

Personnel Committee

Wednesday, 21 May 2014 at 14:00

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

AGENDA

- 1 To note the appointment by the County Council on 15th May 2014 of the Chair and Vice-Chair.
- 2 To note the Personnel Committee membership
- 3 Minutes of the last meeting held on 12 March 2014 3 - 6
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Sickness absence performance as at 31 march 2014 7 - 22
- 7 Nottinghamshire County Council Employee Resourcing Information 23 - 42
- 8 Creation of a Fixed Term Workforce Development Fund Administrator Post 43 - 48
- 9 Revised Service Offer and Staffing Structure for Business Support across Adults Social Care, Health 49 - 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 Christine Marson (Tel. 0115 977 3825) or a colleague in Democratic Services prior to the meeting.

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

Meeting PERSONNEL COMMITTEE

Date Wednesday 12 March 2014 (commencing at 2.00 pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)
Nikki Brooks (Vice-Chairman)

Steve Carroll	Tony Roberts MBE
John Knight	John Wilmott
John Ogle	Liz Yates
A Ken Rigby	

OFFICERS IN ATTENDANCE

David Ebbage – Democratic Services
Gill Elder – Group Manager, Human Resources
Claire Gollin – Group Manager, Human Resources
Jas Hundall – Service Director, Environment & Resources
Sue Jeffery - Environment & Resources
Christine Marson – Assistant Democratic Services Officer
Marje Toward – Service Director, HR and Customer Service

Martin Sleath – Branch Secretary, Unison

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 29th January 2014, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Ken Rigby who was on Other County Council Business.

DECLARATIONS OF INTEREST

There were no declarations of interest.

PERFORMANCE REPORT – CATERING & FACILITIES MANAGEMENT SERVICES

Jas Hundal presented the report to Members providing information on the performance of the Environment & Resources Department Facilities Management Services Period 9, 31 December 2013.

RESOLVED 2014/006

That the contents of this report and the financial performance across Facilities Management are meeting the financial targets set for this period is noted.

SICKNESS ABSENCE PERFORMANCE AS AT 31 DECEMBER 2013

Marje Toward provided a further quarterly update for Members about Nottinghamshire County Council's performance in relation to current levels of sickness across our workforce.

RESOLVED 2014/007

- (1) That the on-going trend of continuous improvement be noted.
- (2) That the current level of performance in respect of sickness absence levels also be noted.

UPDATE ON JOB EVALUATION FOR CENTRALLY EMPLOYED AND SCHOOL BASED EMPLOYEES

Marje Toward provided information to the Committee on Job Evaluation and Equal Pay Claims for both centrally employed and school based employees and to note the significant achievement in delivering this key objective.

RESOLVED 2014/008

- (1) That the achievement of implementing job evaluation for both centrally and school based employees with little disruption to the County Council or schools through industrial action be recognised.
- (2) That the contribution of the recognised trade unions in working jointly to deliver this successful implementation and recognises the significant contribution of key individuals within this process be noted.

SUMMARY OF SENIOR OFFICER REDUNDANCIES FROM SEPTEMBER 2013 – MARCH 2014

Marje Toward introduced the report to Members with a summary of senior officer redundancies from September 2013 to 31st March 2014.

RESOLVED 2014/009

That the information that was presented to Members at the Committee be noted.

EMPLOYEE SURVEY OUTCOMES

Marje Toward presented the report to Members of the outcomes and associated actions for improvement arising from the 2013 survey of Nottinghamshire County Council's direct workforce.

RESOLVED 2014/010

- (1) That the results of the survey that had been communicated to employees via a series of dashboards set out in the appendix to the report be noted.
- (2) That the corporate actions were undertaken in response to the employee feedback received be noted.
- (3) That a further progress report to update Members on the delivery of actions for improvement at a future meeting of the Committee be noted.

WORK PROGRAMME

Marje Toward informed members of two extra reports coming to the September 2014 meeting, Quarter 1 Sickness Figures and the Employer Resource Report

RESOLVED 2014/011

That the Committee's work programme be noted with the above items being added to the September meeting.

The meeting closed at 2.40pm

CHAIRMAN

12th Mar 2014

Agenda Item: 6**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE****SICKNESS ABSENCE PERFORMANCE AS AT 31st MARCH 2014****Purpose of the Report**

1. To provide a further quarterly update for Members about Nottinghamshire County Council's performance in relation to current levels of sickness absence across its workforce.

