.

### **Proposed Approach**

23. The following proposals will enable an initial approach to be in place by 1<sup>st</sup> April 2017 to support the Council to respond to the implementation of the Apprenticeship Levy and work towards the requirements of the Public Sector Duty.
24. The new Digital Apprentice Account will be managed within the HR service, including assessment of whether specific training meets the funding criteria; advising and supporting managers; supporting schools; identifying new opportunities to increase Apprenticeships across the Council and in schools; reconciling and managing the funds in the Digital Account; submitting returns to HMRC; a range of activities to recruit and support new Apprentices and ongoing development of the Apprenticeship Programme.
25. Mapping of the current Council wide training offer against the available Apprenticeship standards and frameworks has identified training which could convert to "Apprenticeships" for existing staff across the authority. Up to **100** possible opportunities have been provisionally identified so far and further more detailed work will be undertaken, working closely with service managers, to put these into practice over time. A number of potential "quick wins" have also been identified which could be used to draw down funding from 2017/18. Detailed mapping work is continuing to ensure that maximum benefit is derived from use of the Levy in the medium to longer term.
26. The Council will continue to develop proposals with local higher education providers to establish higher level degree Apprenticeships for existing NCC employees as part of a career pathway and succession planning strategy and could also contribute to the development of future standards in key skills areas.
27. Recruitment to vacancies against existing Grade 2 and Grade 3 posts will be designated as potential Apprenticeship opportunities, following due consideration of potential redeployees, unless it can be evidenced that there are service specific reasons why this would not be appropriate. This would initially be managed through amendments to the Council's established Vacancy Control Decision Record (VCDR) process. This process will also be amended to encourage managers to consider the potential Apprentice Frameworks and Standards for all vacant posts to identify opportunities for Apprenticeships at higher levels of post across the Council. It is estimated that initially this could generate an average of **30** additional new Apprenticeships.
28. Further discussions have been arranged regarding the Council's ongoing partnership arrangements with Futures ATA to facilitate the transfer of employer responsibility to the

Council and to work together to increase the number of apprentice placements on offer to young people new to employment from the existing 60 placements.

29. The balance between new apprenticeship placements and apprenticeships for existing employees will need to be kept under constant review to ensure the Council is as close as possible to meeting its headcount target and maximising the use of the Levy on an ongoing basis. It is therefore proposed that the Council adopts a phased approach to implementation with the aim of initially meeting the directly employed headcount target of **176**, working towards the overall higher level target including schools over time. This will allow for the continued development of proposals with partners as part of a wider collaborative approach and the review and consideration of further options as the broader picture emerges.
30. The Government's recommended Apprenticeship rate is approximately half the age related minimum wage and is currently set at £3.40 per hour. NCC Apprentices are currently paid the age related minimum wage which currently ranges from £5.55 per hour for 18 - 20 year olds to £7.20 per hour for adults (age 25 plus). It is proposed that the Council continues to adopt this approach beyond April 2017.
31. The WPOD team has reprioritised some of its current staffing resource to assist with the implementation of the Levy and Public Sector Duty. However, additional staffing capacity will need to be allocated from 1<sup>st</sup> April 2017 to enable the Council's approach to drawing down the Levy to be managed and monitored and the number and type of Apprenticeships available to be further developed in conjunction with managers and schools.
32. In order to build in the necessary capacity to respond to these additional demands it is proposed that two FTE additional posts are established on a fixed term basis whilst the Government's new model for Apprenticeships is established and beds in and the operational details are confirmed. This will enable a range of future options for resourcing and providing this support to be further explored as the market in this area develops.
33. The proposals in this report have been considered by and have the support of the Corporate Leadership Team. Departmental engagement with the expanded corporate Apprenticeship Programme will be critical to the success of maximising the Levy and benefits for employees and the organisation, translating these potential opportunities into practice through managers providing training and development support. Work will be undertaken to actively support, encourage and enable managers to identify and provide additional Apprenticeship opportunities across the Council.

## **Financial Implications**

34. Annual Levy contributions to be placed in the digital account by the Council are estimated to be **£733,606 per annum** based on current headcount figures (modelled on October PAYE). This will be paid over on a monthly basis alongside HMRC and National Insurance contributions. Funding for the Levy was set aside in the Medium Term Financial Strategy and has been identified in the base budget for 2017/18 onwards.

35. The estimated figure for Maintained Schools, using the same modelling, is **£782,782 per annum**. This will be paid over from school budgets on a monthly basis alongside HMRC and NI contributions.
36. The Council's current budget for its established Apprentice Programme of 60 placements a year is **£300,000** which funds the salary costs of the Apprentices. Training costs are covered by funding drawn down by the training provider. In addition, departments fund approximately **£150,000** of Apprenticeship salary costs each year from service specific salary budgets.
37. It is proposed that salary costs of 60 Apprentice placements will continue to be paid for as under current arrangements. Initially, it is proposed that any new Apprenticeships where an additional employee is employed will be funded from conversion of already established posts as set out in paragraph 27 above.
38. Existing employees accessing Levy Funds to refund training costs will not generate additional employment costs. Some of these training costs are currently met from Learning and Development Budgets which could be diverted to fund the Levy Contribution and then refunded to pay for training costs.
39. The figures within this report are estimates based on current headcount and the Government proposals as currently understood. A more detailed costing exercise will be undertaken to establish short, medium and long term proposals for the availability of higher level Apprenticeships with due regard to the Council's future workforce shape and needs once appropriate frameworks are available and the Government has clarified the detail of how the Levy will work and any transition arrangements which will apply.
40. In the longer term, if the Council's headcount target remains in the order of **372**, the Council may need to give further consideration to funding for the Apprenticeship Programme. Further work will be required between HR and Finance colleagues to model potential costs and identify options for funding. This will need to be flexible to respond to the context of the changing organisation, organisational context and as the requirements and arrangements in relation to the Apprenticeship Levy and Public Sector Duty develop and are clarified by central government.
41. Based on indicative grades it is proposed to establish **2 FTE** Project Officer posts on **Band B**, initially a fixed term period for one year up to 31<sup>st</sup> March 2018 reporting to the Senior Business Partner WPOD. The total cost at current pay rates, with on-costs, would be up to £85,490. This is proposed to be funded from contingency. A 2017/18 contingency bid will be made to the Finance and Property Committee.

## Conclusion

42. The detail of the implementation of the Levy and Public Sector Duty and their implications is an emerging one. Government is still consulting on some aspects of the proposals and the overall system and market continues to develop. Ongoing work will therefore be required to model the potential implications and options for the Council as further information is made available, including active engagement with EMC and the LGA as arrangements are put in place nationally to support local authorities to fulfil their obligations.

43. Sufficient uptake of the Apprenticeship opportunities on offer is critical to success and the Council is actively working with other public sector employers across the D2N2 area to promote careers in public service and Apprenticeship opportunities in particular. The Economic Prosperity Committee has also agreed an Apprenticeship Strategy across Nottinghamshire to encourage employers to work together to improve the number of higher level Apprenticeships and ensure these meet the needs of employers in the area. The LEP has established a group to look across D2N2 at skills development and training opportunities in relation to the social care workforce in particular. The Sustainability and Transformation Plan is also providing the opportunity for joint work on the Health and Social Care workforce of the future; including Apprenticeships.

### **Other Options Considered**

44. The Council has considered a range of options. This has included taking independent tax advice and working with partners, other public sector employers and providers to explore options. The current phased approach is considered most appropriate initially given the level of uncertainty around the proposals.
45. In future the Council could consider engaging a management service to deliver the Apprentice Programme. The costs of this service are currently unknown as the majority of external offers are still under development.
46. The Council could also seek to become an Approved Training Provider in its own right, resourced to directly train and employ its own Apprentices. However, it is felt that whilst this might be an option worthy of consideration at a later date, the approach set out in the report is the least risk and most achievable initially.
47. The above two options could potentially be developed with Futures or with other public sector employers.

### **Reasons for Recommendations**

48. To enable the Council to prepare and plan to be able to sustain and grow its corporate commitment, as a good employer, to providing placements for Apprentices across the authority and to ensure that the cost for the national Apprentice Levy is fully recovered.
49. The proposed approach allows the Council to work towards full compliance with the requirements of the Public Sector Duty in a manageable way whilst providing a degree of flexibility and reflecting the degree of uncertainty around the proposals and their detailed implementation.

### **Statutory and Policy Implications**

50. 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 services), the public sector equality duty, safeguarding of children and adults at risk, 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.

### **Human Resource Implications**

51. These are set out in the body of the report. The support of the Council's recognised trades unions will be critical to the continued successful development of proposals through a collaborative approach as the broader picture emerges. Discussions will take place with the recognised trades unions on the implications for the Council of the implementation of the Apprentice Levy at the Central Joint Consultative and Negotiating Panel meeting on 26<sup>th</sup> January 2017 in order to engage them with implementation of the proposals set out in this report.

