

## **Personnel Committee**

**Wednesday, 30 November 2016 at 10:30**

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

---

### **AGENDA**

- |    |  |         |
|----|--|---------|
| 1  | Apologies for Absence  |         |
| 2  | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 3  | Minutes of the last meeting held on 28th September 2016  | 3 - 6   |
| 4  | Nottinghamshire County Council Workforce Planning Information as at 30th September 2016  | 7 - 22  |
| 5  | Employee Health & Wellbeing & Sickness Absence Performance Update as at 30th September 2016  | 23 - 38 |
| 6  | Optimum Workforce Leadership - Update on Funding Arrangements  | 39 - 42 |
| 7  | HR Support to Adult Social Care & Health Workforce Development Project   | 43 - 46 |
| 8  | Employer of Choice - Living Wage Update  | 47 - 50 |
| 9  | Operational Report - Schools & Academies, Catering & Facilities Management Services  | 51 - 70 |
| 10 | Work Programme   | 71 - 74 |

## **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 28<sup>th</sup> September 2016 (commencing at 10.30am)

### **Membership**

Persons absent are marked with an 'A'

### **COUNCILLORS**

Sheila Place (Chairman)  
Nicki Brooks (Vice Chairman)

John Cottee  
Maureen Dobson  
Alice Grice  
Darren Langton  
John Ogle

Tony Roberts MBE  
Rachel Madden

### **OFFICERS IN ATTENDANCE**

Julie Brailsford	Assistant Democratic Services Officer
Karen Bullen	Team Manager Business Support
Beverley Cordon	Senior HR Business Partner
Gill Elder	Group Manager HR
Helen Fifoot	Team Manager Schools Catering
Brian Fitzpatrick	Unison
Shane Grayson	Business Support Manager
John Hughes	Group Manager Catering & Facilities
Jas Hundal	Service Director Transport, Property & Environment
Everton Lewis-Gordon	Unison
Helen Richardson	Senior HR Business Partner
Marje Toward	Service Director, HR and Customer Service

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

The minutes of the meeting held on 21<sup>st</sup> July 2016, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

### **APOLOGIES FOR ABSENCE**

No apologise for absence were given.

## **MEMBERSHIP**

It was reported that Councillor Alice Grice had been appointed in place of Councillor Yvonne Woodhead and Councillor John Cottey had been appointed in place of Councillor Liz Yates for this meeting only.

## **DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **UPDATE ON WORK BASED COACHING IN NOTTINGHAMSHIRE COUNTY COUNCIL**

### **RESOLVED 2016/16**

To note the progress of the Council's Coaching Programme to date.

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

### **RESOLVED 2016/17**

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 1<sup>ST</sup> JULY 2016**

### **RESOLVED 2016/18**

1. To note the current level of performance in respect of sickness absence levels and agreed that the annual current sickness absence target should remain at 7 days.
2. To note the actions currently being taken by HR Business Partners to work with departmental managers to reduce absence and improve the health and wellbeing of the workforce.

3. To note the achievement of the Platinum Level Wellbeing at Work Award.

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

### **RESOLVED 2016/19**

To note the information contained within the report.

### **WORK PROGRAMME**

### **RESOLVED 2016/20**

That the Committee's work programme be noted and to include regular updates on the demolition of the CLASP block at County Hall.

The meeting closed at 11.35am.

### **CHAIRMAN**

28<sup>TH</sup> September 2016



**30 November 2016****Agenda Item: 4****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN  
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING  
INFORMATION AS AT 30<sup>TH</sup> SEPTEMBER 2016****Purpose of the Report**

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

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

2. The regular collection and analysis of a range of corporate workforce information enables the Council to effectively monitor the ongoing impact of organisational change and transformation on the number and nature of its staff and assist it to predict and forward plan its future workforce requirements.
3. Critical to this is accurately establishing and identifying what type of skills, knowledge, experience and aptitudes the Council needs to have available. This is based on an ongoing prediction of key service demands and major workforce issues, subject to regular review to reflect changes in requirements.
4. This approach relies on developing a structural model and organisational culture which broadens the definition of the Council's workforce and enables it to be more mobile and flexible in working across the whole Council and with partner organisations through effective cross skills training and development.
5. It also necessitates adopting a more systematic approach to retraining, redeployment and career development which includes identifying horizontal, rather than vertical, career opportunities as set out within the framework of the Council's Workforce Strategy for 2016-18.

**Headcount:**

6. The County Council headcount figure for non-school based direct employees as at 30<sup>th</sup> September 2016 was **7,535**. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.

7. In the 12 months since September 2015 this represents an overall headcount reduction to date of **1,254** from **8,789**. This reflects a number of reasons including the implementation of Service Reviews and organisational re-design with resultant redundancies, in addition to natural turnover and retirement.
8. In addition to the Libraries and Archives employees who transferred into the Inspire community benefits society on 1<sup>st</sup> April 2016, this quarter's report reflects the further impact on headcount of the TUPE transfer out of **636** former Highways and **70** Property employees to the Via and Arc joint ventures respectively.

### **Vacancy Management:**

9. The Council's established Vacancy Control arrangements continue to be applied, these are designed to ensure robustness and consistency of vacancy management to enable agreed post reductions to be made with the minimum number of compulsory redundancies by providing redeployment opportunities for employees at risk of redundancy.
10. The Vacancy Control statistics in **Appendix A**, which reflect the period July to September 2016 inclusive, indicate that overall during this quarter a number of vacancies submitted through the centralised recruitment process have been filled on a permanent basis.
11. This includes the ASCHPP department which has a rolling programme of recruitment to a supply register for Occupational Therapists, Community Care Officers and Social Workers and an exercise in CFCS to recruit to 50 hour per week Youth Support Worker posts, each at only 2.5 hours per week.

### **Turnover:**

12. A degree of turnover is expected and is healthy for an organisation in respect of refreshing its skills base and diversity. Natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other often positive reasons.
13. Service review processes continue to generate both compulsory and voluntary redundancies. As set out in **Appendix B**, the number of employees leaving as a result of compulsory and voluntary redundancies during the quarter, **6** in total, has fallen significantly since the previous quarter. This reflects the fact that the impact of the previous Section 188 notice had largely been exhausted by this reporting period.
14. The NCC turnover rate for quarter 2, including redundancies, calculated as the mean average over the previous 12 month period, currently stands at **11.46%**, compared to **15.58%** at the previous quarter, averaging **10.88%** for the whole 12 month period from October 2015.
15. The most recently reported Local Government average turnover increased from **11.90%** to **13.4%** as at 31<sup>st</sup> March 2015.



16. The table in **Appendix B** sets out details of the reasons given for leaving over the 12 month period up to 30<sup>th</sup> September 2016, it includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.
17. As indicated, the most commonly recorded reason for leaving in this quarter continues to be “resignation”. This category has been broken down further in the table below to provide more detailed data, using the categories specified on NCC leaver forms and as recorded by managers on the Business Management System. A significant majority continue to leave for personal reasons including employees moving on to employment with other organisations:

<b>Resignations April 2016 to September 2016</b>	
<b>Reasons for leaving</b>	<b>Number:</b>
Return to Education/Retraining	6
Following Career Break	1
Following Maternity Leave	1
Job Related Reasons	25
<i>Not Known</i>	7
Personal Reasons Inc. new job with other employer	121
<b>Total:</b>	<b>161</b>

18. The next most prevalent reason for leaving during the quarter is retirement (**26** out of a total of **216**), which relates to those employees aged 55 or over who can access their accrued pension benefits.
19. Gathering quantitative turnover data is an important workforce planning tool, there is also a need to understand why employees choose to leave the Council and identify whether specific actions to address this are required. This may lead to consideration of recruitment and retention strategies or investigation more closely the reasons for staff moving on.
20. Exit interviews can provide a valuable source of qualitative information about the reasons that employees are leaving from a particular area or profession and inform further work within the service on identifying the impact of a range of recruitment and retention measures.
21. Anecdotal information from our agency managed service provider also indicates that in some cases people leave employment to pursue opportunities with other employers as part of a contingent workforce.

### **Redundancies:**

22. The Council continues to consider all reasonable mitigations to reduce the impact on individual employees of the post deletions arising from service reviews.
23. The following table provides an update on the confirmed number of overall redundancies during the current financial year, as at **30th September 2016**, and also the preceding three financial years.

	2013/14	2014/15	2015/16	2016/17	Overall Total to date	%
<b>Voluntary Redundancy</b>	134	227	64	45	470	<b>74%</b>
<b>Compulsory Redundancy</b>	14	45	30	76	165	<b>26%</b>
<b>Total Redundancies</b>	148	272	94	<b>121</b>	<b>635</b>	

24. The 45 voluntary redundancies in-year since 1st April 2016 equate to 36.1.fte posts and the 76 compulsory redundancies over the same period to 36.7 fte.

25. The trades unions continue to work closely at a corporate level with management to consider the potential for further mitigations to reduce the number of compulsory redundancies arising from service review. The range of existing mitigations, will remain in place to help manage and minimise the impact on individuals. These include vacancy control, redeployment search, effective workforce planning (including retraining / reskilling), reduced working hours, prioritising volunteers for redundancy wherever possible and job search support and are described below.

#### **Redeployment:**

26. Every effort continues to be made to support direct NCC employees at risk of redundancy by seeking redeployment into suitable alternative employment opportunities. This includes access to the Council's on-line redeployment portal for employees at risk of redundancy.

27. A successful redeployment relies on the full and flexible engagement of the individual employee in the redeployment search process and the consistent commitment of all managers to providing at risk employees with well supported trial periods in potentially appropriate alternative posts.

28. Ongoing organisational transformation has inevitably affected the number and range of vacant posts available for the redeployment of at risk employees. In this context the Council continues to aim to offer every reasonable support to engage redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into suitable alternative posts.

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

29. A dedicated intranet site offers an extensive package of information and training, support 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. 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.

30. This support package is also available to support all staff to respond positively to the impact of service and organisational change but those identified as being at risk are prioritised. Content is continually reviewed to assess demand and revised, in consultation with trades union colleagues, to reflect feedback from employees.
31. In addition the coaching provision now available to all NCC employees through the Council's in-house Coaching network, can be accessed by employees affected by change to support them to identify their future career options.
32. Support provisions continue to be well utilised. Between April 2013 and September 2016 employees have made a total of **10,483** unique views of the available information and associated support provisions.
33. Whilst the eLearning and information element is constantly available the availability of learning events and sessions is based on estimated demand which fluctuates dependent on the degree of impact arising from associated service changes.
34. In the period from 1<sup>st</sup> July 2016 to 30<sup>th</sup> September 2016 a further **8** training and support sessions were delivered in partnership with external providers including Job Centre Plus and Futures. These sessions were attended by **63** employees.
35. In response to estimated demand arising from the issue of the most recent Section 188 notices, provision has been reviewed to ensure that anticipated demand can be met. A further **26** events are currently offered for the period October – March 2017 and will continue to be reviewed on an ongoing basis as actual demand is established.

#### **TUPE Transfers:**

36. The overall impact of staffing reductions on the Council's overall workforce headcount needs to be considered in the context of fluctuations arising from the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
37. The TUPE transfers have arisen from the implementation of alternative service delivery models and during the course of 2016/17 have impacted significantly on the overall headcount of the Council's direct workforce.
38. This quarter's data reflects the transfer out of Property employees to the Arc joint venture and Highways employees to the Via Joint Venture.

TUPE transfers	2014/15		2015/16		2016/17	
	In	Out	In	Out	In	Out
Catering and Cleaning	1	69	0	121	4	<b>77</b>
Economic Development			1	0		

ASCHPP Joint Commissioning	1	0				
Rampton Hospital Library	0	2				
Community Safety Team	1	0				
Ranby Prison Library				3		
Inspire						485
Property						70
Highways						636
<b>Total</b>	<b>3</b>	<b>71</b>	<b>1</b>	<b>124</b>	<b>4</b>	<b>1,268</b>

### Use of Agency Workers:

39. The latest quarter's figures for the overall use of agency workers, consultants and interims is set out in **Appendix C** to this report. The quarter to 30<sup>th</sup> September 2016 has seen an overall reduction in the use of agency, interims and consultants from **278.4** to **255.8** full time equivalents (fte).
40. Whilst this shows an overall further reduction of **22.6 fte** there has been a slight increase of **5.6 fte** agency workers. The increase is primarily in ICT to cover vacant roles whilst new structures are consulted on and populated, including a number of project manager roles delivering technically specialised transformation. Appropriate arrangements for knowledge transfer are being put in place from any temporary arrangements.
41. The Customer Service Centre has experienced a need to have urgent additional resources in place to address increased calls over changed arrangements for the use of recycling centres. There has also been some volume recruitment which has been supported by our agency managed service provider, Reed, to enable managers to bring in a consistent standard of candidates for interview at short notice.
42. Members have previously highlighted their interest in the use of agency workers in children's social care and a request was made at the last Committee for further benchmarking data to substantiate the contention that recruitment and retention issues for experienced, qualified child protection social workers is not a problem unique to Nottinghamshire but an issue of national concern.
43. Nottinghamshire County Council participates in an annual East Midlands Data Collection exercise. This was most recently undertaken in December 2015 when the average regional agency rate calculated as agency workers as a percentage of both employed and agency social workers was **21%**, the same figure Nottinghamshire had at the time.
44. The Council's percentage figure has now reduced to **18.82%** as at 30<sup>th</sup> September 2016.

45. A further regional data collection exercise will shortly take place and more current comparable data will be shared with this Committee when this has been collated and analysed early next year.
46. The figures for ASCHPP have risen slightly by **5.1 fte**, this increase relates to Direct Services and is due to meeting statutory staffing requirements in the care and support centres.
47. The overall reduction in the Place department reflects the transfer of responsibilities for Highways and Property into Via and Arc respectively.

### **Reasons for Recommendations**

48. The regular provision of this information will enable Members to continue to review the impact of the Council's transformation programme in terms of the numbers of people directly employed by the organisation.

### **Statutory and Policy Implications**

49. 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 Resources Implications**

50. The trades unions continue to be actively engaged through 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 and commented on the contents of the report particularly the lower than average turnover which suggests that staff value the Council's employee support measures and the benefits of working for the Council.
51. The trade unions are particularly supportive of the measures in place to support staff at risk of redundancy and the good links the Council has with outside organisations enabling further training and support.

### **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 and are an integral part of the Service Review process to ensure that implications of any

proposed changes for service users and staff are identified and action taken to address any specific issues or disproportionate impacts on particular groups arising from the proposed changes.

54. This County Council's current Workforce Profile Information report, as at 1<sup>st</sup> April 2016, illustrates that ongoing reductions in the headcount of the direct NCC workforce have not had a direct or negative impact on the overall diversity profile of the remaining workforce.