Information and Advice**Background**

2. One of the Council's priorities continues to be to reduce the number of working days lost to employee sickness absence. The role of the line manager in managing absence and promoting wellbeing and attendance is critical to this.
3. Since 2009 there has been a steady trend of ongoing improvement in absence levels which has been sustained through the adoption of a strategic approach which refocused absence management onto proactive, preventative employee health and wellbeing and the delivery of a Workforce Health and Wellbeing action plan with key actions for improvement.
4. Despite a further, significant, decrease in sickness absence levels in the final quarter of 2013-14, 1st January to 31st March 2014, as reported below, the unprecedented level of organisational change proposed for 2014 /15 and the associated uncertainty makes it essential to retain a focus on employee wellbeing.

Current performance

5. HR support and advice is provided to both managers of direct employees of NCC and Head teachers of those NCC schools which buy back the service to manage and reduce sickness absence amongst their staff. The Council's sickness absence reporting has therefore historically included reported absence in NCC schools in which levels of reported absence have generally been lower than the NCC average.
6. The validated data for quarter 4 2013/14 indicates that the current level of days lost to sickness, including NCC schools, has fallen significantly from **8.18 days**, on average per employee, per annum, at the previous quarter to **7.39 days** sickness per employee on average per annum, a decrease of **0.78 days** overall.

7. Whilst managers have recently been reminded of their responsibility to record all absence in a timely and consistent manner using the Manager Self Service element of the Business Management System, there is potential that this outcome may reflect an increase in the degree of under-reporting; however the general trend remains one of improvement.
8. The reported data as set out in **Appendix A** to this report, indicates that marked improvement has been achieved since the previous quarter in all NCC departments, with a particular impact apparent in levels in NCC schools where absence has declined by **1.33 days** from **7.62 days** in the previous quarter to **6.29 days**. This may reflect the increasing academisation of schools as Academies, as independent entities, are not included in NCC owned data.
9. The performance of schools is included in this year-end data set to ensure continuity of comparison with previous reporting periods. The available data indicates that the established in-year performance improvement target of **8.17 days**, including schools, has been met and exceeded by **0.78 days**.
10. The next update report to Personnel Committee will set out the known situation as at the end of the first quarter of 2014/15 that is as at 30th June 2014.

Benchmarking

11. A revised target which is meaningful to the current level of performance and scope of reporting will need to be identified and agreed for 2014/15.
12. In February 2014, the Local Government Association (LGA), updated their **Local Government Workforce Survey** to reflect the position for the year 2012/13. This most current benchmarking survey reports the local government average sickness FTE employee per annum as **8.80 days** for all Councils.
13. The Council has recently adopted the **CIPFA Value for Money Indicator benchmarking data** to underpin the identification of priorities for service review as part of its proposed organisational remodelling programme. The most recently available CIPFA data, which **includes schools** and is for 2012/13, indicates average performance against all the County Councils in the benchmarking group is **also 8.80 days**, whilst across all local authorities who are members of the benchmarking network, it is **9.5 days**. The lower quartile (best) performers being at **7.4 days** for County Councils and at **7.1 days** for all authorities.
14. Both sets of benchmarking data demonstrate that NCC's overall performance is now considerably better than the national average for the local government sector. In order to continue to effect ongoing improvement the Council will need to identify a meaningful target for 2014/15.
15. To reflect the Council's selection of the CIPFA data to inform its overall change programme, it is proposed that if schools are to continue to be included in the Council's reported data set, a realistic revised target of maintaining performance at, or below, **7.4 days by 1st April 2015** is set. This reflects current levels of performance; the variance in the data from quarter to quarter and allows for work to address any under-recording. If

sustained over a period of time this would place the Council as the top performer in its comparable County Council benchmarking group.