### **Equalities Implications**

52. As a key part of its overall approach to workforce planning and underpinning its commitment to being an Employer of Choice, the County Council supports the use of Apprenticeships as a means of offering jobs, work based learning and career opportunities to a diverse range of new recruits and existing employees.

### **RECOMMENDATIONS**

It is recommended that Personnel Committee:

- a) Note the workforce implications of the new Apprenticeship Levy and Public Sector Duty for the County Council.
- b) Agree the proposed approach to implementation set out within the report within the context of a constantly changing and slowly emerging picture at a national level.
- c) Agree the establishment of 2 fte Band B posts of Project Officer for a fixed term of 12 months initially to develop and deliver the Council's response to the Levy and Public sector Duty.
- d) Agree that a further progress report is brought back to this Committee as the details are confirmed nationally and further modelling work is complete.

**Marjorie Toward**

**Service Director – Customers and Human Resources**

**For any enquiries about this report please contact:** Claire Gollin, Group Manager HR, on 0115 9773837 [claire.gollin@nottsgov.uk](mailto:claire.gollin@nottsgov.uk) or Helen Richardson Senior WPOD Business Partner on 0115 9772070 [helen.richardson@nottsgov.uk](mailto:helen.richardson@nottsgov.uk)

### **Constitutional Comments (KK 09/01/17)**

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

### **Financial Comments (SES 06/01/17)**



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

**Human Resources Comments (CLG 19/12/16)**

55. The human resources implications are implicit in the body of the report as far as they are known and understood at the current time.

**Background Papers and Published Documents**

None

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

All





**REPORT OF SERVICE DIRECTOR, ENVIRONMENT, TRANSPORT & PROPERTY****OPERATIONAL REPORT - SCHOOLS AND ACADEMIES, CATERING AND FACILITIES MANAGEMENT SERVICES****Information and Advice****1. Purpose of Report**

This briefing report sets out the performance of the Environment & Resources Department Catering & Facilities Management (C&FM) Trading Services for Period 8 ended 30th November 2016.

**2. Information and Advice**

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

**3. Performance Reports**

A review of structures is underway as C&FM repositions itself with a view to the future. Options are currently being appraised and information collection has started

**3.1 Building Cleaning & FM Services**

Building Cleaning & Facilities Management colleagues continue to appraise contracts in line with policy decisions made in 2016 – particularly in staffing reduction and applying the 5% increase in contracts for 2017/18 buyback. Managers are now being encouraged to analyse differentials with regard to how individual contracts are implemented. First indications are that this will improve the position in 2017/18.

Additional financial data is included in **Appendix A**.

## 3.2 Schools Catering

The Schools Catering Service served an average 43,139 meals per day over the 8 month period, a decrease of 3.2% on the same period for 2015/16 in total meal numbers, in most part, due to a teachers strike day in July and the loss of 3 Secondary and 8 Primary schools over the last year.

Overall cumulative uptake for the period is now 58.9% in primaries and 56.4% in secondary school sector. This compares to 60.0% and 50.7% in the previous year respectively.

Take-up of Universal Infant Free School Meals (UIFSM) for April – November 2016 is currently 76.0% compared to 79.3% in the previous year. It should be noted that figures for Nottinghamshire are based on the assumption that every entitled pupil attends school every day; which in reality is very rarely the case.

Other pupil premium free school meals are recorded at a 74.5% take-up.

Additional financial data is included in **Appendix A**.

- Price increases from Brakes and some meat products procured via Maloney's will impact on food costs from December 2016 onwards.
- Schools are starting the process to consider contract options for April 2017.
- In order to encourage more schools and academies to engage in online payments, a new cashless system is undergoing trials in Meden School – Bio Store Technology. Parental access and knowledge has advanced significantly and it is therefore vital that we embrace the advantages that this technology brings.
- Festive lunch menus began in schools week commencing 5<sup>th</sup> December 2016 and were once again, very well supported. Whole school events are being encouraged with invitations extended to parents, grandparents and carers. Chinese New Year events are planned for late January and early February 2017.
- New staffing regimes are being introduced from January 2017 as schools change the style of contract with ourselves. This facilitates our ability to be more responsive to variations in income and employee absence; ultimately to improve productivity. Overarching projects are underway in C&FM to ensure that we will compete effectively against private contractors.
- The kitchen management system (Cypad) is now well established. This has had a positive impact on the management and control of school catering. The catering team are now working with Cypad team to implement further modules and make full use of the management information available from the system. We continue to work with Cypad as we further develop the capability of the model.

## Appendix A

### School Catering

#### Overall Performance

##### Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturns (£000's)
Turnover	13,070	13,111	41	20,530	20,530
Direct Costs	11,330	10,842	488	18,001	17,801
Indirect costs	1,118	1,039	79	1,652	1,652
Overhead and Support Costs	582	582	0	874	874
<b>Net Surplus - Deficit</b>	<b>38</b>	<b>647</b>	<b>609</b>	<b>0</b>	<b>203</b>

##### Meal Numbers

Meal Numbers (000's)	Budget to date	Actual	Variance
Primary - Free Meals	500	503	3
Primary - Paid Meals	1,190	1,185	(5)
Universal Infant Free Meals	2,088	2,103	15
Secondary & SLA	1,518	1,526	8
Specials	31	32	1
<b>Total</b>	<b>5,327</b>	<b>5,349</b>	<b>22</b>

### Building Cleaning FM

#### Overall Performance

##### Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturn (£000's)
Turnover	9,205	9,245	39	13,635	13,635
Direct Costs	8,065	8,090	(25)	12,200	12,200
Indirect costs	667	636	31	1,000	1,000
Overhead and Support Costs	527	527	0	791	791
Net Surplus - Deficit	(53)	(8)	45	(357)	(357)

### **3.3 County Hall & Trent Bridge House Catering and FM**

Full internal Health & Safety audits were conducted across all county offices. Observations and non-conformities have been addressed and necessary non-compliance now addressed. We are using this to further develop lasting and robust quality systems.

It would not be unrealistic to expect a catering breakeven position at the conclusion of the current financial year. We continue with work through the Riverview restaurant and Porthole in Trent Bridge House, to make this a reality for the first time. Period 8 figures bear this out.

Production of a further 60 school meals commenced in the Riverview from 12<sup>th</sup> Sept 2016. These are for Ash Lea School. This arrangement continues to progress well. We receive regular positive feedback from the school.

The catering team are planning a minor refurbishment of the Coffee shop in County Hall to improve access for guests and employees with reduced mobility.

### **4. Refurbishment County Hall**

All communications are now in place for phase II of the CLASP demolition process. The temporary cycle lockup facility is functioning well.

This phase necessitates the loss of substantial car parking. To this end, updated line marking with clearly defined visitor bays and Blue Badge parking are in place. The demolition phase has now commenced. Facilities Management colleagues are managing the situation on a daily basis.

Interim arrangements are in place for delivery management during the period of time that the loading bay is within the demolition zone.

### **5. General**

C&FM are considering a new Customer Relationship Management System (CRM) across our service areas that will enhance the real time business information available to us. We see this working in partnership with the Cypad project.

CRM is a term that refers to practices, strategies and technologies used to manage and analyse customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships with customers, assisting in customer retention and driving sales growth. CRM systems are designed to compile information on customers across different channels or points of contact between the customer and C&FM.

We are also currently undertaking a full appraisal of our marketing and merchandising in line with competitor practices.

### **6. Car parking**

A stronger stance will be implemented in January 2017 at LVH regarding the double and triple parking. Specifically, electronic communications have been sent to all Lawn View House employees regarding inconsiderate parking at the venue. This has resulted in an immediate reduction in double parking.

Corporate communications have been posted on the Intranet and via posters and leaflets. White line repainting, together with identification of no parking zones will take place at the end of January 2017. A car-park working group has now been established; to include

operational, legal and Trades Union representation. The initial meeting of the new group is scheduled for the 18<sup>th</sup> January 2017.

Consistent and regular communications will be fed through Tenants Group meetings on a building by building basis, and as a core agenda item.

## **7. Door Access**

Hardware rollout per building started 30<sup>th</sup> January 2017 - simultaneous testing by the project team will also take place - one card will do all, including the possibility to facilitate food payment at Trent Bridge House and County Hall. Trent Bridge House and County Hall will be the final buildings to be completed for two reasons:

1. They are the largest projects and require the most dedicated input.
2. We envisage that all potential issues will have been addressed as part of the smaller building rollouts ensuring minimal disruption and maximum efficiency.