### **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 current 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 note:

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

**Marjorie Toward**

**Service Director - Customers and Human Resources**

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

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

**Constitutional Comments (KK 07/11/16)**

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

**Financial Comments (SES 08/11/16)**

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

**Human Resources Comments (CLG 17/10/16)**

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

**Background Papers and Published Documents**

Trades union side comments – date

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

All





**Appendix A: Outcomes from Vacancy Control Process 01.07.2016 – 30.09.2016**

<b><u>By Department:</u></b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>ASCHPP</b>	<b>77</b>	<b>99</b>	<b>65</b>	<b>32</b>	<b>2</b>	<b>0</b>
<b>CFCS</b>	<b>49</b>	<b>127</b>	<b>84</b>	<b>43</b>	<b>0</b>	<b>0</b>
<b>PLACE</b>	<b>23</b>	<b>37</b>	<b>25</b>	<b>12</b>	<b>0</b>	<b>0</b>
<b>RESOURCES</b>	<b>43</b>	<b>64</b>	<b>15</b>	<b>45</b>	<b>4</b>	<b>0</b>
<b>Public Health</b>	<b>5</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>197</b>	<b>334</b>	<b>191</b>	<b>137</b>	<b>6</b>	<b>0</b>
<b><u>By Division:</u></b>						
<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>Mid Nottinghamshire</b>	16	16	12	3	1	0
<b>North Nottinghamshire</b>	14	28	25	2	1	0
<b>South Nottinghamshire</b>	20	25	15	10	0	0
<b>Strategic Commissioning, Access and Safeguarding</b>	10	11	1	10	0	0
<b>Day Services</b>	2	3	3	0	0	0
<b>Emergency Management and Registration</b>	2	2	2	0	0	0
<b>Older Adults</b>	6	7	4	3	0	0
<b>Transformation</b>	2	2	0	2	0	0
<b>Trading Standards</b>	2	2	0	2	0	0
<b>Younger Adults</b>	3	3	3	0	0	0
<b>Total</b>	<b>77</b>	<b>99</b>	<b>65</b>	<b>32</b>	<b>2</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>	11	18	16	2	0	0
<b>Children's Social Care</b>	26	37	13	24	0	0
<b>Youth, Families and Culture</b>	12	72	55	17	0	0
<b>Total</b>	<b>49</b>	<b>127</b>	<b>84</b>	<b>43</b>	<b>0</b>	<b>0</b>
<b>Place</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>Environment, Transport and Property</b>	18	32	24	8	0	0
<b>Planning / Development Management</b>	4	4	1	3	0	0
<b>Catering and Facilities</b>	1	1	0	1	0	0
<b>Total</b>	<b>23</b>	<b>37</b>	<b>25</b>	<b>12</b>	<b>0</b>	<b>0</b>
<b>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>Business Support</b>	26	39	5	30	4	0
<b>Finance, Procurement and Improvement</b>	8	11	0	11	0	0
<b>Customers and Human Resources</b>	7	12	8	4	0	0
<b>Communications and Marketing</b>	2	2	2	0	0	0
<b>Total</b>	<b>43</b>	<b>64</b>	<b>15</b>	<b>45</b>	<b>4</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>
<b>Public Health</b>	5	7	2	5	0	0
<b>Total</b>	<b>5</b>	<b>7</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>

## Appendix B

Reason for leaving	October – December 2015	January – March 2016	April - June 2016	July to September 2016
Retirement	14	32	35	26
Retirement Ill Health	8	11	7	9
Death in Service	2	2	0	1
Dismissal Conduct	3	4	0	3
Dismissal Capability including absence	3	1	6	2
Failed Probation	1	1	0	1
Mutually agreed termination	1	0	1	0
End Fixed Term Contract	3	4	6	7
Redundancy Compulsory	1	19	75	1
Redundancy Voluntary	10	17	35	5
Resignation	115	121	153	161
	<b>161</b>	<b>212</b>	<b>318</b>	<b>216</b>
Average (Mean) headcount over the quarter	8819	8811	8164	7542

Turnover percentage for Q2 **11.46%**

Turnover for last 12 months **10.88%**

<b>Reasons for leaving</b>	
Resign Education/Retraining	6
Resign Following Career Break	1
Resign Following Mat Leave	1
Resign Job Related Reasons	25
Resign Not Known	7
Resign Personal Reasons	121
	161

## Appendix C

### Agency staff engaged at 30<sup>th</sup> September 2016

Department	Agency	Consultant	Interim	Total
<b>Adult Social Care, Health and Public Protection</b>				
Mid Nottinghamshire	3.0	0.0	0.0	3.0
North Nottinghamshire & Direct Services	49.7	0.0	0.0	49.7
Public Health	1.1	0.0	0.0	1.1
South Notts & Public Protection	19.0	0.0	0.0	19.0
Strategic Commissioning, Access and Safeguarding	21.0	0.0	0.0	21.0
Transformation Programme	0.0	0.0	0.0	0.0
<b>Total</b>	<b>93.8</b>	<b>0.0</b>	<b>0.0</b>	<b>93.8</b>
<b>Child Families &amp; Cultural Services</b>				
Children's Social Care	64.2	1.0	0.0	65.2
Education Standards & Inclusion	0.0	0.0	0.0	0.0
Youth Families & Culture	2.0	0.0	0.0	2.0
<b>Total</b>	<b>66.2</b>	<b>1.0</b>	<b>0.0</b>	<b>67.2</b>
<b>Place</b>				
Environment, Transport, Property	2.4	0.0	2.0	4.4
County Supplies	2.0	0.0	0.0	2.0
<b>Total</b>	<b>4.4</b>	<b>0.0</b>	<b>2.0</b>	<b>6.4</b>
<b>Resources</b>				
Communications and Marketing	0.0	0.0	0.0	0.0
Legal, Democratic and Complaints	7.0	0.5	0.0	7.5
Finance, Procurement and Improvement	2.0	0.0	0.0	2.0
Customers and Human Resources (inc Business Support)	48.8	0.0	0.0	48.8
ICT	30.0	0.0	0.0	30.0
<b>Total</b>	<b>87.8</b>	<b>0.5</b>	<b>0.0</b>	<b>88.3</b>
<b>Total for all Departments</b>	<b>252.3</b>	<b>1.5</b>	<b>2.0</b>	<b>255.8</b>





## **REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN RESOURCES**

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

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

1. This report sets out updated information in relation to levels of sickness absence across the Nottinghamshire County Council workforce and highlights the current actions being taken to further improve the health and wellbeing of its direct employees.

#### **Background**

2. Sickness absence performance data and reasons reporting is drawn down from the information input by line managers into the corporate Business Management System (BMS), its analysis is reported to Members at regular quarterly intervals.
3. The data in this report reflects the second quarter of 2016-17, that is the position as at 30<sup>th</sup> September 2016. At this date the headcount of direct NCC employees was **7,535**.
4. **Appendix A** to this report sets out current performance and comparison between departments and service divisions, **Appendix B** illustrates the reasons for absence across the Council as at 30<sup>th</sup> September 2016 and **Appendix C** sets out the relative distribution of short and long term absence.
5. This data is available through the Manager Self Service element of the BMS to all NCC managers. It enables them to focus on improving workplace wellbeing to prevent and reduce absence in their service area and, where absence occurs, to respond to individual issues and identify any reasonable adjustments to enable the earliest possible return to work.
6. Sickness absence performance information also informs the development of the Council's Employee Health and Wellbeing Action Plan which identifies a series of actions to effectively address the actual and potential impact of ongoing and significant organisational change on employee wellbeing and minimise its impact on levels of attendance.
7. Regular updates are provided to Members on the development and implementation of the plan, setting out the current status of ongoing and

completed actions. An update reflecting the position at September 2016 was reported to the previous meeting of this Committee on 28<sup>th</sup> September 2016.

## Overall Performance and Trends

8. The average (or Mean) days sickness per employee per annum as at 30<sup>th</sup> September 2016 stood at **8.30 days** overall, an increase of **0.09 days** on the revised baseline of **8.21 days** established following systems review in quarter.
9. The overall trend within this authority remains one of improvement over recent years from a high of **10.15 days** as at 30<sup>th</sup> June 2010.
10. Taking this into due consideration, Personnel Committee agreed on 28<sup>th</sup> September 2016 to retain the existing in year target of **7.00 days** by 1<sup>st</sup> April 2017.
11. The data set out in **Appendix A** to this report, indicates that, with the exception of schools, all NCC departments continue to perform below the in-year target.
12. **Chart 2** of the **appendix** illustrates that absence levels remain most significantly higher than the corporate average in the ASCHPP department. Subsequent to this being brought to the attention of the Departmental Leadership Team, the Senior HR Business Partner is working with departmental service managers to identify appropriate responses aimed at reducing absence levels in those service areas where it is most pronounced.
13. Overall absence in the department now stands at **12.51 days** an improvement of **0.28 days** on the previous quarter.
14. A range of other HR and Learning and Development interventions to enable departmental managers to work toward reducing absence levels in their service areas with the support of their HR Business Partner, were described in detail in the previous report to this Committee.
15. In summary, these expert interventions include:
  - Targeted surgeries to provide advice and support to managers to improve attendance in those service areas where it is most required
  - Supporting managers to focus on improved workplace wellbeing to reduce and prevent absence, including that relating to stress, and to build a culture of resilience in a climate of change
  - Identifying outstanding long term absences and supporting managers to tackle these and engage with Occupational Health for appropriate professional advice
  - The provision of a range of bespoke learning materials and training interventions on preventing and managing absence



- An established attendance management policy with a range of guidance and tools, including an online stress audit tool, to assist managers to identify actions for improvement
- Access to an employee counselling service through manager referral.

16. In addition the corporate Employee Health and Wellbeing Action Plan sets out a range of pro-active and preventative strategic measures, co-ordinated through the HR team, aimed at further improving the health and wellbeing of the Council's workforce. A further 6 monthly progress update will be reported to this Committee in due course.

## Benchmarking

17. The method of calculation of the mean average number of days lost per fte per annum across the Council is a measure of working time lost due to sickness absence compared to the sum of the available working time made into an average for a FTE employee.

18. It compares the number of hours lost to recorded sickness absence for the previous 12 months against the available Full Time Equivalent (FTE) during the same period to determine an 'FTE Days lost per FTE employee' figure. It also allows for the actual hours sickness to be taken into account giving due weight to the absence days of part time workers.

19. This methodology of calculating the time lost to sickness absence originated from the now discontinued Best Value Performance regime as required under the Local Government Act 1999. It continues to be used nationally as a robust and consistent calculation which takes account of the varied terms and conditions and composition of local authority workforces.

20. The Council's current **Mean** average performance is comparable or better than that of its benchmark comparators:

- The most recently reported (2015), CIPFA benchmark average for County Councils is **8.40 days**.
- The most recently reported (2015), local government (LGA) average for County Council's is **9.00 days (8.50 days)** for all local authorities)
- The Chartered Institute of Personnel and Development (CIPD) annual Absence Management Survey Report for 2016, published since the last report to the Committee, records the average level of employee absence reported by its local government respondents at **9.90 days**.
- Regionally the current reported average number of fte days lost to sickness across all East Midlands Council's is **9.30 days**.

21. The CIPFA VfM Indicators also report on the **Median** of working days lost to sickness absence per annum. The most recent report indicated that across those County Councils within its benchmark grouping who responded to the annual survey this stood at **7.60 days**.

22. A Median calculation takes the mid-point of a range. For all NCC employees the range of recorded days sickness in the 12 months up to 30<sup>th</sup> September 2016 lies between 0 and 260 days.

23. Within this overall range:

- 47% of employees have no sickness absence
- 40% had between 1 and 19 days absence
- 13% had 20 days or more (long term absence) – the longest period being 260 days.

24. Taking the weighting within each part of this range into account this indicates that the overall Median absence over this period was **7.32 days**.

### Reasons for Absence

25. The reason categories historically adopted by the Council for managers to attribute a reason for each occurrence of employee sickness absence when recording the absence on the BMS System, reflect those used by the Local Government Association (LGA). These allows for direct comparison with other local authorities and national performance benchmarking.

26. As highlighted in the previous report, from quarter 3 of 2016 onward the additional reporting category of “terminal illness” will be included in reporting arrangements.

- **Stress:**

27. In recent years the most common overall cause of all absence across the local government sector has been reported as attributable to stress, depression, anxiety, mental health and fatigue. The most recently available LGA data indicates that this currently comprises of **22.20%** of all absence across the sector.

28. Stress also remains the most prevalent cause of sickness absence in the County Council. Reported absence attributed to stress and related conditions currently stands at **19.08%** of all reported absence as indicated in **Appendix B** compared with **18.81%** at the previous quarter, an increase of **0.27 days**.

29. Levels of reported stress remain highest in ASCH (**23.33%**) and CFCS (**26.05%**). This reflects the particular pressures of the front line social care operating environment.

30. The need to build individual and organisation resilience to prevent, proactively respond to change and manage stress, including effective workload management, with a particular focus on mental health awareness, is reflected in the Council's current Employee Health and Wellbeing Action Plan.

31. There is potential that the uncertainties for the impact of the Council's recent Section 188 notices listing posts for potential deletion, issued in order to implement previously agreed business cases during September and October 2016, could increase stress levels in those service areas affected.

32. A range of learning interventions and coaching provision is available to support affected employees to maintain their resilience and attendance at work during the ongoing consultation period. Further detail is provided in the Workforce Planning update report to this Committee.

- **Other reasons:**

33. The next most prevalent reason for absence across the Council continues to be surgical operations and post-operative recovery which, whilst unavoidable, can usually be planned to minimise the impact on service continuity. As at the 1<sup>st</sup> September 2016 this stood at **17.73%**, a decrease from **17.97%** at the previous reporting period.

34. Across the local government sector absence caused by muscular-skeletal problems is currently reported as **15.70%**. NCC continues to perform well in comparison, the percentage of absence attributed to this reason currently stands at **11.63%** a decrease from **11.70%** at the previous quarter. This is likely to decline further in future reporting periods following the transfer out of direct NCC employees undertaking physically demanding front line Highway's roles to Via.

### **Long term absence**

35. Managers are supported through HR and its Occupational Health service to make early interventions and ensure that reasonable adjustments are in place to enable those employees whose illness is "long term", that is where continuous absence exceeds 4 weeks as indicated in **Appendix C**, to return to work at the earliest reasonable opportunity.

36. Managers are also encouraged to use the toolkit of measures available to them under existing policy, including trigger levels and return to work interviews, to respond to short term, repetitive or regular absence and patterns of absence.

### **Other Options Considered**

37. The Council's approach to employee health and wellbeing is the subject of ongoing discussions with trade union colleagues which currently take place through task focussed time limited joint working groups as sub groups of the Central Joint Consultative and Negotiating Panel.

38. The current focus of these working groups is on producing specific management guidance on supporting employees with diagnosed terminal illness and those with Dyslexia.

39. Once this current cycle of work is complete it is proposed to re-instate the Joint Employee Wellbeing and Attendance Management Group as a sub group of the CJCNP to support the identification of further strategies for improvement.

### **Reasons for Recommendations**

40. The recommendations in this report will enable Elected Members to review the current levels of performance set out in this report and the actions that are in place to improve the level of performance in order to meet the Council's identified target. Regular update reports will continue to be submitted on a quarterly basis.

### **Statutory and Policy Implications**

41. 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 Resources Implications**

42. These are set out in the body of this report. The trades unions continue to be engaged in joint working to further develop employee health and wellbeing initiatives including joint training and guidance.
43. Trade union colleagues are supportive of the positive steps made by the authority to support and help staff; particularly in target areas where absences are higher than other departments. However trade union colleagues remain concerned that budget reductions will impact on staff resilience.

### **Equalities Implications**

44. 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 Personnel Committee:

1. Note the current level of performance in respect of sickness absence.

2. Note that HR Business Partners continue to work with departmental managers to reduce absence and improve the health and wellbeing of their workforce.

**Marjorie Toward**  
**Service Director – Customers and Human Resources**

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

**Constitutional Comments (KK 07/11/16)**

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

**Financial Comments (SES 08/11/16)**

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

**Human Resources Comments (CLG 24/10/16)**

47. The human resources implications are implicit in the body of the report. The trade unions have asked that we highlight the continuing support the authority provides for employees and managers and benefits that staff receive and are keen to see this continue.