Reasons for absence

16. The updated Local Government Workforce Survey also reports that the top three causes of reported sickness absence across all local authorities are stress, depression, anxiety, mental health and fatigue (**21.9 %**) followed by other muscular skeletal problems (**15.00%**) and infections (**10.50%**).
17. Stress related absence is currently also the most significant reason at Nottinghamshire County Council, currently representing **18.17%** of the total which is considerably below the national average. The next most prevalent reason is absence for surgical operations and post-operative recovery at **17.33%**, potentially reflecting the age profile of the Council's workforce, currently age 46.6, followed by absence reported against other reasons at **14.91%**. Within this Council absence attributable to muscular skeletal problems stands at **11.32%**, this is above the national average and may reflect the comparatively high proportion of frontline services, where this type of problem can be work related, which are retained in-house compared to other authorities (**see Appendix B**).
18. In the Children's Families and Cultural Services and Adult Social Care, Health and Public Protection departments stress related absence remains the prevalent reason and reported levels exceed the Council average. Levels of absence attributable to stress in Policy, Performance and Corporate Services also appear high, but this is a significantly smaller department in terms of headcount in comparison to all others. Therefore one or two cases can considerably distort the average percentage.
19. The percentage of illness not attributed by managers at the point of recording to any specific reason in the reporting categories currently stands at **1.69%** and further work is being undertaken to remind managers of their responsibility to record absence accurately.
20. The third and fourth quarters of each year usually see an increase in absence reported as attributable to colds, sore throats and Flu. **Appendix B** illustrates that, as at 31st March 2014 absence attributable to colds, sore throats and Flu stood at **8.48%** of all reported absence, this compares favourably to **9.61%** in the previous quarter and **10.21%** in the equivalent quarter of 2012/13. The fact that reported incidences are markedly lower than what has previously been reported over equivalent quarters in previous years, is likely to be an indication of the fact that there were no widespread Flu epidemics during the mild winter of 2013-14.

Stress

21. Relatively high levels of stress related absence across the local authority sector reflect the operating environment of budget reductions and organisational change which have resulted in post reductions and increased demands on those who remain in the service; over the past few years levels of stress related absence in the Council have been as high as **21%** of all recorded absence, in line with the reported national average for County Councils.

22. The absence reasons report for quarter 4 2013/14 (**Appendix B**), shows that, against this background, stress continues to be a significant cause of sickness absence in the Council. However, there has been a slight decrease in absence attributed to stress and stress related illness from **18.18%** in the previous quarter to **18.17%** and the general trend continues to be one of considerable improvement against the equivalent reporting period for 2012/13 when it stood at **20.24%**.
23. It is essential that this improvement is maintained and that levels of stress and stress related illness continue to decline. HR Business Partners continue to work with managers in hot spot areas to identify causes and solutions which will include promoting the use of the Council's stress audit tool to engage with staff to identify actual and potential stressors and action plan accordingly.
24. Therefore one of the priorities of the Council's Workforce Strategy for 2014-18 will be to continue to engage managers and employees in proactive and preventative workforce health and wellbeing, with a focus on the prevention, reduction and management of stress through early intervention. This approach will include assisting individual employees to maximise their capacity to find solutions in response to the increasing challenges and changing demands at work, balanced against an appropriate organisational response with a particular focus on "hot spot" service areas.
25. Discussions continue to progress positively with Public Health colleagues and the trades unions to develop resource and deliver specific approaches and activities to support the development and delivery of this plan.

Long term absence

26. The quarter 4 2013/14 data indicates that **46.79%** of all absence is currently long term, that is of four weeks or more in duration (**Appendix C**), although the Council continues to exceed its current performance target of **50.00%** or less.
27. Overall the position compared with the previous quarter shows an overall increase of **3.38** percentage points on the previous quarter when it stood at **43.51%**. The increase is focused in two departments and a **1.54** percentage increase in schools. In Policy, Planning and Corporate Services department long term absence has increased by **7.23** percentage points from **44.73%** at the last quarter to **51.96%**. Given the size of this department, one or two cases can have a significant impact. In the Environment and Resources department it has increased by **4.92** percentage points from **48.30%** at the previous quarter to **53.22%**. In all other departments the proportion has decreased.

Future Focus

28. In April 2014, the Council's achievements to date in improving the health and wellbeing of its workforce and reducing absence were recognised through the achievement of accreditation against the Gold level of the Wellbeing at Work Workplace Health Award Scheme. This also highlights the authority to other employers as an exemplar of good practice.
29. The on-going priority is therefore to maintain and continue to improve on this level of performance whilst building in sustainability through the increased engagement of the

Council's direct workforce in the wellbeing agenda which will be reflected in a refreshed action plan.

30. The Council will continue to use the Wellbeing at Work Workplace Health Award Scheme as a benchmark of effectiveness with the aim of achievement of the newly introduced Platinum level award by April 2015.

Other Options Considered

31. The Council's approach to employee health and wellbeing is the subject of ongoing discussions with trades union colleagues in order to consider a wide range of potential options for continued improvement.

Reasons for Recommendations

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

Statutory and Policy Implications

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

Human Resources Implications

34. The human resources implications are implicit in the body of the report. The trades unions are engaged in the further development of employee health and wellbeing initiatives through the Joint Wellbeing and Attendance Management Steering Group.