## **8. Confidential Waste**

A full appraisal for county offices & care homes is underway to confirm current practice and to establish a generic procedure going forward. A progress update was submitted to the Information Management Group (IMG) for their meeting on January 18<sup>th</sup> 2017.

The objective of this work is to build on the existing systems and ensure all buildings and departments are following compliancy procedures for their area of work.

## **9. Sickness monitoring**

Catering & Facilities Management are now focusing on sickness absence. Monthly clinics are now in place whereby area managers are being asked to report on current figures and the actions in place to reduce the level in line with Nottinghamshire County Council targets.

## **9. Reasons for Recommendation**

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

## **10. Statutory and Policy Implications**

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.

## **11. Financial Implications**

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

## **RECOMMENDATION**

That the Committee notes the contents of this report.

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

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

### **12. Constitutional Comments**

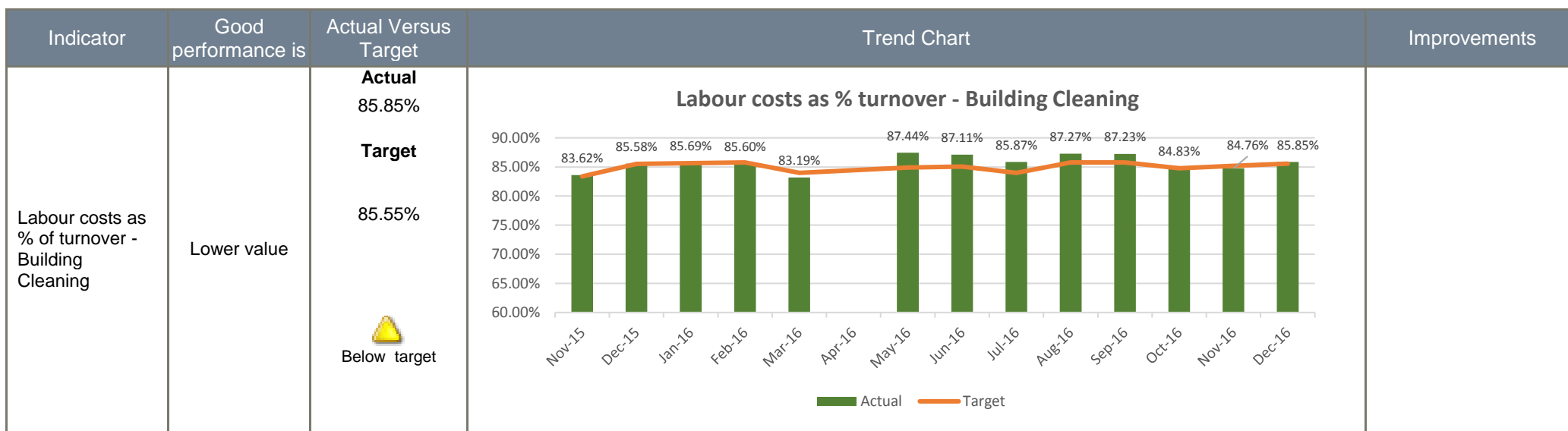
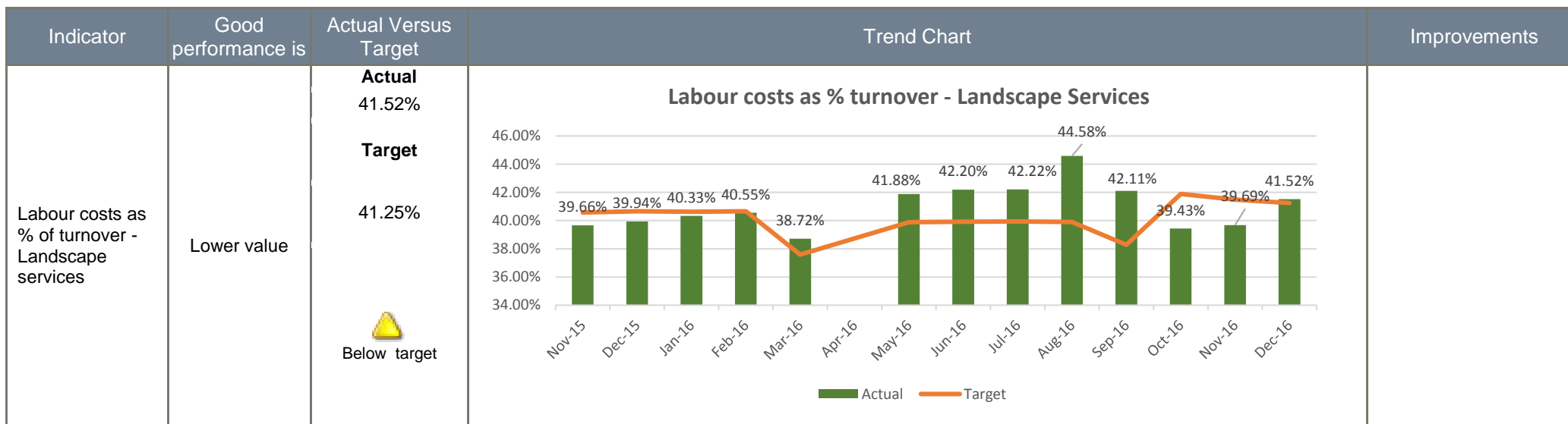
This report is for noting only no Constitutional Comments are required

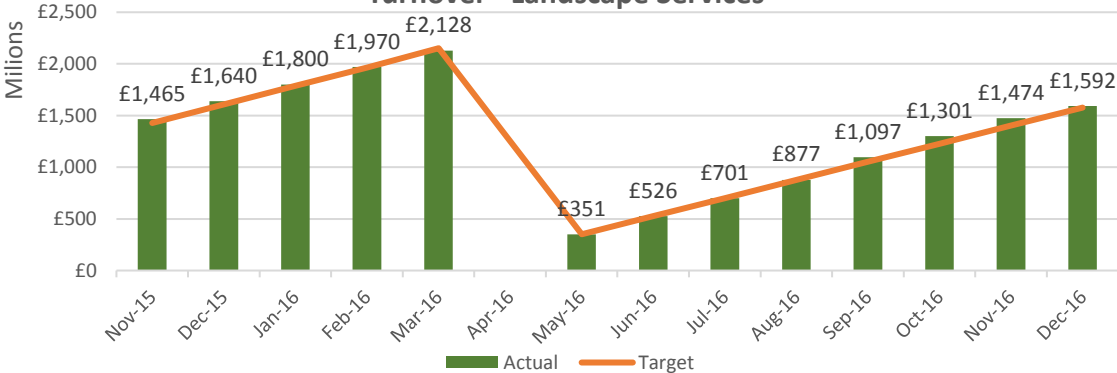

### **13. Financial Comments**

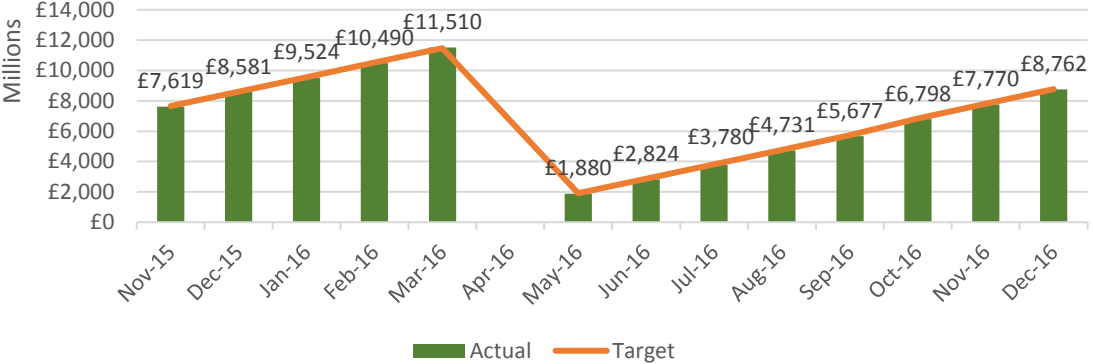

The financial implications are set out in the report

**Facilities Management Performance Report Period 9 (2016-17)**  
**Building Cleaning and Caretaking, Grounds Maintenance**  
**FINANCIAL**