**Background Papers and Published Documents**

None

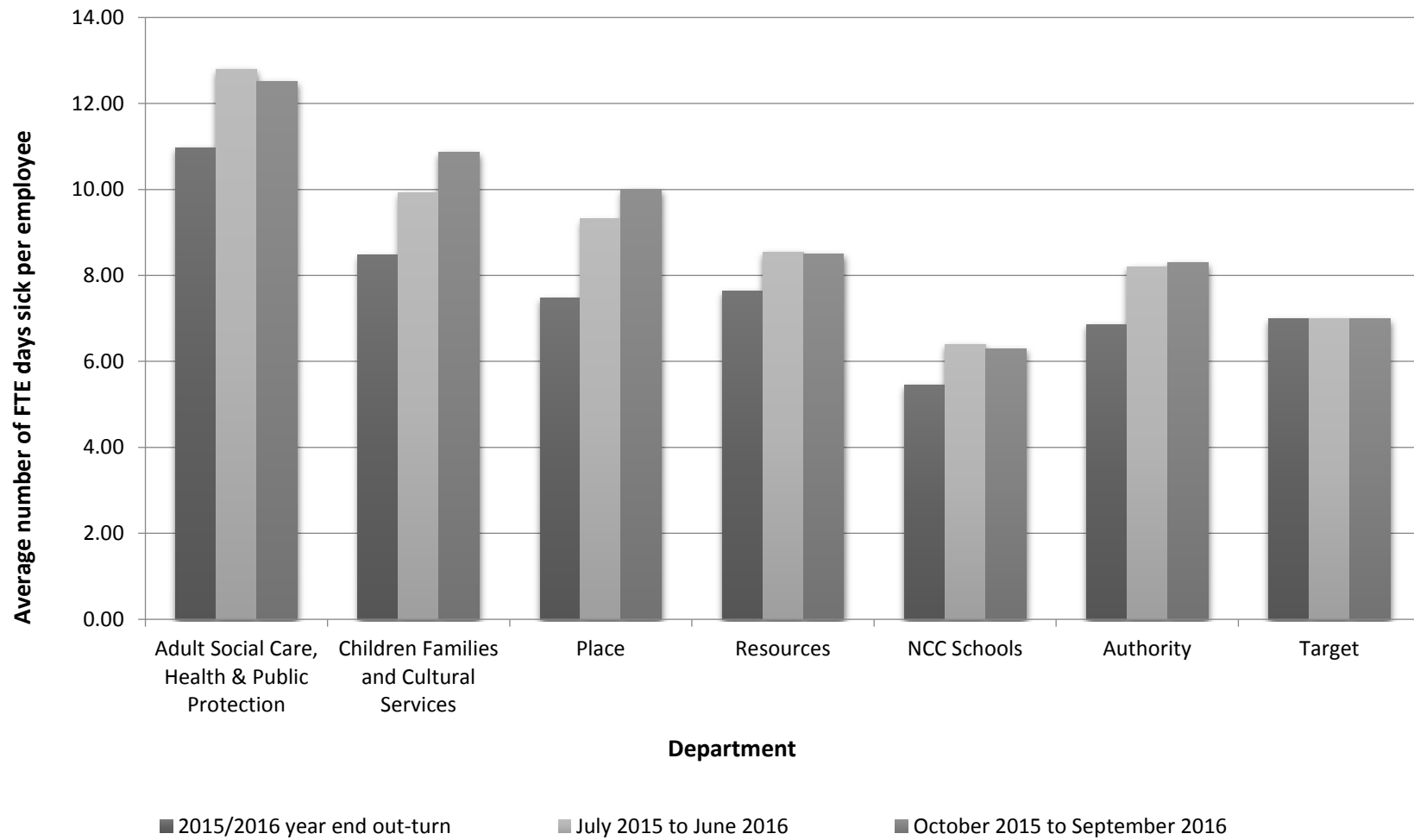
**Electoral Division(s) and Member(s) Affected**

All

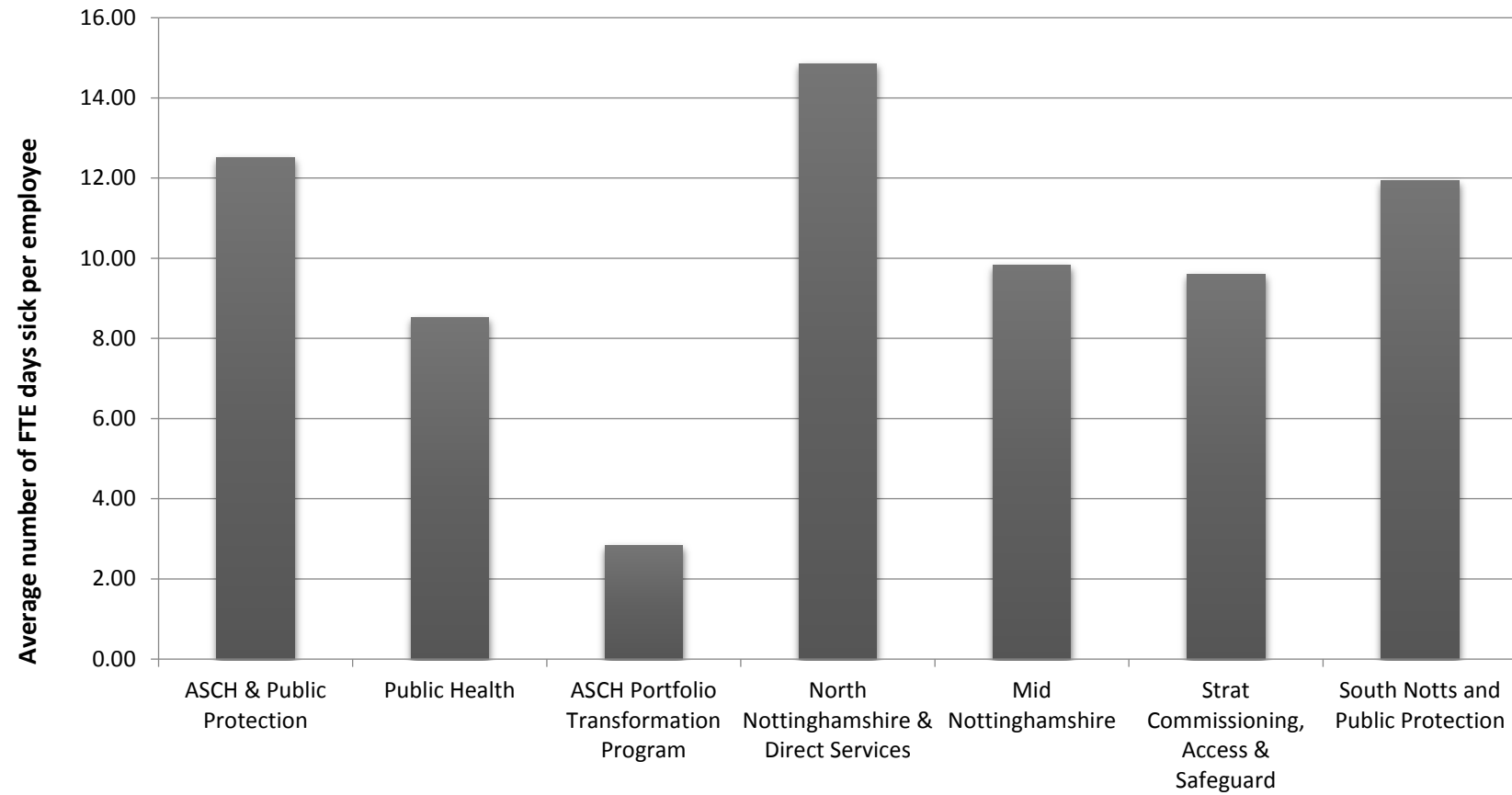


## Appendix A

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

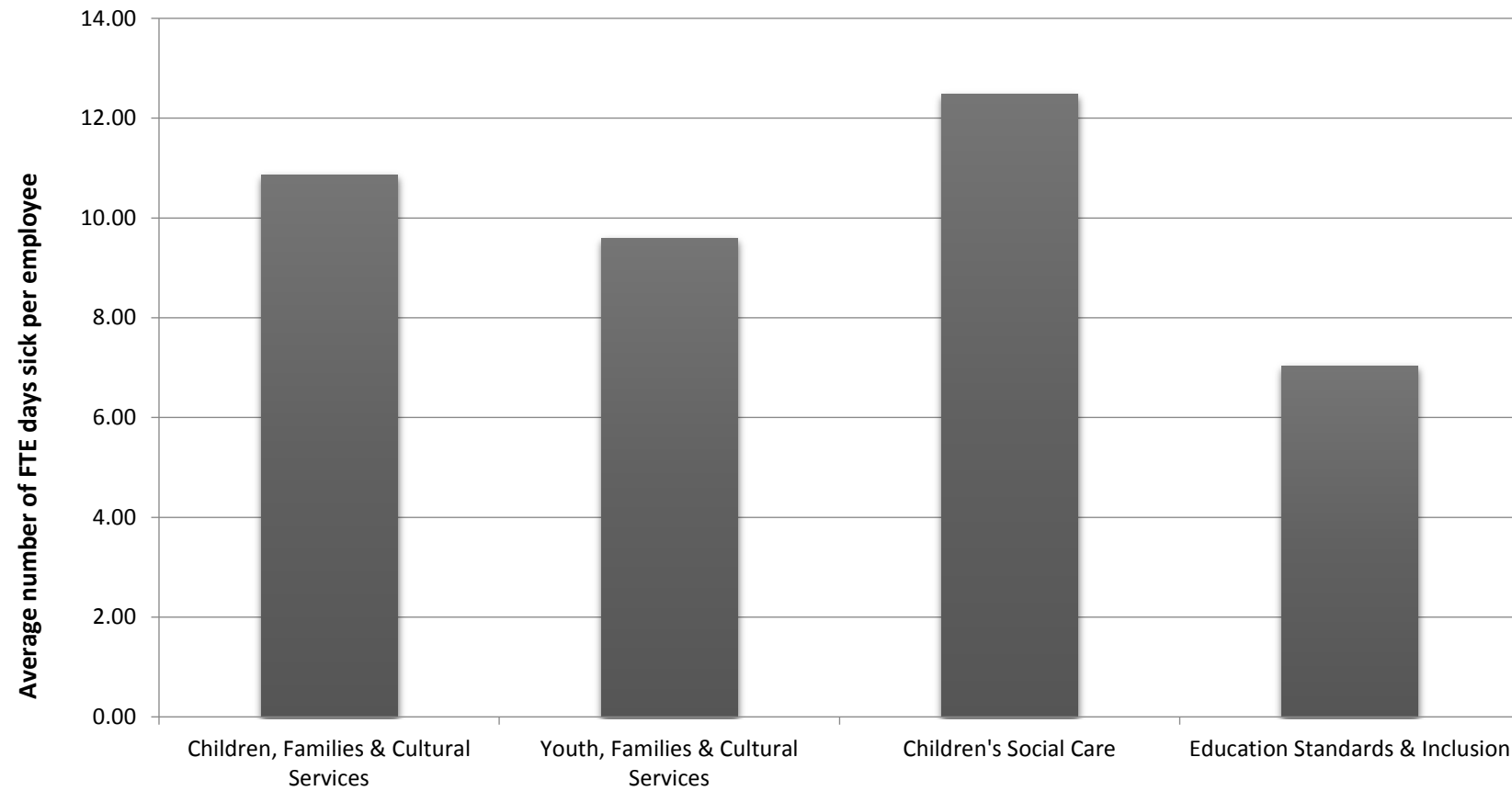


**Chart 2 ASCH & Public Protection October 2015 to September 2016**





**Chart 3 Children, Families and Cultural Services October 2015 to September 2016**



**Chart 4 Place October 2015 to September 2016**

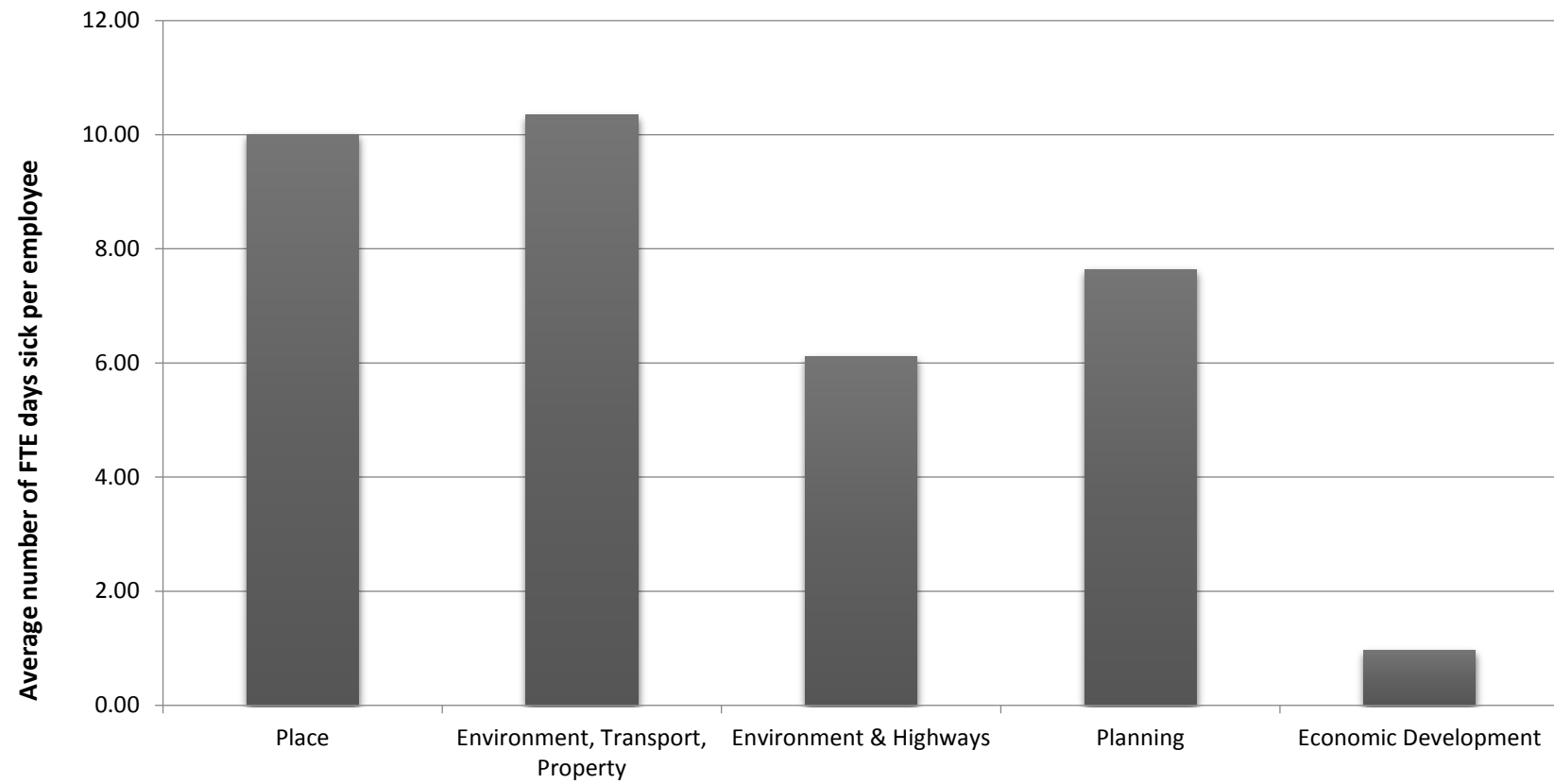
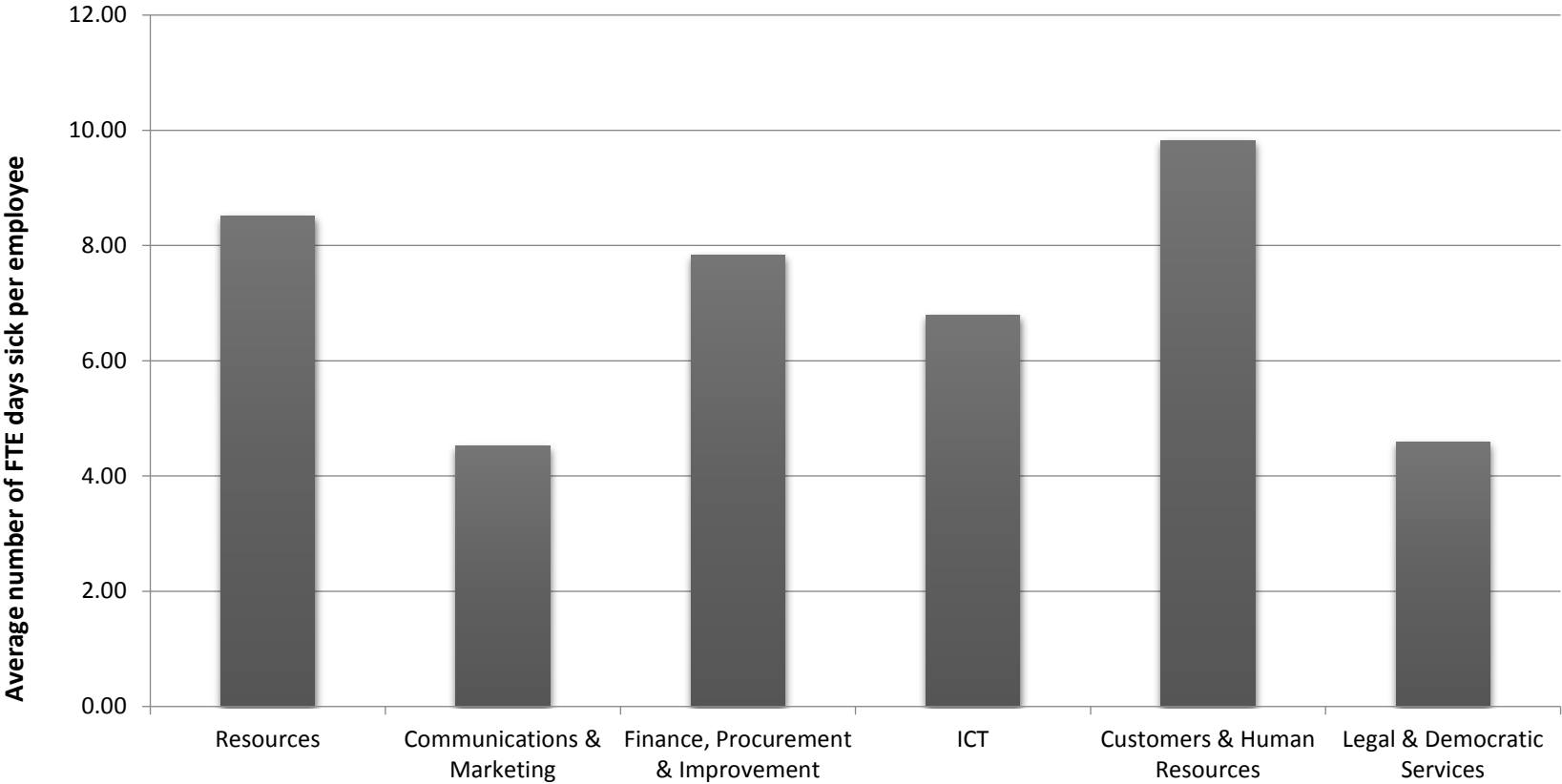


Chart 5 Resources October 2015 to September 2016



**Table 1. Sickness Levels over rolling 12 month basis by Department**

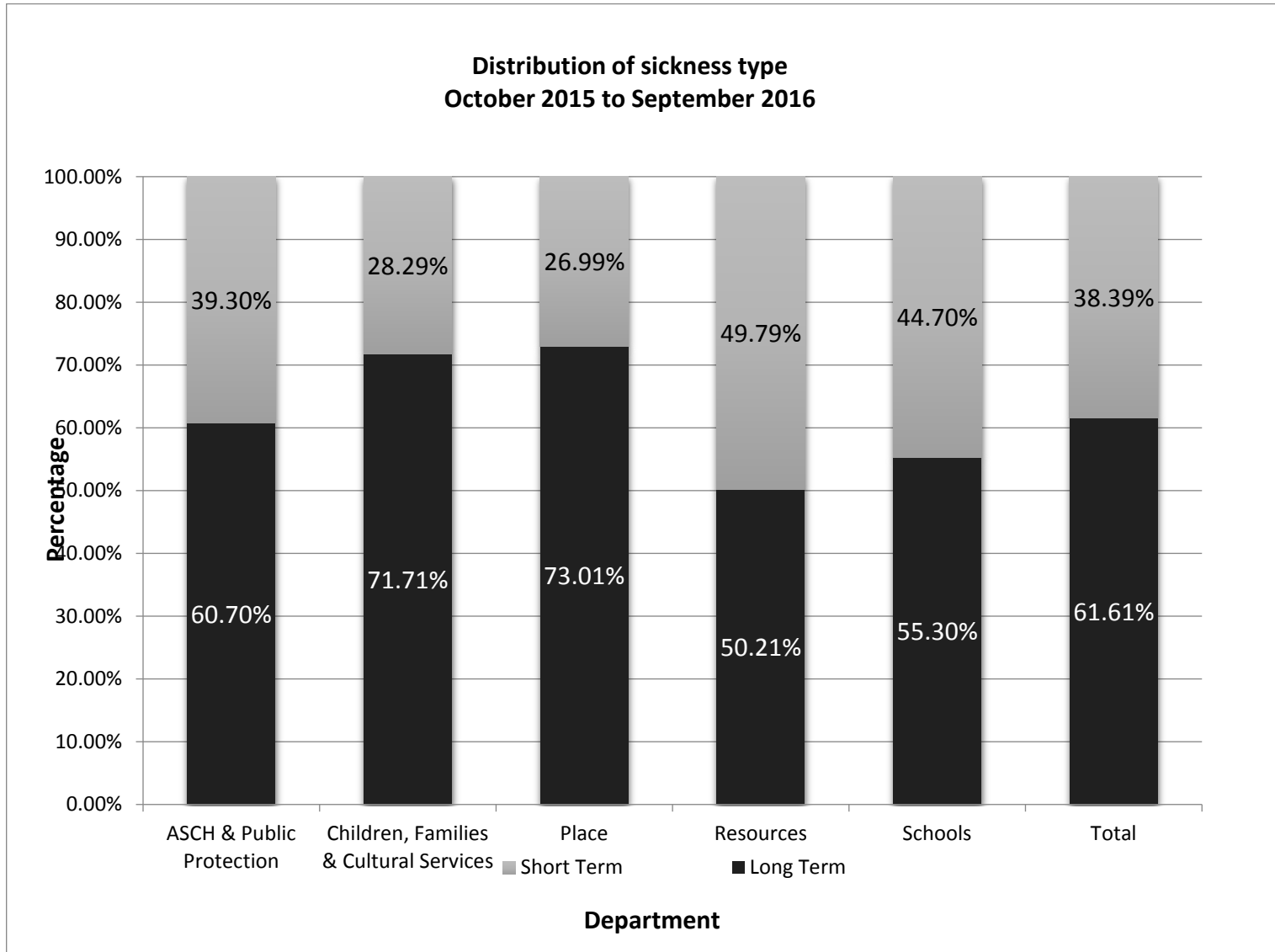
(Reflects new NCC structure from September 2015)

	<b>2015/2016 year end out-turn</b>	<b>July 2015 to June 2016</b>	<b>October 2015 to September 2016</b>
<b>Adult Social Care, Health &amp; Public Protection</b>	10.97	12.79	12.51
<b>Children Families and Cultural Services</b>	8.48	9.92	10.87
<b>Place</b>	7.48	9.31	10.00
<b>Resources</b>	7.64	8.55	8.51
<b>NCC Schools</b>	5.45	6.40	6.29
<b>Authority</b>	6.86	8.21	8.30
Target	7.00	7.00	7.00

## 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	6.38%	8.74%	2.07%	0.89%	3.66%	10.58%	14.40%	16.88%	1.09%	2.58%	0.79%	6.45%	<b>23.33%</b>	2.16%
Children, Families & Cultural Services	3.12%	10.76%	1.79%	1.55%	1.42%	10.48%	15.16%	16.83%	1.59%	3.16%	0.54%	5.33%	<b>26.05%</b>	2.21%
Place	8.14%	3.96%	1.32%	3.34%	3.02%	19.03%	<b>19.42%</b>	13.50%	0.97%	3.39%	0.18%	6.05%	16.61%	1.08%
Resources	4.99%	13.15%	2.26%	0.47%	4.37%	10.62%	13.99%	12.64%	0.73%	3.25%	0.15%	8.23%	<b>24.05%</b>	1.12%
Schools	4.25%	10.66%	1.82%	0.92%	4.69%	8.97%	<b>19.62%</b>	17.47%	2.33%	3.21%	0.38%	9.97%	15.66%	0.06%
<b>Totals</b>	<b>5.30%</b>	<b>9.17%</b>	<b>1.78%</b>	<b>1.46%</b>	<b>3.72%</b>	<b>11.63%</b>	<b>17.73%</b>	<b>16.10%</b>	<b>1.63%</b>	<b>3.15%</b>	<b>0.41%</b>	<b>7.85%</b>	<b>19.08%</b>	<b>0.97%</b>

## Appendix C: Long and Short Term Sickness



**JOINT REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND  
HUMAN RESOURCES AND THE SERVICE DIRECTOR - STRATEGIC  
COMMISSIONING ACCESS AND SAFEGUARDING - ADULT SOCIAL  
CARE AND HEALTH****OPTIMUM WORKFORCE LEADERSHIP - UPDATE ON FUNDING  
ARRANGEMENTS****Purpose of the Report**

1. To inform the Personnel Committee of developments in the funding and future focus of the Optimum Workforce Leadership project (OWL) since the most recent report to ASCH Committee in September 2015.

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

2. The OWL project is based and managed as part of the Council's integrated Workforce Planning and Organisational Development team within the corporate HR service.
3. The project's service model offers support and access to appropriate workforce learning and development provision to the County's independent adult care providers who form a key part of the wider adult social care workforce.
4. The OWL team work closely with the Adult Social Care and Health (ASCH) Quality and Market Management team to support the department's workforce transformation objectives in the emerging context of the wider sector sustainable transformation agenda.
5. Funding for the staffing costs of the team has been on a temporary basis since the cessation of the former Workforce Development Grant.
6. Personnel Committee in September 2015 agreed a further fixed term extension of the resource, funded by the carry forward of a grant balance up to 31<sup>st</sup> March 2017.
7. The intention was that this would enable an entirely income generating service to be trialled with a view to this funding the team moving forward. This included the use of the grant balance to continue to fund the staffing establishment, necessary to deliver this work for a further year until 31<sup>st</sup> March 2017.

8. A revised OWL service delivery model was introduced in year to ensure better alignment with the Adult Social Care Strategy and the key themes of the Council's transformation programme in relation to:
- treating people fairly by ensuring they have equity in quality of service provision
  - achieving value for money by supporting the focus on outcomes for people
  - working together in partnership to support care providers to deliver the highest quality care.
9. Some progress was made towards the recommendation agreed by the Committee that income generation should achieve self-sustainability by the end of March 2017. However it was clear by summer 2016 that market demand would not enable this to be fully achieved in the timescale. Further consideration has therefore been given to the future of the service.

### **Recent Developments**

10. Care Act funding allocation contained within the Better Care Fund carry forward for 2016/17 enabled the ASCHPP department to consider how this might be used to fund projects and schemes which reduce avoidable hospital admissions, provide responsive services and enable people to return home.
11. Proposals for the establishment or continuation of posts which enable the delivery of these projects and schemes were submitted for the approval of the Adult Social Care and Health Committee on 12<sup>th</sup> September 2016.
12. The funding proposals put forward included the extension of the OWL Project Team for two years from 1<sup>st</sup> April 2017, which was agreed.
13. This will enable the Council to continue to review and develop its approach to supporting and developing independent sector care providers to ensure continuous improvement of their services and to offer specific and bespoke support to those providers who have been offering poor quality care.
14. The OWL team will work closely with the ASCH Quality and Market Management Team to identify outcomes and evaluate their impact on the quality of independent sector social care provision measured against the recognised sector standards to encourage improvement.

### **Financial implications**

15. Based on existing evaluated grades, the funding will be used for the following staffing establishment for a fixed term period of 2 years up to 31<sup>st</sup> March 2019:
- 1 FTE Project Manager Band D
  - 1 FTE Workforce Planning Officer Band A
  - 1 FTE Administrative Officer Grade 3.
16. This equates to £230,000 of non-recurrent funding.



17. In addition income will continue to be generated through work with NCC ASCHPP Quality and Market Management team.
18. The funding amount will be taken up by salaries and overheads. Any additional incoming funds that Optimum generate, during 2017-18, could be rolled over to support the £115k for 2018-19 and service activities and objectives for that year.
19. During this period alternative future streams will be explored with a view to building in future sustainability of the Optimum offer from April 2019 onward.

### **Reasons for Recommendation**

20. To set out for Personnel Committee recent developments which have secured the funding of the OWL Project team for a further 2 years, enabling the Council to retain their specialist strategic workforce development knowledge and experience through working with the independent health and social care sector.
21. This will provide the in-house capacity to support the implementation of change in independent health and social care settings and the targeting of those specific areas where quality improvement requirements have been identified and to deliver these specific workforce development needs in a consistent framework.

### **Statutory and Policy Implications**

22. 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.

### **Human Resources Implications**

23. The funding provisions described in this report extend the establishment of the team of three employees currently providing this service for a further fixed term period, up to 31<sup>st</sup> March 2019.
24. Trade union colleagues are supportive of the positive work of the team and extension for a further two years.

### **Financial Implications**

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

## **RECOMMENDATION**

1. It is recommended that Members note the new funding arrangements for the Optimum Workforce Leadership project set out in this report and agree to the continued establishment of the posts set out in paragraph 15 until 31 March 2019.

**Marjorie Toward**  
**Service Director - Customers**  
**and Human Resources**  
**Resources Department**

**Caroline Baria**  
**Service Director - Strategic Commissioning**  
**and Safeguarding**  
**Adult Social Care & Health and Public**  
**Protection**

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

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

**Constitutional Comments (KK 07/11/16)**

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

**Financial Comments (SES 08/11/16)**

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

**Human Resources Comments (CLG 25.10.16)**

28. These are set out within the body of the report.

**Background Papers and Published Documents**

Report to Adult Social Care and Health Committee 12/9/16 – Better Care Fund –  
Proposed Allocation of Care Act Funding

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

All

**JOINT REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN  
RESOURCES AND THE SERVICE DIRECTOR – MID NOTTINGHAMSHIRE,  
ADULT SOCIAL CARE AND HEALTH****HR SUPPORT TO ADULT SOCIAL CARE AND HEALTH WORKFORCE  
DEVELOPMENT PROJECT****Purpose of the Report**

1. The purpose of this report is to update Personnel Committee on funding arrangements for the extension of the post of temporary Human Resources (HR) Project Manager to support the delivery of the Adult Social Care and Health Workforce Development Action Plan.

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

2. At its meeting on 20<sup>th</sup> January 2015 Personnel Committee approved the establishment of the additional post of a temporary 12 month HR Project Manager with effect from January 2016, to bring additional capacity to the Adult Social Care and Health (ASCH) Workforce Transformation team and ensure alignment with the corporate Workforce Strategy.
3. As a member of the corporate Workforce Planning and Organisational Development (WPOD) team structure, the post holder has worked with the ASCH Workforce Development Project team supporting the effective implementation of the Adult Social Care Strategy through the provision of specialist HR expertise.

**Recent Developments**

4. Care Act funding allocation contained within the Better Care Fund carry forward for 2016/17 has enabled the ASCHPP department to build in additional capacity to support the integration of health and social care. This includes extending the post of 1 fte Band D HR Project Manager from February 2017 until the end of March 2018 to focus on this work.
5. This was agreed, as part of a wider report on the proposed allocation of the Better Care Fund, by the ASCH Committee on 12<sup>th</sup> September 2016.

6. The current post holder will continue to occupy the post on a secondment basis, reporting to the Senior HR Business Partner, WPOD, for line management and supervision purposes and the work undertaken by the HR Project Manager will be matrix managed within the ASCHPP department.
7. The post will focus on the workforce planning and development implications of the workforce integration agenda, working closely with the corporate Workforce Planning and Organisational Development team to deliver the key priorities of the ASCH Workforce action plan.
8. Integration with Health and other partners has a complex governance structure which works across three Transformational Units that cover six Clinic Commissioning Groups each with detailed local plans as well as engaging in overarching workstreams across two Sustainability and Transformation Plan footprints, which also includes Nottingham City Council. These complexities further support the need for a dedicated workforce resource.

### **Other Options Considered**

9. Delivery of key workforce integration priorities using Adult Social Care departmental resource exclusively has been considered, however there is an ongoing need for professional HR expertise to support this within the department.
10. Development and delivery of the ASCH Workforce Development Plan directly through the HR Workforce Planning and Organisational Development team was also considered, however this could not be sustained within existing capacity without detriment to the continuity of strategic workforce development work and would lack the benefit of the expert service knowledge and context that the ASCH Transformation Team can provide.

### **Reasons for Recommendation**

11. The recommendation made will ensure that the Adult Social Care and Health Integration Strategy can be implemented successfully and that the wider Adult Social Care Workforce can respond to the significant challenges it faces. This will require significant cultural changes for the existing workforce, in terms of developing and adapting to new ways of working as well as requiring alignment with the Adult Social Care Strategy that promotes independence, looks for alternative solutions outside of formal social care and aims to provide short term support to help people regain independence before considering longer term options.