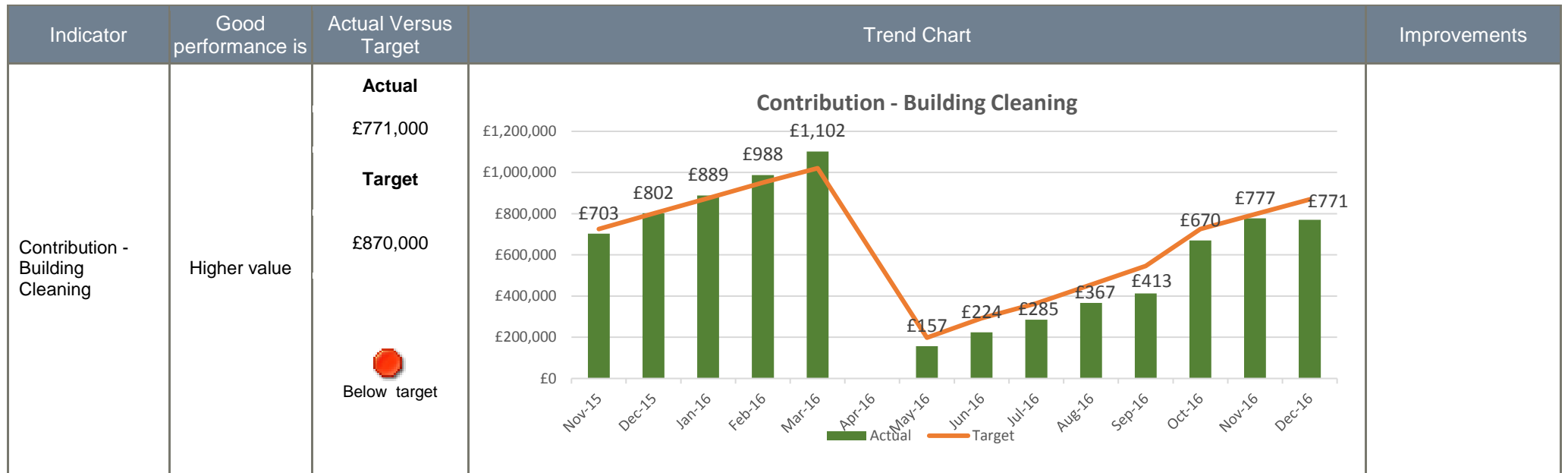
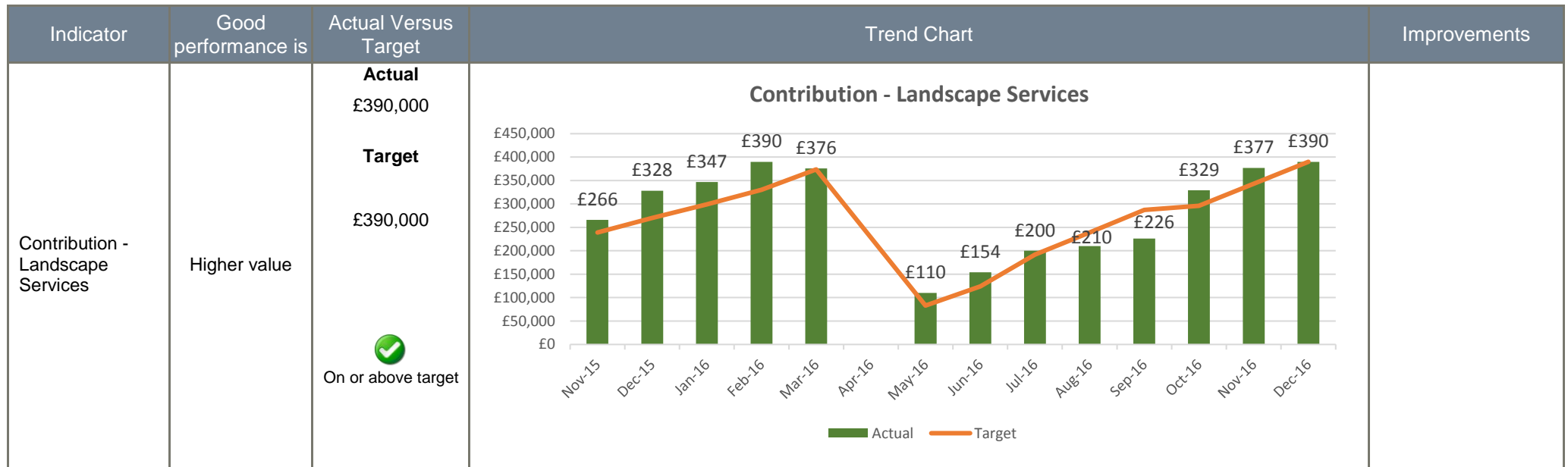
**Appendix 2**



Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																													
Turnover - Landscape Services	Higher value	<b>Actual</b> £1,592,000	 <table border="1"><caption>Turnover - Landscape Services Data</caption><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>Nov-15</td><td>£1,465</td><td>£1,465</td></tr><tr><td>Dec-15</td><td>£1,640</td><td>£1,640</td></tr><tr><td>Jan-16</td><td>£1,800</td><td>£1,800</td></tr><tr><td>Feb-16</td><td>£1,970</td><td>£1,970</td></tr><tr><td>Mar-16</td><td>£2,128</td><td>£2,128</td></tr><tr><td>Apr-16</td><td>£351</td><td>£1,700</td></tr><tr><td>May-16</td><td>£526</td><td>£1,400</td></tr><tr><td>Jun-16</td><td>£701</td><td>£1,100</td></tr><tr><td>Jul-16</td><td>£877</td><td>£950</td></tr><tr><td>Aug-16</td><td>£1,097</td><td>£850</td></tr><tr><td>Sep-16</td><td>£1,301</td><td>£750</td></tr><tr><td>Oct-16</td><td>£1,474</td><td>£650</td></tr><tr><td>Nov-16</td><td>£1,592</td><td>£550</td></tr><tr><td>Dec-16</td><td>£1,592</td><td>£450</td></tr></tbody></table>	Month	Actual (Millions)	Target (Millions)	Nov-15	£1,465	£1,465	Dec-15	£1,640	£1,640	Jan-16	£1,800	£1,800	Feb-16	£1,970	£1,970	Mar-16	£2,128	£2,128	Apr-16	£351	£1,700	May-16	£526	£1,400	Jun-16	£701	£1,100	Jul-16	£877	£950	Aug-16	£1,097	£850	Sep-16	£1,301	£750	Oct-16	£1,474	£650	Nov-16	£1,592	£550	Dec-16	£1,592	£450	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																													
Turnover - Building Cleaning	Higher value	<b>Actual</b> £8,762,000	 <table border="1"><caption>Turnover - Building Cleaning Data</caption><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>Nov-15</td><td>£7,619</td><td>£7,619</td></tr><tr><td>Dec-15</td><td>£8,581</td><td>£8,581</td></tr><tr><td>Jan-16</td><td>£9,524</td><td>£9,524</td></tr><tr><td>Feb-16</td><td>£10,490</td><td>£10,490</td></tr><tr><td>Mar-16</td><td>£11,510</td><td>£11,510</td></tr><tr><td>Apr-16</td><td></td><td></td></tr><tr><td>May-16</td><td>£1,880</td><td>£1,880</td></tr><tr><td>Jun-16</td><td>£2,824</td><td>£2,824</td></tr><tr><td>Jul-16</td><td>£3,780</td><td>£3,780</td></tr><tr><td>Aug-16</td><td>£4,731</td><td>£4,731</td></tr><tr><td>Sep-16</td><td>£5,677</td><td>£5,677</td></tr><tr><td>Oct-16</td><td>£6,798</td><td>£6,798</td></tr><tr><td>Nov-16</td><td>£7,770</td><td>£7,770</td></tr><tr><td>Dec-16</td><td>£8,762</td><td>£8,778</td></tr></tbody></table>	Month	Actual (Millions)	Target (Millions)	Nov-15	£7,619	£7,619	Dec-15	£8,581	£8,581	Jan-16	£9,524	£9,524	Feb-16	£10,490	£10,490	Mar-16	£11,510	£11,510	Apr-16			May-16	£1,880	£1,880	Jun-16	£2,824	£2,824	Jul-16	£3,780	£3,780	Aug-16	£4,731	£4,731	Sep-16	£5,677	£5,677	Oct-16	£6,798	£6,798	Nov-16	£7,770	£7,770	Dec-16	£8,762	£8,778	
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## Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance - PERFORMANCE