### **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 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.

## **Financial Implications**

13. The cost of extending the temporary Band D HR Project Manager until 31<sup>st</sup> March 2018 is **£51,018** (including on-costs). As set out in this report, all associated costs will be met by the Better Care Fund budget available to the Adult Social Care and Health Department.

## **Human Resources Implications**

14. This development will ensure that the ASCH Workforce Development programme is closely aligned with the corporate Workforce Strategy.
15. Trade union colleagues are supportive of the proposals in terms of value for money and career development for the post holder.

## **RECOMMENDATION**

1. It is recommended that Members 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.

**Marjorie Toward**  
**Service Director - Customers and**  
**Human Resources**  
**Resources Department**

**Sue Batty**  
**Service Director - Mid Nottinghamshire**  
**Adult Social Care & Health and**  
**Public Protection Department**

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

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

### **Constitutional Comments (KK 07/11/16)**

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

### **Financial Comments (SES 08/11/16)**

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

### **Human Resources Comments (CLG 17/10/16)**

18. These are contained within the body of the report.

### **Background Papers and Published Documents**

Report to Adult Social Care and Health Committee 12.9.16 – Better Care Fund- Proposed Allocation of Care Act Funding

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

All



**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN  
RESOURCES****EMPLOYER OF CHOICE - LIVING WAGE UPDATE****Purpose of the Report**

1. To update the Personnel Committee on the Council's ongoing commitment to paying the national Living Wage Foundation rate.

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

2. Nottinghamshire County Council aspires to be an Employer of Choice which is able to compete to attract, recruit, develop and retain the skills it needs and to have a well-motivated, able and productive workforce which is fairly rewarded to enable it to meet its future business requirements.
3. Reflecting the Council's core strategic value of Treating People Fairly, this includes ensuring fair pay for all of its direct employees and modelling this as good and ethical employment practice to other employers who contribute to the local economy in Nottinghamshire.
4. As part of this ongoing commitment to fair pay, the Council has adopted the Living Wage Foundation pay rate. The Council implemented this, as an allowance, for its lowest paid frontline employees, the majority of whom are part time women workers, from 1st April 2014.
5. The Living Wage Foundation rate is aimed at addressing in work poverty and is independently calculated each year, overseen by the Low Pay Commission and can be adopted by employers on a voluntary basis.
6. This differs from this Government's "National Living Wage", introduced in April 2016, which is not calculated on the cost of living and currently stands at £7.20 an hour.

**Update**

7. The Living Wage Foundation rate is regularly reviewed nationally on an annual basis. The uprate is based on what employees and their families need to live on, based on the current cost of living. Increasing the individual spending power of the

Council's lowest paid employees, the majority of whom live in the County's most deprived areas, also benefits the local economy.

8. The Council has remained committed to applying the latest annual increase in the Living Wage Foundation rate. From November 2016, the national rate was increased by 20 pence an hour to £8.45p an hour.
9. This most recent increase will be applied to the wages of the Council's 2,748 lowest paid employees with effect from 1<sup>st</sup> November 2016 to bring their pay into line with the new rate.

### **Reasons for Recommendation**

10. To highlight to Personnel Committee the Council's ongoing commitment to ensuring fair pay for its employees and some of the benefits arising.

### **Statutory and Policy Implications**

11. 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.

### **Human Resources Implications**

12. The Council's Workforce Strategy for 2016-18 has its ambition to be an Employer of Choice as one of its four key themes, this includes an attractive and affordable pay offer which supports the Council to recruit, deploy and the retain key skills at all levels of the organisation.
13. Trades union colleagues are supportive and appreciative of the Council's continued commitment to the payment of the Living Wage Foundation Rate and the benefit to predominantly low paid women workers.

### **Financial Implications**

14. This will add an estimated additional cost of £373,000 to the Council's current wage bill which has been built into its overall budget provision.

### **RECOMMENDATION**

1. It is recommended that Members note that the Council will apply the latest Living Wage Foundation rate to ensure that all of its direct employees receive this as a minimum pay rate.

**Marjorie Toward**

**Service Director – Customers and Human Resources**



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

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

**Constitutional Comments (KK 16/11/16)**

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

**Financial Comments (SES 16/11/16)**

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

**Human Resources Comments (CLG 14/11/16)**

17. These are set out within the body of the report.

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

1. This report provides the period 6 monthly performance reports for the Schools and Academies Catering and Facilities Management Services ending 30th September 2016.

**Information and Advice**

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

**Performance Reports****School Catering**

3. The Schools Catering Service served an average 42,477 meals per day over the 6 month period, a decrease of 2.2% 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 55.3% in secondary school/academy sector. This compares to 59.9% and 46.9% in the previous year respectively. Historically the summer term is the lowest time of year for the uptake of school meals.

Take-up of Universal Infant Free School Meals (UIFSM) for April – September 2016 is currently 75.7% compared to 79.0% 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 73.4% take-up.

There are indications that the lack of recent media publicity both nationally and locally is impacting on reduced take up. The reductions are mirrored nationally.

4. New menus have been distributed and are due for launch. This launch will focus on rural and health themes. Initial feedback has been positive. Members saw hard copies at the previous Committee. Work is underway on the next school menu cycle.

5. The Cypad Kitchen Manager project is now in its major implementation phase – all 260 primary schools were live at the end of the July school closure. This will achieve major efficiencies for the business and streamline our internal communications capacity and increase effectiveness. Currently there is approximately a 50% reduction on paperwork submitted to the Business Support team. All catering suppliers are now coming ‘on-board’, enabling school kitchen teams to order products direct from devices, receive confirmation and take delivery. Cypad has significantly increased the ability to communicate instantly with the front line teams in school kitchens. Feedback from frontline catering employees continues to be overwhelmingly positive.
6. A number of schools are considering the type of contract they currently have with School Catering and are looking to have individual stand alone contracts rather than the current cross-subsidised contract, especially as schools plan to transfer to academy status. This has a significant impact on the business model in relation to the Services for Schools Contract. A further report on this will be brought to a future meeting of the Committee.
7. The recent changes in the value of the pound have led to cost increases in the food supply chain. The impact on annual food costs will be in the region of £150k per year starting in November.

## Overall Performance

### Financial

Cumulative take up for the period April – Sept 2016:

	Pupil premium		UIFSM		Paid Meals		Overall Take Up	
	<b>2016</b>	<i>2015</i>	<b>2016</b>	<i>2015</i>	<b>2016</b>	<i>2015</i>	<b>2016</b>	<i>2015</i>
Primary	<b>73.4%</b>	<i>75.2%</i>	<b>75.7%</b>	<i>79.0%</i>	<b>44.0%</b>	<i>46.3%</i>	<b>61.0%</b>	<i>63.0%</i>
Secondary	<b>74.0%</b>	<i>66.9%</i>	<i>n/a</i>	<i>n/a</i>	<b>44.3%</b>	<i>41.0%</i>	<b>48.9%</b>	<i>45.7%</i>

### Meal Numbers

Meal Numbers – 000s To 30.09.2016	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>
<b>Primary Free Meals</b>	376	341	(35)
<b>Primary Paid Meals</b>	795	791	(4)
<b>Universal Infant Free Meals</b>	1,413	1,405	(8)
<b>Secondary</b>	1,007	1,014	7
<b>Special Schools</b>	21	21	0
<b>Total</b>	3,611	3,572	(39)

## Financial Performance to budget

To 30.09.2016	Actual	Budget	Variance	Forecast Outturn Budget
<b>Income</b>	£8,865,000	£8,945,000	(£80,000)	£20,736,000
<b>Direct Costs</b>	£7,804,000	£8,211,000	£407,000*	£18,180,000
<b>Indirect Costs</b>	£831,000	£899,000	£68,000	£1,679,000
	£437,000	£437,000	0	£874,000
<b>Net Surplus/Deficit</b>	(£207,000)	(£601,000)	£394,000	£3,000
<i>Supplier invoice 2015/16</i>	<i>+£73,000</i>	<i>0</i>	<i>-£73,000</i>	<i>-£73,000</i>

## Facilities Services 2016/17 Buy-Back Update

The overall position is a deficit of £295k to date.

8. It is a challenging period for the service as Schools / Academies and also non-school customers continue to review their budget positions. School budgets are estimated to reduce in real terms due to increasing numbers of children and flat funding
9. The Landscape Services business is projected to lose approximately 9% of its turnover this year as customers consider alternatives. However, the most significant cause of turnover reduction with Landscape Services has been the result of existing customers reducing their current work schedules in order to minimize service costs; plus a number of sites who are undergoing development works whereby green space maintenance has been reduced.
10. The Building Cleaning Services is projected to see its turnover reduce by approximately 6% as customers face similar challenges and consider service level reductions to meet their budgetary requirements. This service has continued to see further requests from Schools to supply their Site Management/Caretaking provision and as a result new posts have been created for a number of schools.
11. The Minster Academy contract however has started well following our success in bringing it back from the private sector.
12. Facilities Services are carrying out a review of all contracts and direct costs in order to align the turnover and costs. Budget pressures remain with many customers continuing to review services and are requesting reductions. An example of this is the Children's Service. They have informed us that they would like to reduce their Cleaning provision by £100k per year. Current contract turnover here is £400k per year. The FM team recognise the need for innovative solutions to support customers and will be offering alternatives to customers, including schools , academy's
13. In addition, planned savings in the FM budgets for county offices are on course to be delivered.

14. Work continues with the improvement programmes, in particular Smarter Working, and corporate business support teams to review operating procedures within county offices and in developing a service delivery model across the county office estate that is aligned to the resource hub operating in both County Hall and Trent Bridge House. The most advanced aspects of these projects are at Lawn View House (LVH) and Sir John Robinson Way. New seating arrangements for C&FM are in place at LVH.

### Overall Financial Performance

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturn (£000's)
Turnover	6,780	6,775	(5)	0	13,386
Direct Costs	5,947	6,135	(187)	0	11,904
Indirect costs	503	539	(36)	0	1,006
Overhead and Support Costs	395	395	0	0	791
Net Surplus - Deficit	(66)	(295)	(229)	0	(315)

### County Hall & Trent Bridge House Catering & Facilities Management

15. A number of improvements have taken place at County Hall and Trent Bridge House.

Performance highlights are as follows:

#### Riverview

- The first 4 periods of 2016/2017 are on target to achieve year end breakeven.
- West Bridgford catering have added an additional 80 school meals per day to production. To date the feedback has been excellent.
- Introduction of additional hot items in the County Hall coffee shop venue has resulted in sales of approximately £260 - £300 per day in total. This range of products will be extended in the forthcoming months to reflect both trends and seasonality.

#### Porthole:

- Regular management/supervision taking place.
- Income is rising. It is anticipated that this will increase, as services relocate to Trent Bridge House.

#### General:

- It is planned to extend the Cypad programme to the West Bridgford catering and FM operations in addition to its inspection and audit capability proposed for Building Cleaning operations.
- FM are reviewing the feasibility of upgrading the CCTV system in 2016/17.
- A full review of personal emergency evacuation plans for all areas/floors of both County Hall and Trent Bridge House is underway. Call Point training for Fire Marshalls

and Wardens has already taken place in both buildings. This includes coordination after evacuation has taken place. This is being extended to all county offices.

- County Hall & Trent Bridge House catering expect a breakeven result at the conclusion of the current financial year.

#### **Further works underway within the West Bridgford campus:**

- Emergency Lift evacuation and servicing – ensuring continuity of service.

Additional external call point's system access for communication during an evacuation to be installed at TBH and CH. We are also updating the lift void inspection protocols in partnership with Property colleagues; to ensure adherence to asbestos management and safety procedures. Work continues with Property/Arc to create a procedure for shutting off the vents in the event of a 'white powder' incident. It is proposed to extend this to other buildings in the estate.

- Deaf-Alert systems implemented across county buildings – procedures and user guides to be produced.

#### **Temporary cycle lock up facility**

This is located at the Bridgford North end of the H block will be in use for the duration of the Clasp demolition works.

#### **Clasp demolition update**

The work commenced on the 19<sup>th</sup> September 2016. Detailed communication with Members/Staff/Public & residents has been highly effective. Proposals for revised/defined visitor/staff parking being drawn up.

#### **Training and Development**

16. Training over 2500 employees dispersed over 400 operational units throughout the county remains both a priority and a challenge. The electronic Kitchen Manager project (Cypad) will facilitate our mandatory and additional training requirements across all school kitchens. It also has the ability to encompass our inspection and audit requirements with report capability sent directly and electronically to the customer; together with its instant ordering and communications capability.
17. A number of ongoing training modules and courses which cover areas such as safeguarding children, food safety, control of substances, FM services, health and safety, asbestos awareness and Prevent. Core training activity remains on target. An update will be included in the next Personnel Committee report.
18. The services continue to achieve ISO 9001 and OHSAS 18001 accreditations. This is currently receiving particular focus from C&FM into 2016 with full senior management support. FM are currently exploring the feasibility of having only one accreditation body across CFM.
19. A new round of asbestos awareness sessions are planned 2017.
20. C&FM managers are now utilising the BSC e-recruitment functionality which is being supported by C&FM business support colleagues.

21. A number of Health & Safety specific audits have taken place across several NCC county offices. Non conformities and observations are currently being addressed by and within C&FM.

22. Performance data for both Schools Catering and Facilities Management are contained at the end of this report.

### **Other Options Considered**

23. None – report for noting only.

### **Reasons for Recommendation**

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

### **Statutory and Policy Implications**

25. 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**

26. 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 or alternatively Shane Grayson**

### **Constitutional Comments**

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

### **Financial Comments**

28. The financial implications are set out in the report

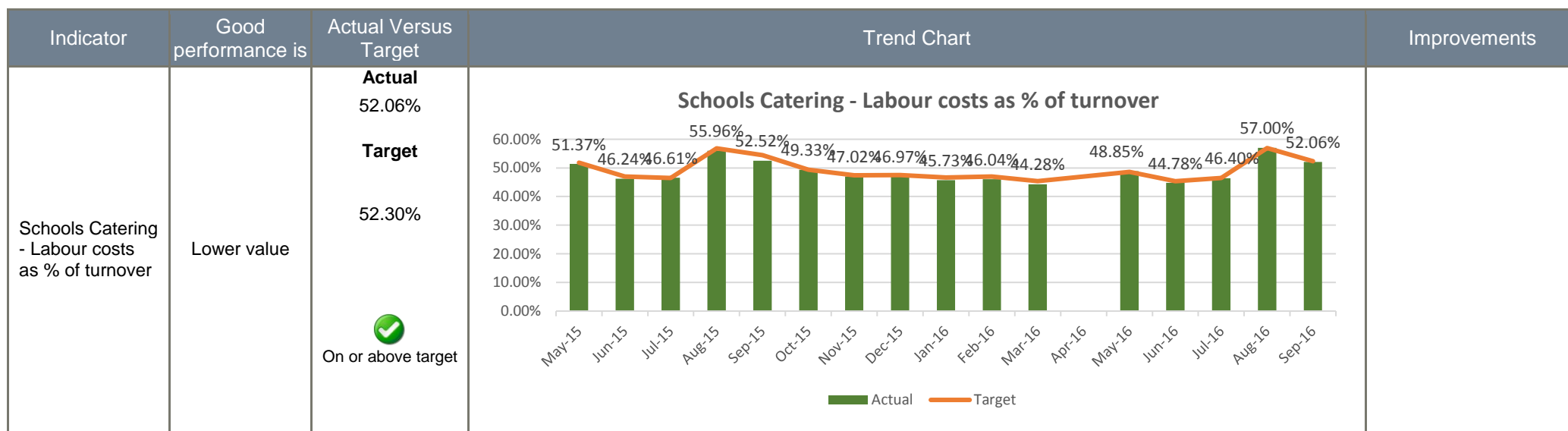
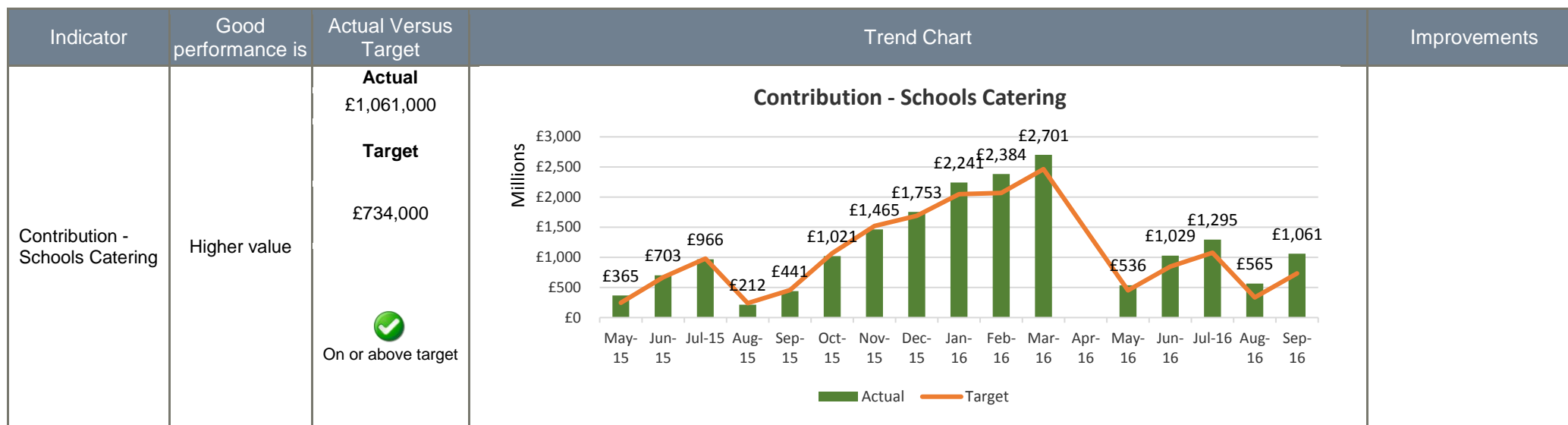


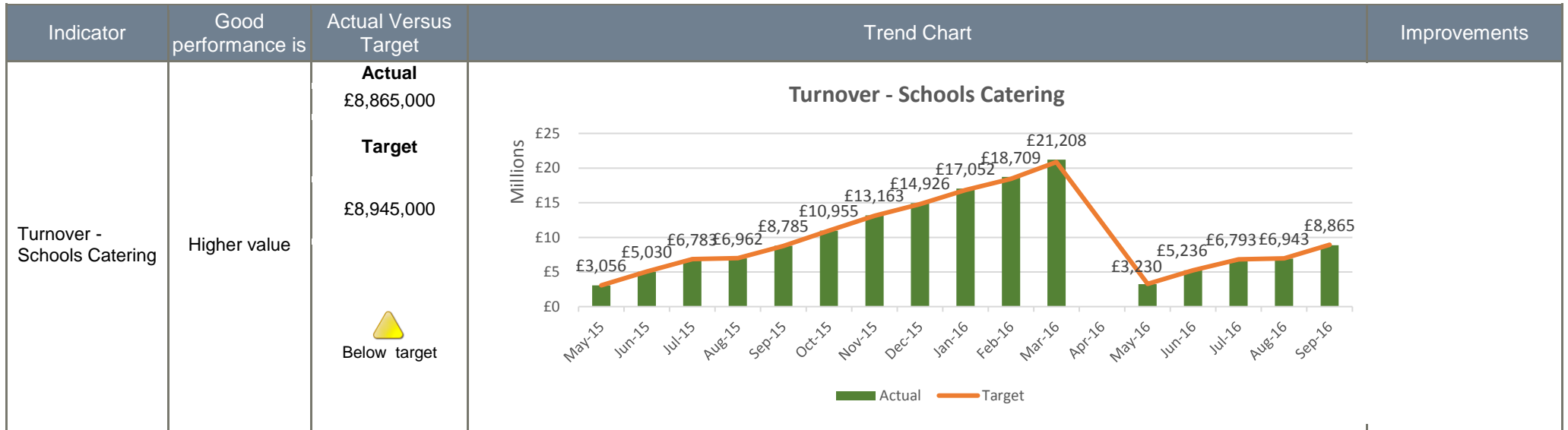
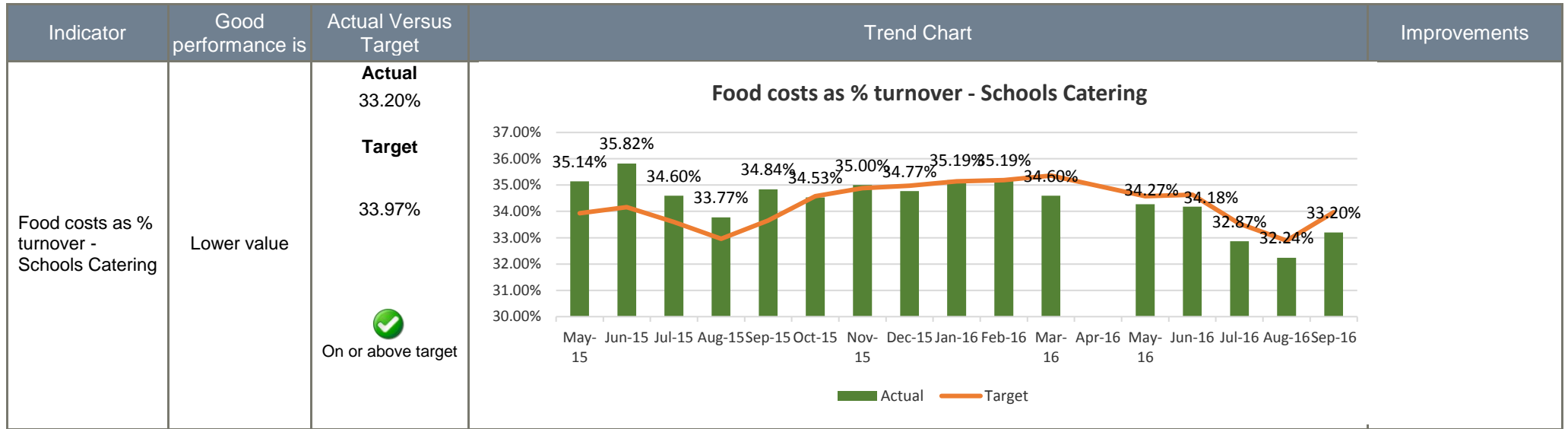
# Schools and Academies Catering Performance Period 6 (2016-17)

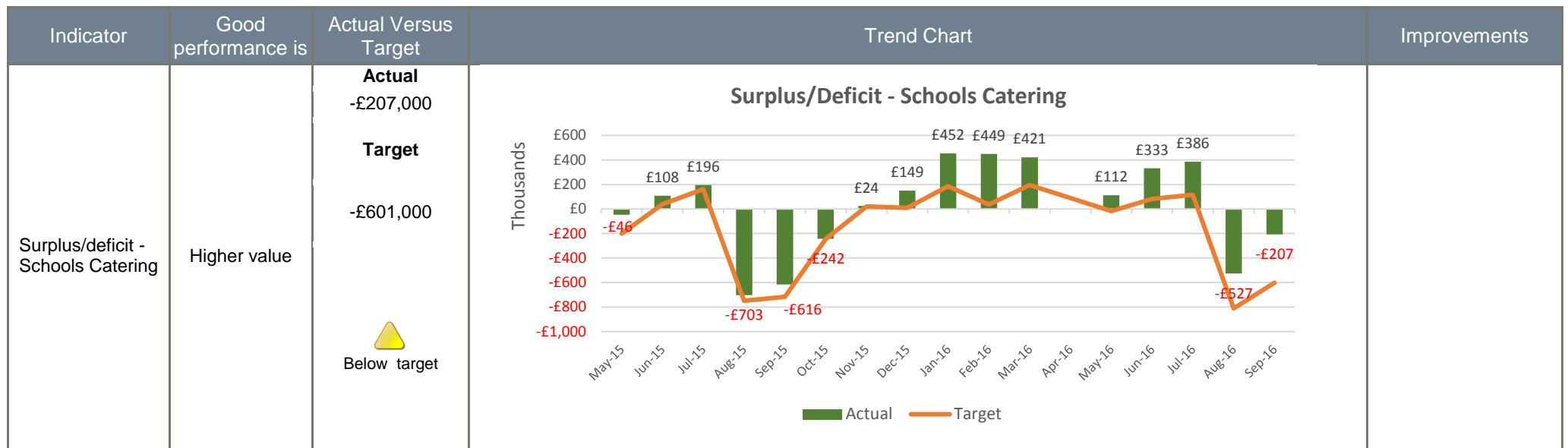
## Primary and Special Schools and Academies Catering

### FINANCIAL

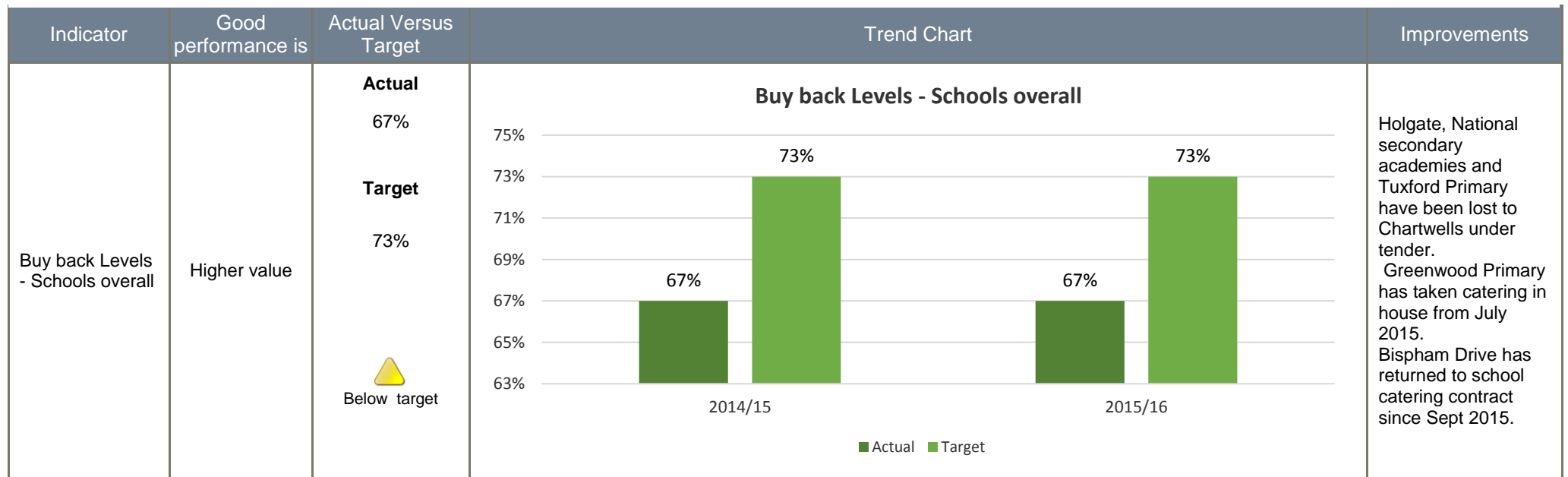
## Appendix 1

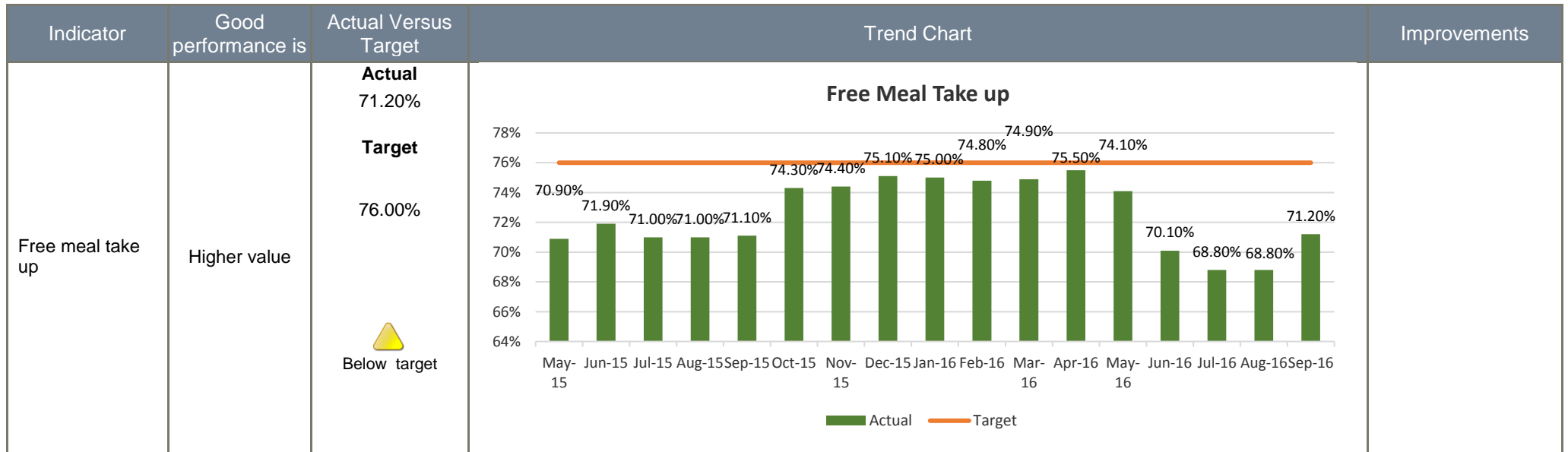
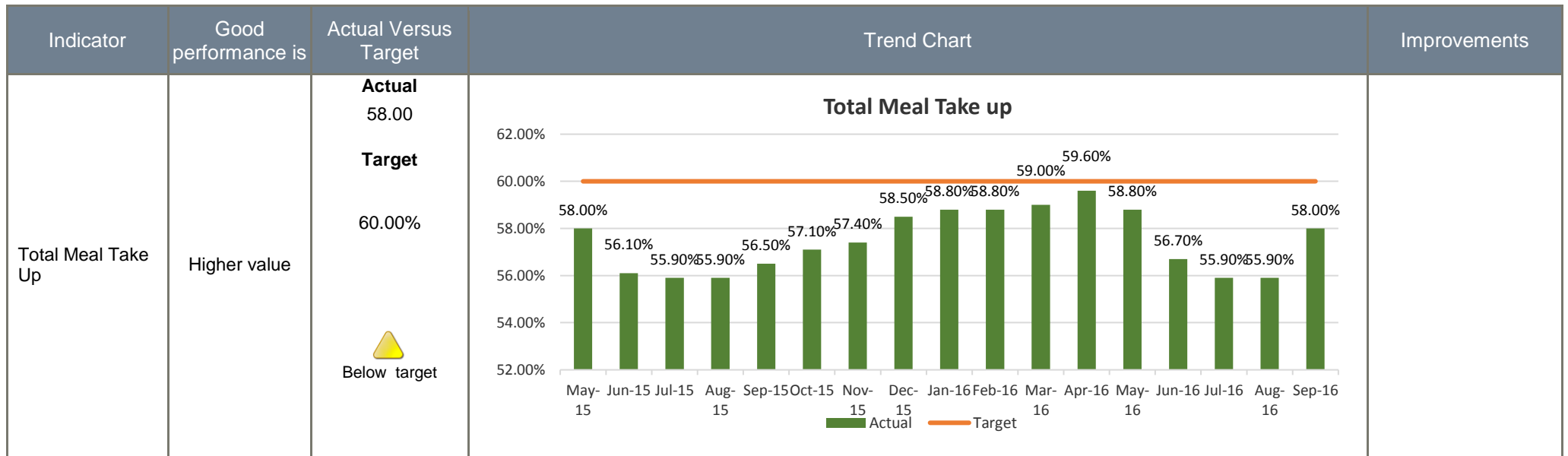