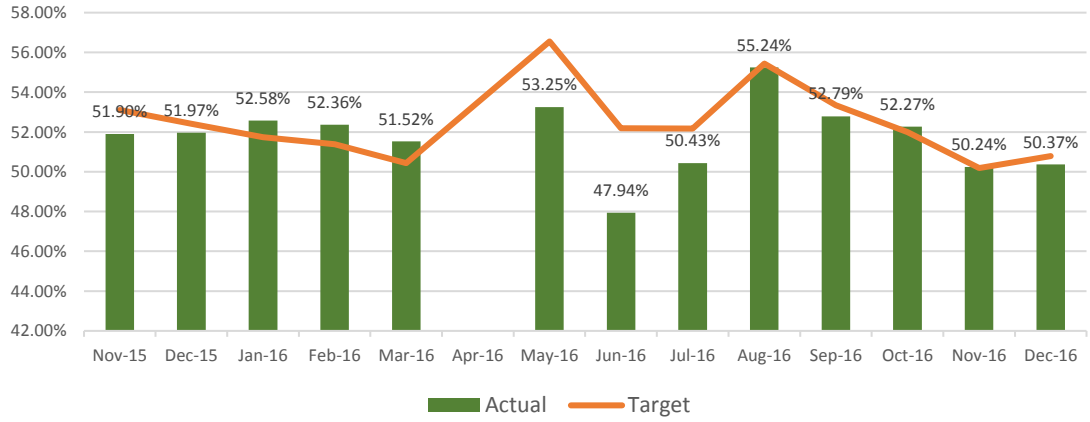
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buy Back Levels - Building Cleaning	Higher value	<div><div>Actual</div><div>76</div><div>Target</div><div>75</div><div></div><div>On or above target</div></div>	<div><div>Buy Back Levels - Building Cleaning</div><table>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


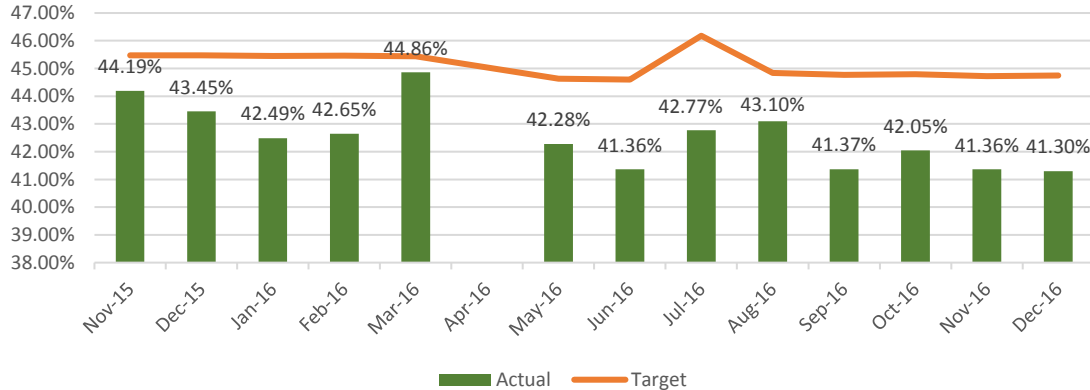
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buy Back Levels -Grounds Maintenance	Higher value	<div><div>Actual</div><div>61%</div><div>Target</div><div>60%</div><div></div><div>On or above target</div></div>	<div><div>Buy Back Levels - Grounds Maintenance</div>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

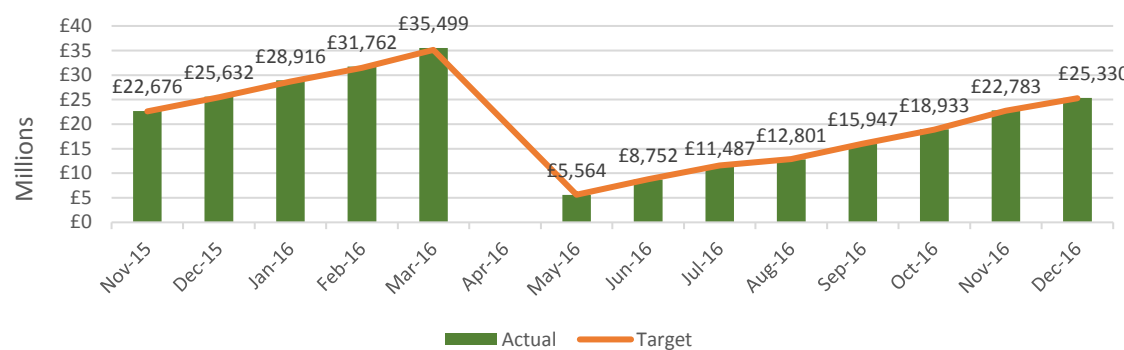

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Higher value	<b>Actual</b> Yes  <b>Target</b> Yes   On or above target	<b>Retain Occupational Health &amp; Safety Advisory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


## FINANCIAL – West Bridgford Campus; Catering West Bridgford

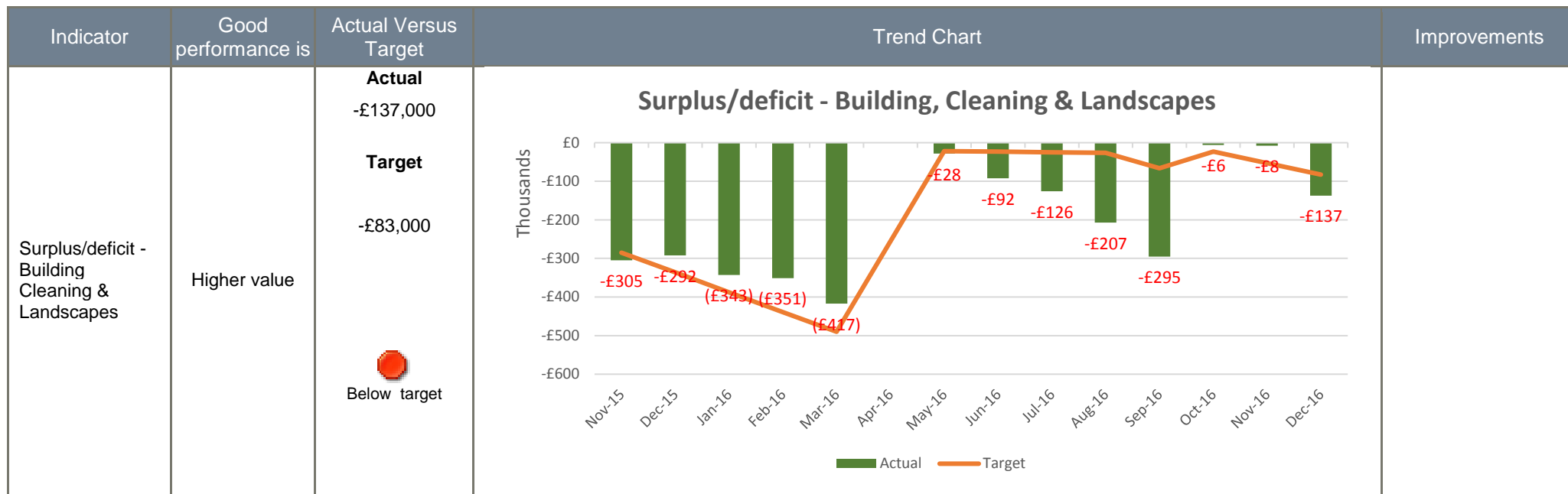
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Labour costs as % of turnover - West Bridgford Campus Catering	Lower value	<b>Actual</b> 50.37%  <b>Target</b> 50.79%   On or above target	<b>Labour Costs as % of Turnover - West Bridgford Campus Catering</b> 	

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Food costs as % of turnover - West Bridgford Campus Catering	Lower value	<b>Actual</b> 41.30%  <b>Target</b> 44.75%   On or above target	<b>Food Costs as % of Turnover - West Bridgford Campus Catering</b> 	