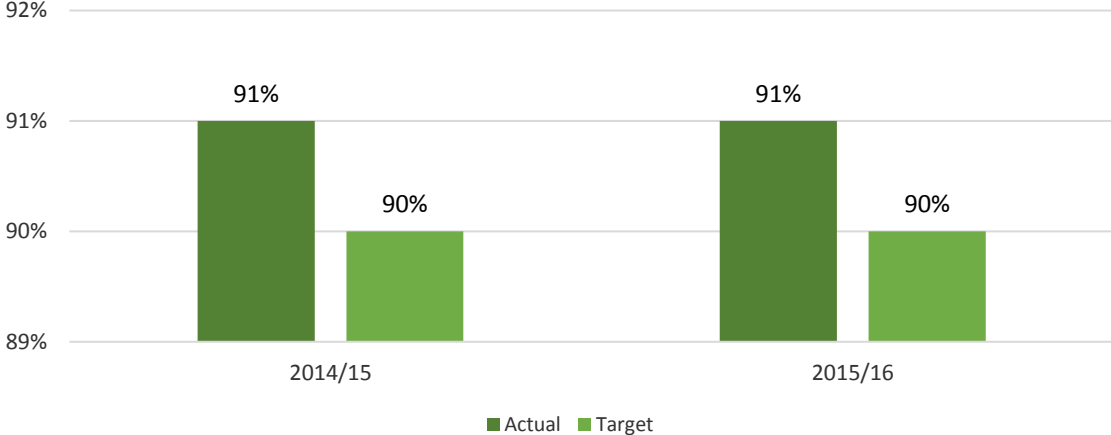



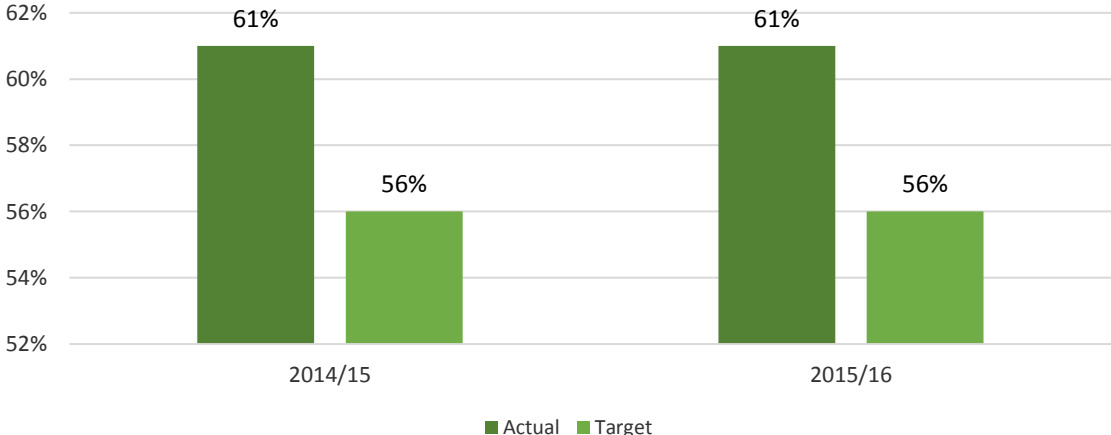


### Primary and Special Schools and Academies Catering PERFORMANCE









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><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>	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:**

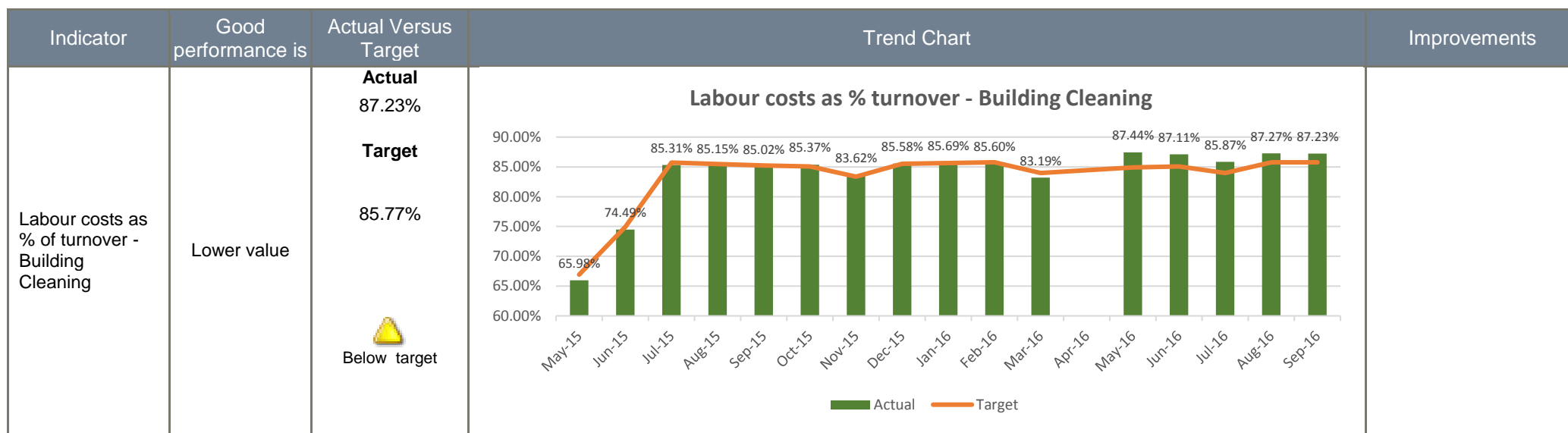
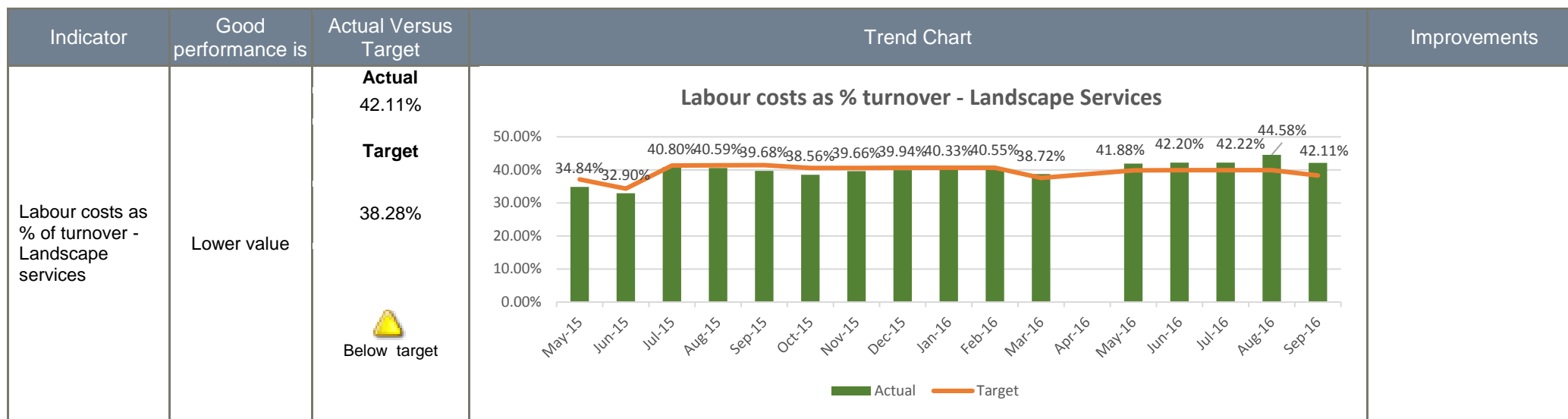
Status	Indicators
	Below target by more than 10%
	Below target by up to 10%
	On or above target
	No reported data or no target

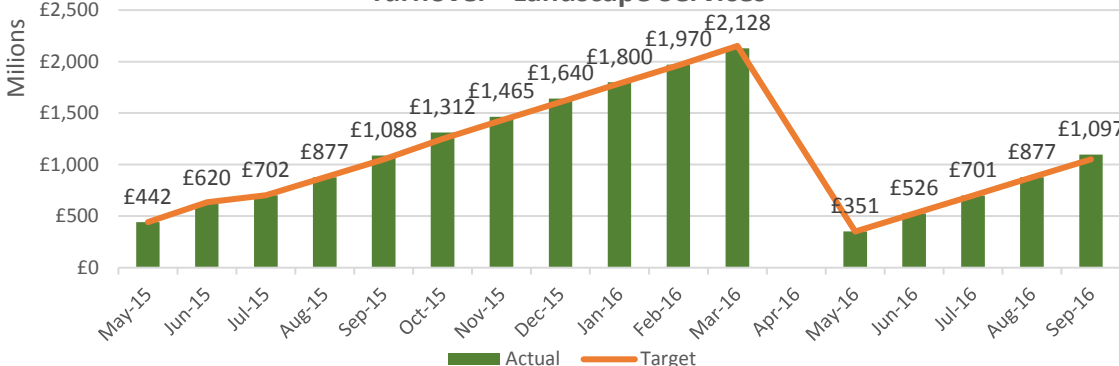

# Facilities Management Performance Report Period 6 (2016-17)

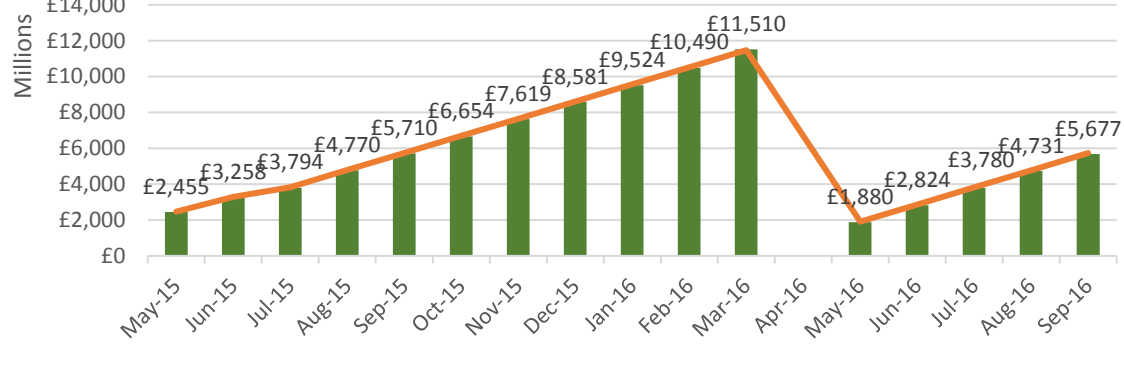

## Building Cleaning and Caretaking, Grounds Maintenance

### FINANCIAL

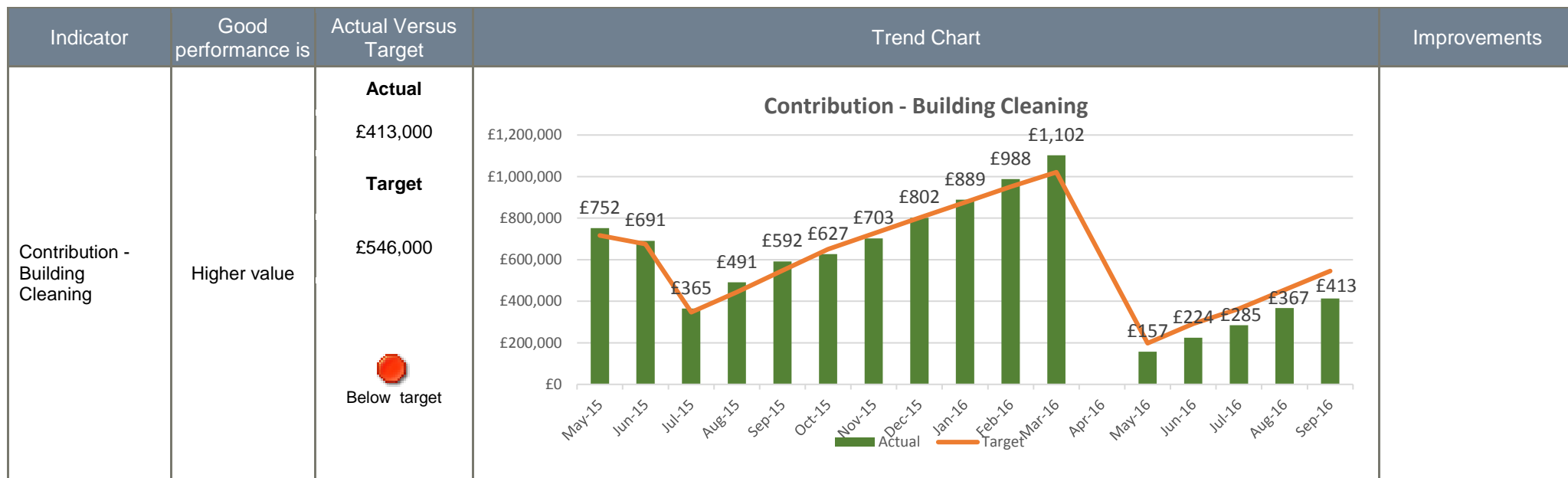
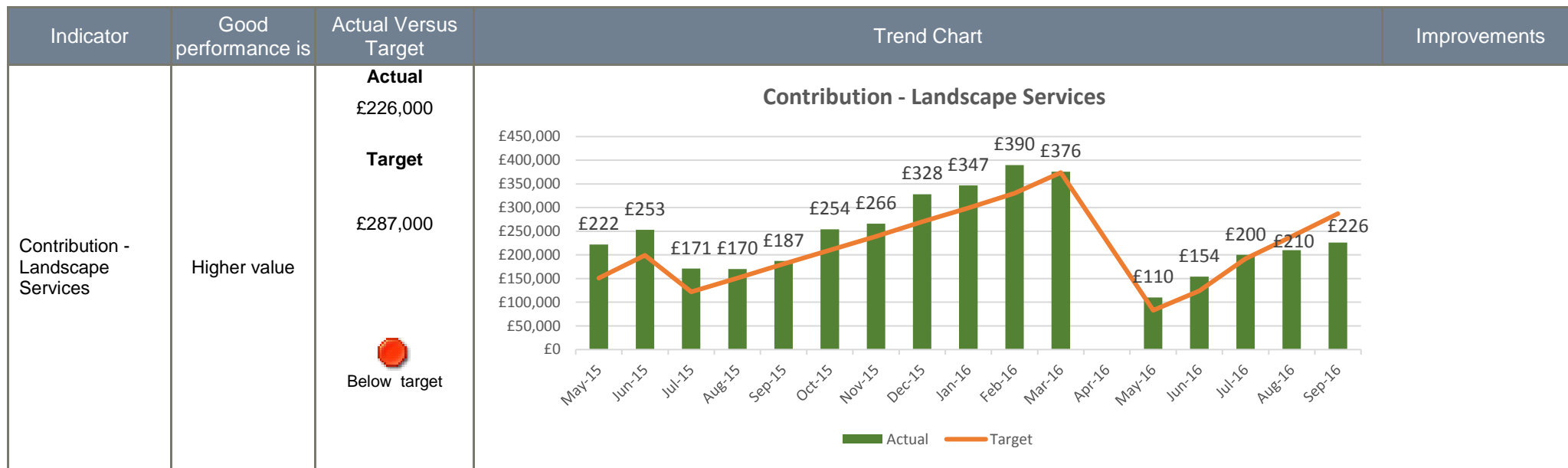
## Appendix 2




Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																						
Turnover - Landscape Services	Higher value	<b>Actual</b> £1,097,000	 <table><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>May-15</td><td>£442</td><td>£442</td></tr><tr><td>Jun-15</td><td>£620</td><td>£620</td></tr><tr><td>Jul-15</td><td>£702</td><td>£702</td></tr><tr><td>Aug-15</td><td>£877</td><td>£877</td></tr><tr><td>Sep-15</td><td>£1,088</td><td>£1,088</td></tr><tr><td>Oct-15</td><td>£1,312</td><td>£1,312</td></tr><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>£351</td></tr><tr><td>May-16</td><td>£351</td><td>£351</td></tr><tr><td>Jun-16</td><td>£526</td><td>£526</td></tr><tr><td>Jul-16</td><td>£701</td><td>£701</td></tr><tr><td>Aug-16</td><td>£877</td><td>£877</td></tr><tr><td>Sep-16</td><td>£1,097</td><td>£1,097</td></tr></tbody></table>	Month	Actual (£)	Target (£)	May-15	£442	£442	Jun-15	£620	£620	Jul-15	£702	£702	Aug-15	£877	£877	Sep-15	£1,088	£1,088	Oct-15	£1,312	£1,312	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	£351	May-16	£351	£351	Jun-16	£526	£526	Jul-16	£701	£701	Aug-16	£877	£877	Sep-16	£1,097	£1,097	
		Month		Actual (£)	Target (£)																																																					
May-15	£442	£442																																																								
Jun-15	£620	£620																																																								
Jul-15	£702	£702																																																								
Aug-15	£877	£877																																																								
Sep-15	£1,088	£1,088																																																								
Oct-15	£1,312	£1,312																																																								
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	£351																																																								
May-16	£351	£351																																																								
Jun-16	£526	£526																																																								
Jul-16	£701	£701																																																								
Aug-16	£877	£877																																																								
Sep-16	£1,097	£1,097																																																								
		<b>Target</b> £1,052,000  On or above target																																																								