## Facilities Management - Overall

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																													
Turnover - Overall Group Performance - Trading	Higher value	<b>Actual</b> £25,330,000	<h3>Turnover - Overall Group Performance - Trading</h3>  <table><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>Nov-15</td><td>£22,676</td><td>£22,676</td></tr><tr><td>Dec-15</td><td>£25,632</td><td>£25,632</td></tr><tr><td>Jan-16</td><td>£28,916</td><td>£28,916</td></tr><tr><td>Feb-16</td><td>£31,762</td><td>£31,762</td></tr><tr><td>Mar-16</td><td>£35,499</td><td>£35,499</td></tr><tr><td>Apr-16</td><td></td><td></td></tr><tr><td>May-16</td><td>£5,564</td><td>£5,564</td></tr><tr><td>Jun-16</td><td>£8,752</td><td>£8,752</td></tr><tr><td>Jul-16</td><td>£11,487</td><td>£11,487</td></tr><tr><td>Aug-16</td><td>£12,801</td><td>£12,801</td></tr><tr><td>Sep-16</td><td>£15,947</td><td>£15,947</td></tr><tr><td>Oct-16</td><td>£18,933</td><td>£18,933</td></tr><tr><td>Nov-16</td><td>£22,783</td><td>£22,783</td></tr><tr><td>Dec-16</td><td>£25,330</td><td>£25,330</td></tr></tbody></table>	Month	Actual (Millions)	Target (Millions)	Nov-15	£22,676	£22,676	Dec-15	£25,632	£25,632	Jan-16	£28,916	£28,916	Feb-16	£31,762	£31,762	Mar-16	£35,499	£35,499	Apr-16			May-16	£5,564	£5,564	Jun-16	£8,752	£8,752	Jul-16	£11,487	£11,487	Aug-16	£12,801	£12,801	Sep-16	£15,947	£15,947	Oct-16	£18,933	£18,933	Nov-16	£22,783	£22,783	Dec-16	£25,330	£25,330	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																													
Contribution - Overall Group Performance- Trading	Higher value	<b>Actual</b> £3,608,000	<h3>Contribution - Overall Group Performance - Trading</h3> <table border="1"><thead><tr><th>Month</th><th>Actual (Millions)</th><th>Target (Millions)</th></tr></thead><tbody><tr><td>Nov-15</td><td>£2,524</td><td>£2,524</td></tr><tr><td>Dec-15</td><td>£2,986</td><td>£2,986</td></tr><tr><td>Jan-16</td><td>£3,590</td><td>£3,590</td></tr><tr><td>Feb-16</td><td>£3,890</td><td>£3,890</td></tr><tr><td>Mar-16</td><td>£4,307</td><td>£4,307</td></tr><tr><td>Apr-16</td><td></td><td></td></tr><tr><td>May-16</td><td>£830</td><td>£830</td></tr><tr><td>Jun-16</td><td>£1,453</td><td>£1,453</td></tr><tr><td>Jul-16</td><td>£1,827</td><td>£1,827</td></tr><tr><td>Aug-16</td><td>£1,183</td><td>£1,183</td></tr><tr><td>Sep-16</td><td>£1,762</td><td>£1,762</td></tr><tr><td>Oct-16</td><td>£2,378</td><td>£2,378</td></tr><tr><td>Nov-16</td><td>£3,521</td><td>£3,521</td></tr><tr><td>Dec-16</td><td>£3,608</td><td>£3,608</td></tr></tbody></table>	Month	Actual (Millions)	Target (Millions)	Nov-15	£2,524	£2,524	Dec-15	£2,986	£2,986	Jan-16	£3,590	£3,590	Feb-16	£3,890	£3,890	Mar-16	£4,307	£4,307	Apr-16			May-16	£830	£830	Jun-16	£1,453	£1,453	Jul-16	£1,827	£1,827	Aug-16	£1,183	£1,183	Sep-16	£1,762	£1,762	Oct-16	£2,378	£2,378	Nov-16	£3,521	£3,521	Dec-16	£3,608	£3,608	
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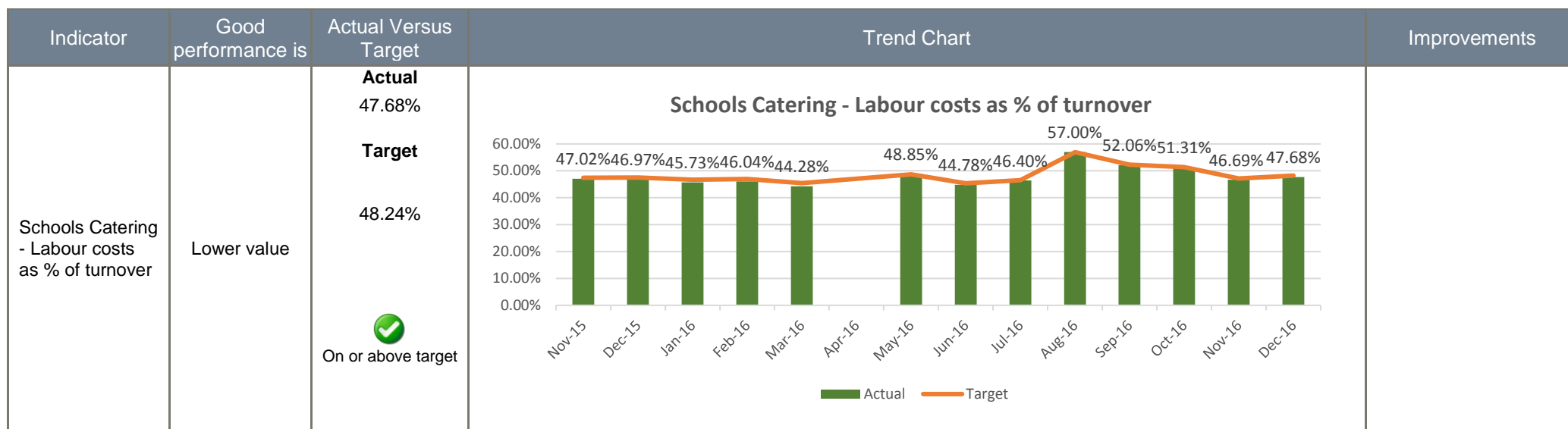
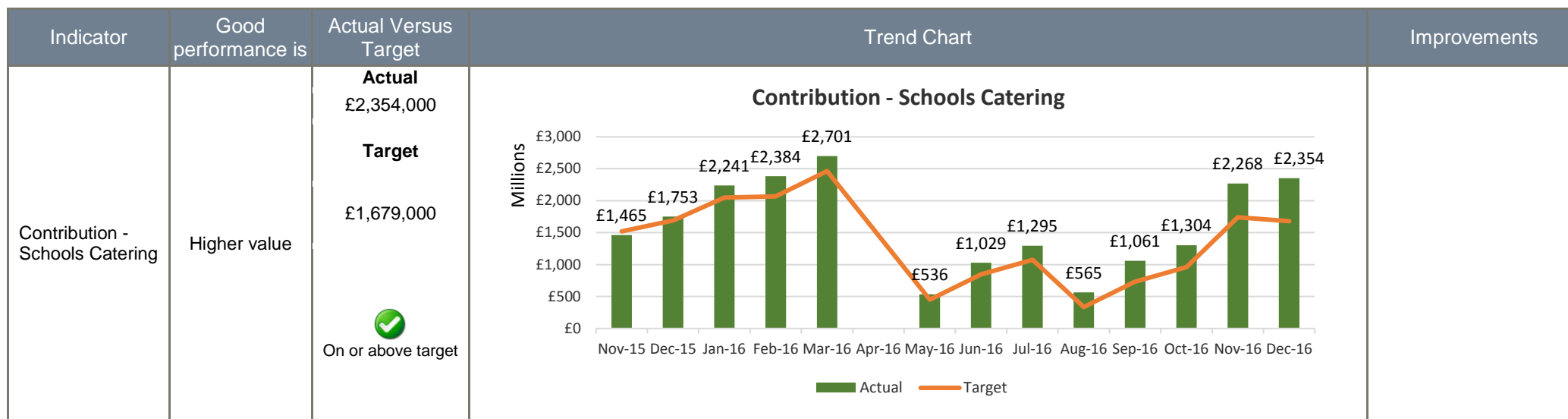


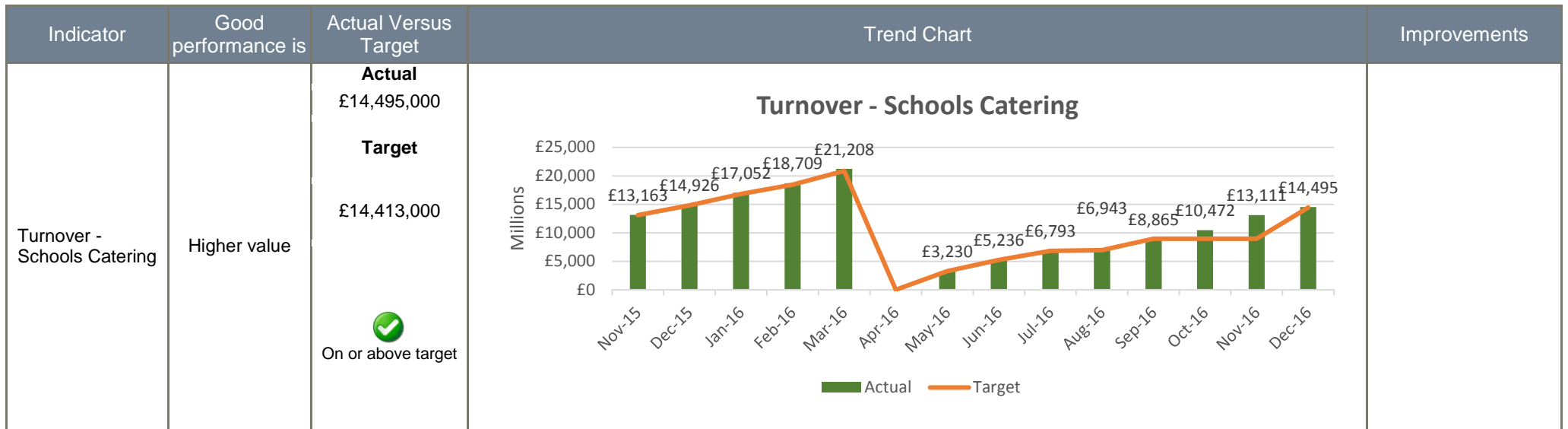
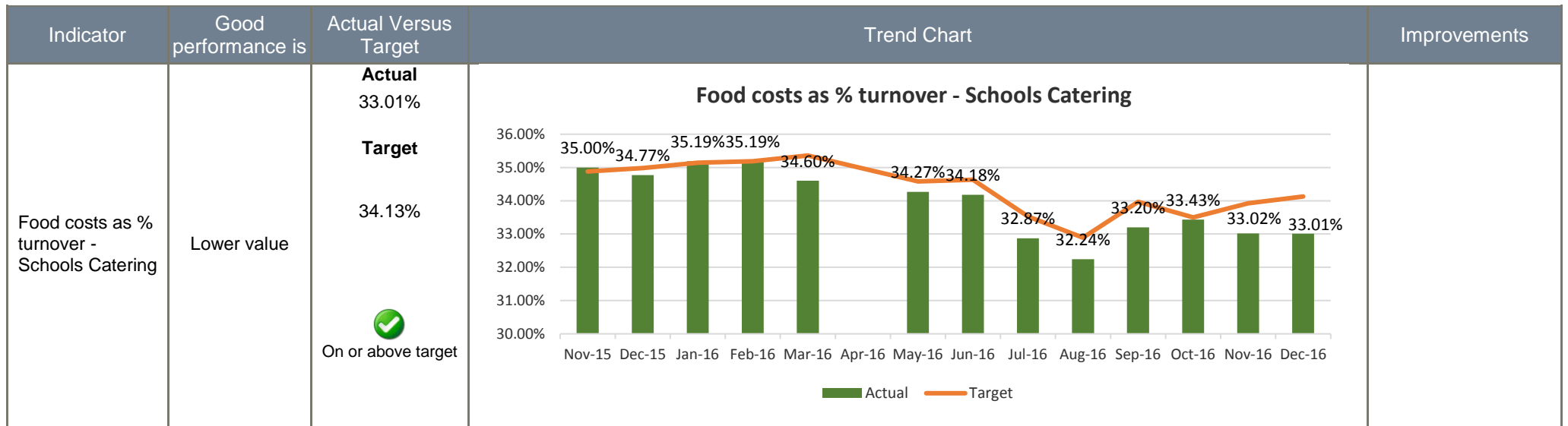
**Key symbols table:**

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


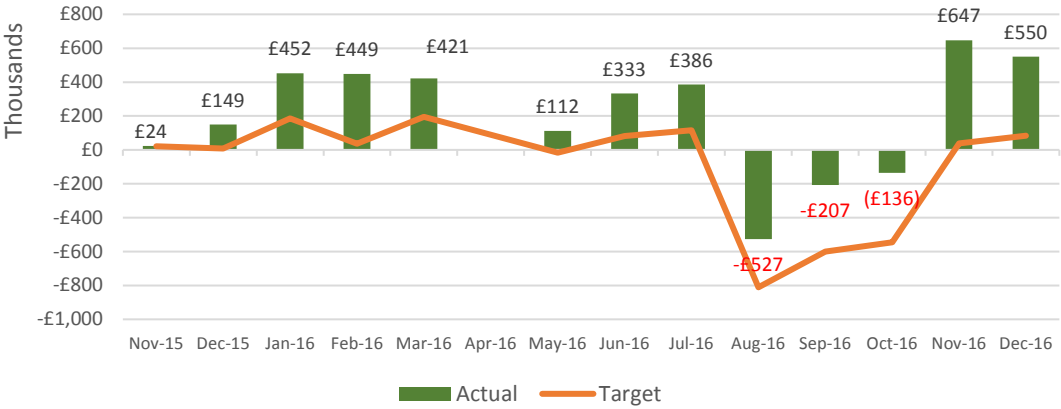
**Schools and Academies Catering Performance Period 9 (2016-17)**  
**Primary and Special Schools and Academies Catering**  
**FINANCIAL**

**Appendix 1**


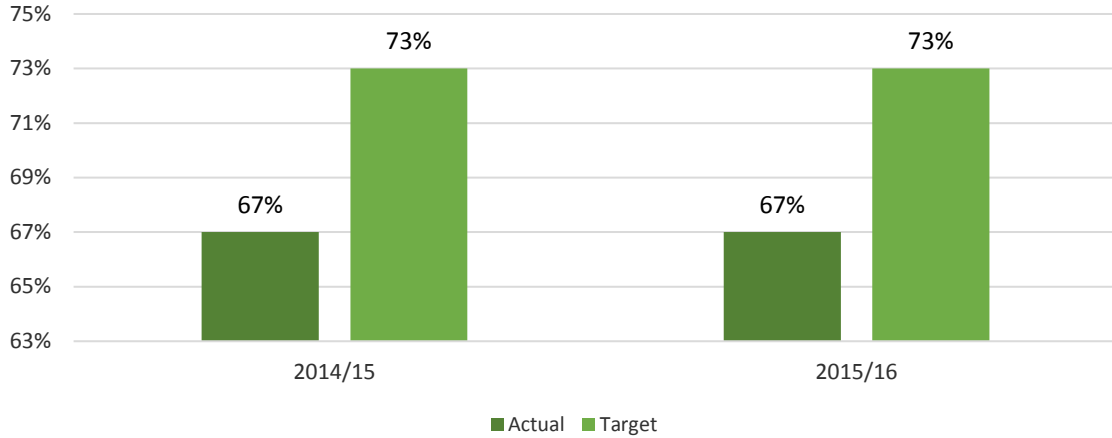


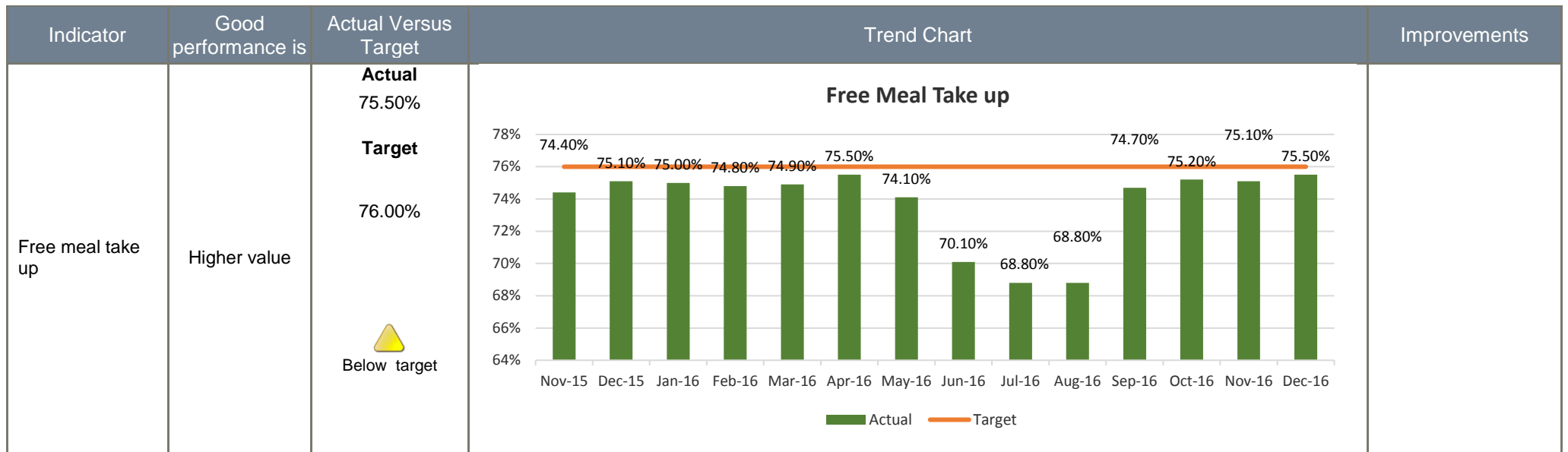
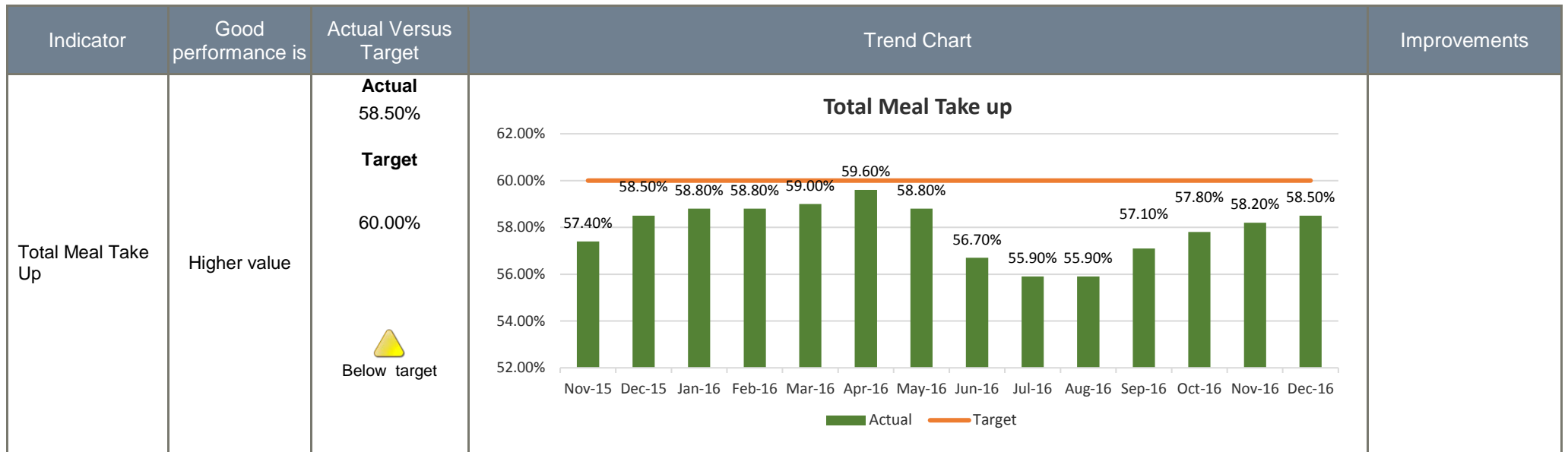