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																						
Turnover - Building Cleaning	Higher value	<b>Actual</b> £5,677,000	<h3>Turnover - Building Cleaning</h3>  <table><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>May-15</td><td>£2,455</td><td>£2,455</td></tr><tr><td>Jun-15</td><td>£3,258</td><td>£3,258</td></tr><tr><td>Jul-15</td><td>£3,794</td><td>£3,794</td></tr><tr><td>Aug-15</td><td>£4,770</td><td>£4,770</td></tr><tr><td>Sep-15</td><td>£5,710</td><td>£5,710</td></tr><tr><td>Oct-15</td><td>£6,654</td><td>£6,654</td></tr><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>£1,880</td><td>£1,880</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></tbody></table>	Month	Actual (£)	Target (£)	May-15	£2,455	£2,455	Jun-15	£3,258	£3,258	Jul-15	£3,794	£3,794	Aug-15	£4,770	£4,770	Sep-15	£5,710	£5,710	Oct-15	£6,654	£6,654	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	£1,880	£1,880	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	
		Month		Actual (£)	Target (£)																																																					
May-15	£2,455	£2,455																																																								
Jun-15	£3,258	£3,258																																																								
Jul-15	£3,794	£3,794																																																								
Aug-15	£4,770	£4,770																																																								
Sep-15	£5,710	£5,710																																																								
Oct-15	£6,654	£6,654																																																								
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	£1,880	£1,880																																																								
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																																																								
		<b>Target</b> £5,728,000																																																								
		 Below target																																																								





## 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											
2014/15	76	75											
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%											
2015/16	61%	60%											

## EXTERNALLY ASSESSED QUALITY STANDARDS

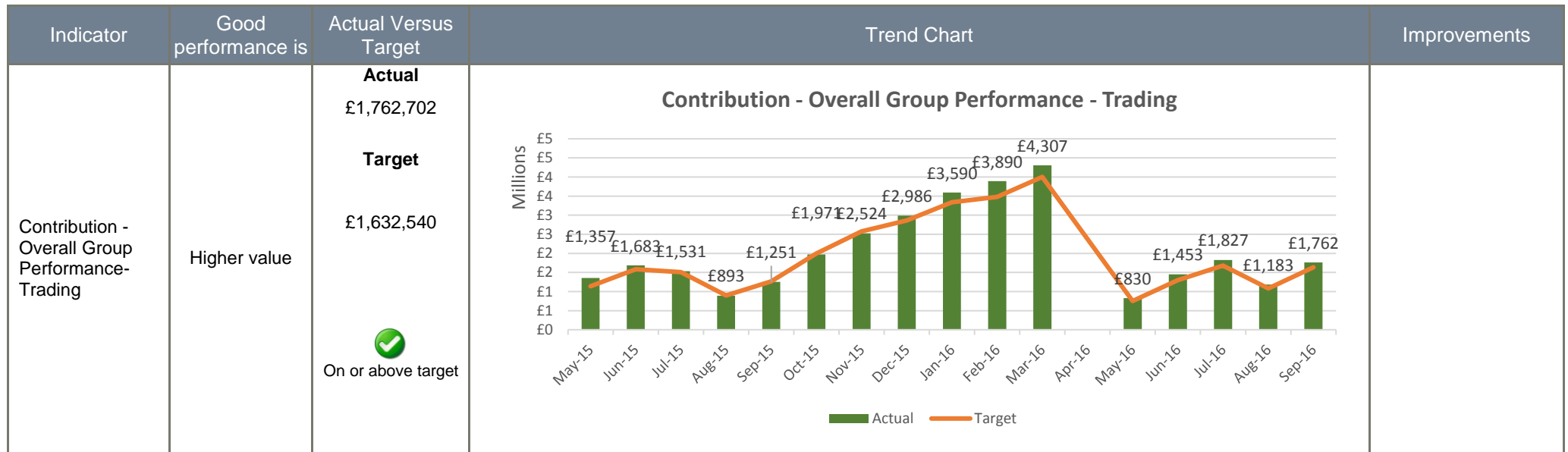
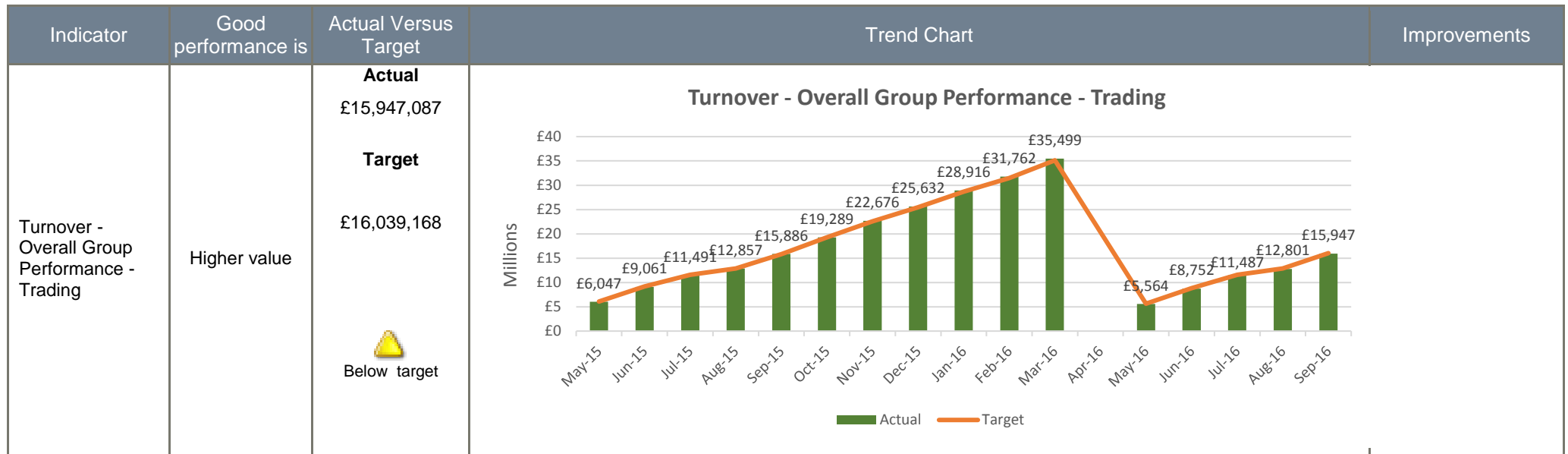
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Higher value	<div><div>Actual</div><div>Yes</div><div>Target</div><div>Yes</div><div></div><div>On or above target</div>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

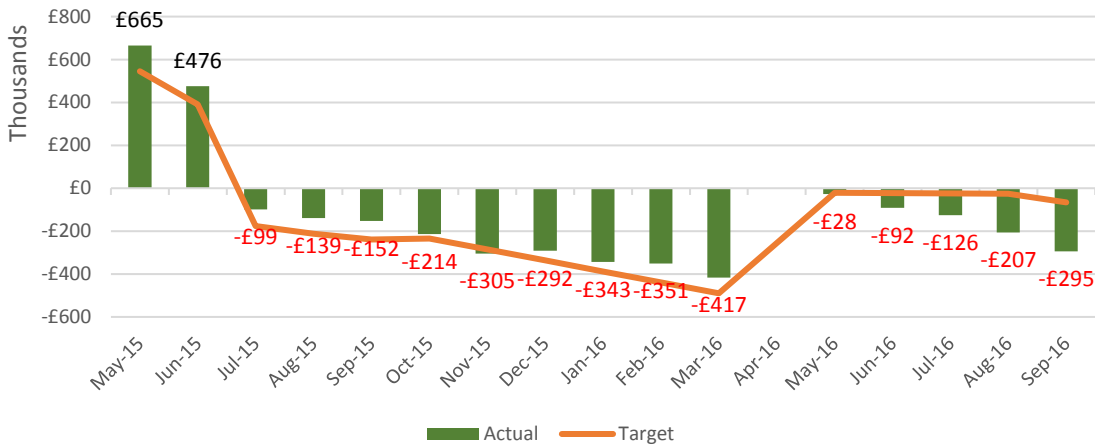

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Retain ISO 9001 Accreditation - Facilities Management	Higher value	<div><div>Actual</div><div>Yes</div><div>Target</div><div>Yes</div><div></div><div>On or above target</div></div>	<div><div>Retain ISO 9001 Accreditation - Facilities Management</div><div></div></div>	

## 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	<div><div>Actual</div><div>52.79%</div><div>Target</div><div>53.34%</div><div><div></div><div>On or above target</div></div></div>	<div><div>Labour Costs as % of Turnover - West Bridgford Campus Catering</div><div><div><div></div><div></div></div><table><tr><th>Month</th><th>Actual</th><th>Target</th></tr><tr><td>May-15</td><td>61.50%</td><td>58.00%</td></tr><tr><td>Jun-15</td><td>55.93%</td><td>55.00%</td></tr><tr><td>Jul-15</td><td>52.54%</td><td>52.00%</td></tr><tr><td>Aug-15</td><td>59.83%</td><td>55.00%</td></tr><tr><td>Sep-15</td><td>56.71%</td><td>55.00%</td></tr><tr><td>Oct-15</td><td>54.00%</td><td>55.00%</td></tr><tr><td>Nov-15</td><td>51.90%</td><td>54.00%</td></tr><tr><td>Dec-15</td><td>51.97%</td><td>53.00%</td></tr><tr><td>Jan-16</td><td>52.58%</td><td>52.00%</td></tr><tr><td>Feb-16</td><td>52.36%</td><td>51.50%</td></tr><tr><td>Mar-16</td><td>51.52%</td><td>51.00%</td></tr><tr><td>Apr-16</td><td></td><td>53.00%</td></tr><tr><td>May-16</td><td>53.25%</td><td>54.00%</td></tr><tr><td>Jun-16</td><td>47.94%</td><td>52.00%</td></tr><tr><td>Jul-16</td><td>50.43%</td><td>51.00%</td></tr><tr><td>Aug-16</td><td>55.24%</td><td>53.00%</td></tr><tr><td>Sep-16</td><td>52.79%</td><td>52.00%</td></tr></table></div></div>	Month	Actual	Target	May-15	61.50%	58.00%	Jun-15	55.93%	55.00%	Jul-15	52.54%	52.00%	Aug-15	59.83%	55.00%	Sep-15	56.71%	55.00%	Oct-15	54.00%	55.00%	Nov-15	51.90%	54.00%	Dec-15	51.97%	53.00%	Jan-16	52.58%	52.00%	Feb-16	52.36%	51.50%	Mar-16	51.52%	51.00%	Apr-16		53.00%	May-16	53.25%	54.00%	Jun-16	47.94%	52.00%	Jul-16	50.43%	51.00%	Aug-16	55.24%	53.00%	Sep-16	52.79%	52.00%	
Month	Actual	Target																																																								
May-15	61.50%	58.00%																																																								
Jun-15	55.93%	55.00%																																																								
Jul-15	52.54%	52.00%																																																								
Aug-15	59.83%	55.00%																																																								
Sep-15	56.71%	55.00%																																																								
Oct-15	54.00%	55.00%																																																								
Nov-15	51.90%	54.00%																																																								
Dec-15	51.97%	53.00%																																																								
Jan-16	52.58%	52.00%																																																								
Feb-16	52.36%	51.50%																																																								
Mar-16	51.52%	51.00%																																																								
Apr-16		53.00%																																																								
May-16	53.25%	54.00%																																																								
Jun-16	47.94%	52.00%																																																								
Jul-16	50.43%	51.00%																																																								
Aug-16	55.24%	53.00%																																																								
Sep-16	52.79%	52.00%																																																								
Food costs as % of turnover - West Bridgford Campus Catering	Lower value	<div><div>Actual</div><div>41.37%</div><div>Target</div><div>44.77%</div><div><div></div><div>On or above target</div></div></div>	<div><div>Food Costs as % of Turnover - West Bridgford Campus Catering</div><div><div><div></div><div></div></div><table><tr><th>Month</th><th>Actual</th><th>Target</th></tr><tr><td>May-15</td><td>45.13%</td><td>43.00%</td></tr><tr><td>Jun-15</td><td>41.15%</td><td>43.00%</td></tr><tr><td>Jul-15</td><td>44.27%</td><td>43.00%</td></tr><tr><td>Aug-15</td><td>46.54%</td><td>43.00%</td></tr><tr><td>Sep-15</td><td>46.94%</td><td>43.00%</td></tr><tr><td>Oct-15</td><td>47.96%</td><td>45.00%</td></tr><tr><td>Nov-15</td><td>44.19%</td><td>45.00%</td></tr><tr><td>Dec-15</td><td>43.45%</td><td>45.00%</td></tr><tr><td>Jan-16</td><td>42.49%</td><td>45.00%</td></tr><tr><td>Feb-16</td><td>42.65%</td><td>45.00%</td></tr><tr><td>Mar-16</td><td>44.86%</td><td>45.00%</td></tr><tr><td>Apr-16</td><td></td><td>44.00%</td></tr><tr><td>May-16</td><td>42.28%</td><td>44.00%</td></tr><tr><td>Jun-16</td><td>41.36%</td><td>44.00%</td></tr><tr><td>Jul-16</td><td>42.77%</td><td>46.00%</td></tr><tr><td>Aug-16</td><td>43.10%</td><td>44.00%</td></tr><tr><td>Sep-16</td><td>41.37%</td><td>44.00%</td></tr></table></div></div>	Month	Actual	Target	May-15	45.13%	43.00%	Jun-15	41.15%	43.00%	Jul-15	44.27%	43.00%	Aug-15	46.54%	43.00%	Sep-15	46.94%	43.00%	Oct-15	47.96%	45.00%	Nov-15	44.19%	45.00%	Dec-15	43.45%	45.00%	Jan-16	42.49%	45.00%	Feb-16	42.65%	45.00%	Mar-16	44.86%	45.00%	Apr-16		44.00%	May-16	42.28%	44.00%	Jun-16	41.36%	44.00%	Jul-16	42.77%	46.00%	Aug-16	43.10%	44.00%	Sep-16	41.37%	44.00%	
Month	Actual	Target																																																								
May-15	45.13%	43.00%																																																								
Jun-15	41.15%	43.00%																																																								
Jul-15	44.27%	43.00%																																																								
Aug-15	46.54%	43.00%																																																								
Sep-15	46.94%	43.00%																																																								
Oct-15	47.96%	45.00%																																																								
Nov-15	44.19%	45.00%																																																								
Dec-15	43.45%	45.00%																																																								
Jan-16	42.49%	45.00%																																																								
Feb-16	42.65%	45.00%																																																								
Mar-16	44.86%	45.00%																																																								
Apr-16		44.00%																																																								
May-16	42.28%	44.00%																																																								
Jun-16	41.36%	44.00%																																																								
Jul-16	42.77%	46.00%																																																								
Aug-16	43.10%	44.00%																																																								
Sep-16	41.37%	44.00%																																																								

## Facilities Management - Overall



Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Building Cleaning & Landscapes	Higher value	<b>Actual</b> -£295,000		
		<b>Target</b> -£66,000		
		 Below target		

#### 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>1 February 2017</b>				
Health and Safety Review and Action Plan 2016-2017	Update report	Information	Marje Toward	John Nilan
The Apprenticeship Levy	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance – Period 9	Update report	Information	Jas Hundal	John Hughes
<b>29 March 2017</b>				
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 11	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