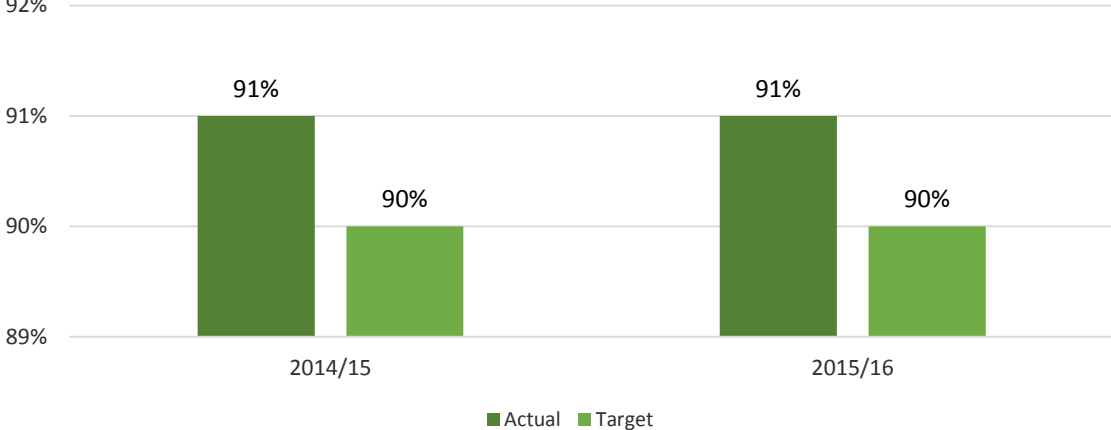



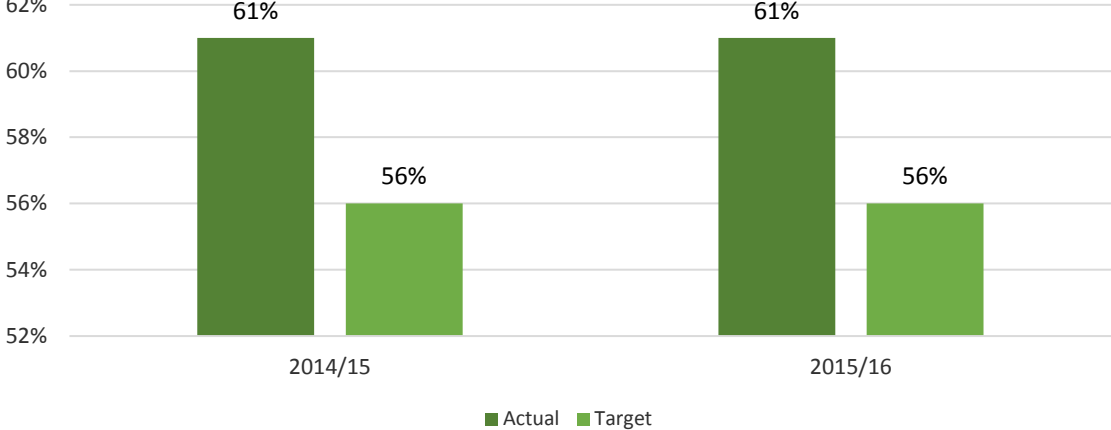
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Schools Catering	Higher value	<p><b>Actual</b> £550,000</p> <p><b>Target</b> £84,000</p> <p> On or above target</p>	<p><b>Surplus/Deficit - Schools Catering</b></p>  <p>Thousands</p> <p>Nov-15 Dec-15 Jan-16 Feb-16 Mar-16 Apr-16 May-16 Jun-16 Jul-16 Aug-16 Sep-16 Oct-16 Nov-16 Dec-16</p> <p>Actual Target</p>	

### Primary and Special Schools and Academies Catering PERFORMANCE





Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Schools overall	Higher value	<p><b>Actual</b> 67%</p> <p><b>Target</b> 73%</p> <p> Below target</p>	<p><b>Buy back Levels - Schools overall</b></p>  <p>75% 73% 71% 69% 67% 65% 63%</p> <p>67% 73% 67% 73%</p> <p>2014/15 2015/16</p> <p>Actual Target</p>	<p>Holgate, National secondary academies and Tuxford Primary have been lost to Chartwells under tender.</p> <p>Greenwood Primary has taken catering in house from July 2015.</p> <p>Bispham Drive has returned to school catering contract since Sept 2015.</p>



Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buyback levels – Primary and Special Schools	Higher value	<div><div>Actual</div><div>91%</div><div>Target</div><div>90%</div><div></div><div>On or above target</div></div>	<div><div>Buy back Levels - Primary and Special Schools</div><div><table><thead><tr><th>Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2014/15</td><td>91%</td><td>90%</td></tr><tr><td>2015/16</td><td>91%</td><td>90%</td></tr></tbody></table></div></div>	Year	Actual	Target	2014/15	91%	90%	2015/16	91%	90%	
Year	Actual	Target											
2014/15	91%	90%											
2015/16	91%	90%											

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buyback levels – Secondary's and Academies	Higher value	<div><div>Actual</div><div>61%</div><div>Target</div><div>56%</div><div></div><div>On or above target</div></div>	<div><div>Buy back Levels - Secondaries and Academies</div><table><thead><tr><th>Year</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>2014/15</td><td>61%</td><td>56%</td></tr><tr><td>2015/16</td><td>61%</td><td>56%</td></tr></tbody></table></div>	Year	Actual	Target	2014/15	61%	56%	2015/16	61%	56%	
Year	Actual	Target											
2014/15	61%	56%											
2015/16	61%	56%											

**Key symbols table:**

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

## **REPORT OF CORPORATE DIRECTOR, RESOURCES WORK PROGRAMME**

### **Purpose of the Report**

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

### **Information and Advice**

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

### **Other Options Considered**

5. None.

### **Reason/s for Recommendation/s**

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

### **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

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

**Jayne Francis-Ward**  
**Corporate Director Resources**

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

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

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

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

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

### **Background Papers**

None

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

All

## Personnel Committee Work Programme

Title	Summary	Decision or Information	Lead Officer	Report Author
<b>29 March 2017</b>				
Health and Safety Review and Action Plan 2016-2017	Update report	Information	Marje Toward	John Nilan
Employee Health and Wellbeing and Sickness Absence Performance 2016/17 quarterly update at 31.12.16 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.12.16 (Quarter 3)	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance – Period 9	Update report	Information	Jas Hundal	John Hughes
<b>7 June 2017</b>				
Employee Health and Wellbeing and Sickness Absence Performance 2016/17 quarterly update at 31.03.17 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.03.17 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance – Period 11	Update report	Information	Jas Hundal	John Hughes
<b>12 July 2017</b>				
Update on Work Based Learning Opportunities for Young People – Annual Report	Update	Information	Marje Toward	Claire Gollin
Annual Workforce Profile Report 2017	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance Annual Summary	Update report	Information	Jas Hundal	John Hughes