Equalities Implications

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

RECOMMENDATIONS

It is recommended that Elected Members:

1. Note the current level of performance in respect of sickness absence levels and on-going trend of continuous improvement

2. Note the achievement of the in-year performance target
3. Approve the setting of a revised performance target for 2014/15 as set out in paragraph 15 of the report which if sustained would mean the Council was amongst the best performing County Councils in the Country.
4. Note the achievement of the Gold Wellbeing at Work Workplace Health Award.

Marjorie Toward
Service Director HR and Customer Service

For any enquiries about this report please contact:

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

Constitutional Comments (KK 01/05/14)

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

Financial Comments (SEM 01/05/14)

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

Background Papers

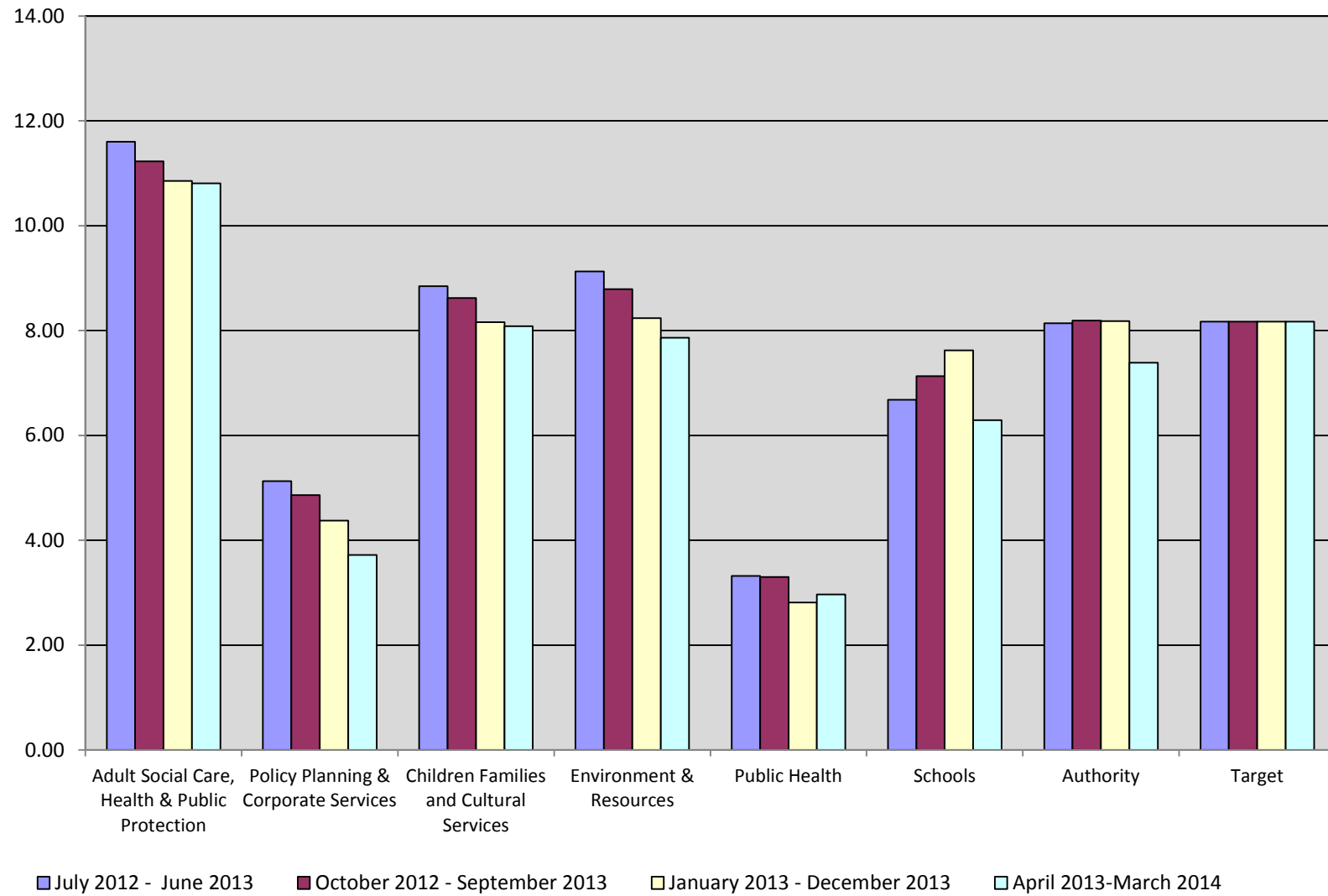
None

Appendix A: Overall Performance (rolling 12 month period) inc NCC schools:

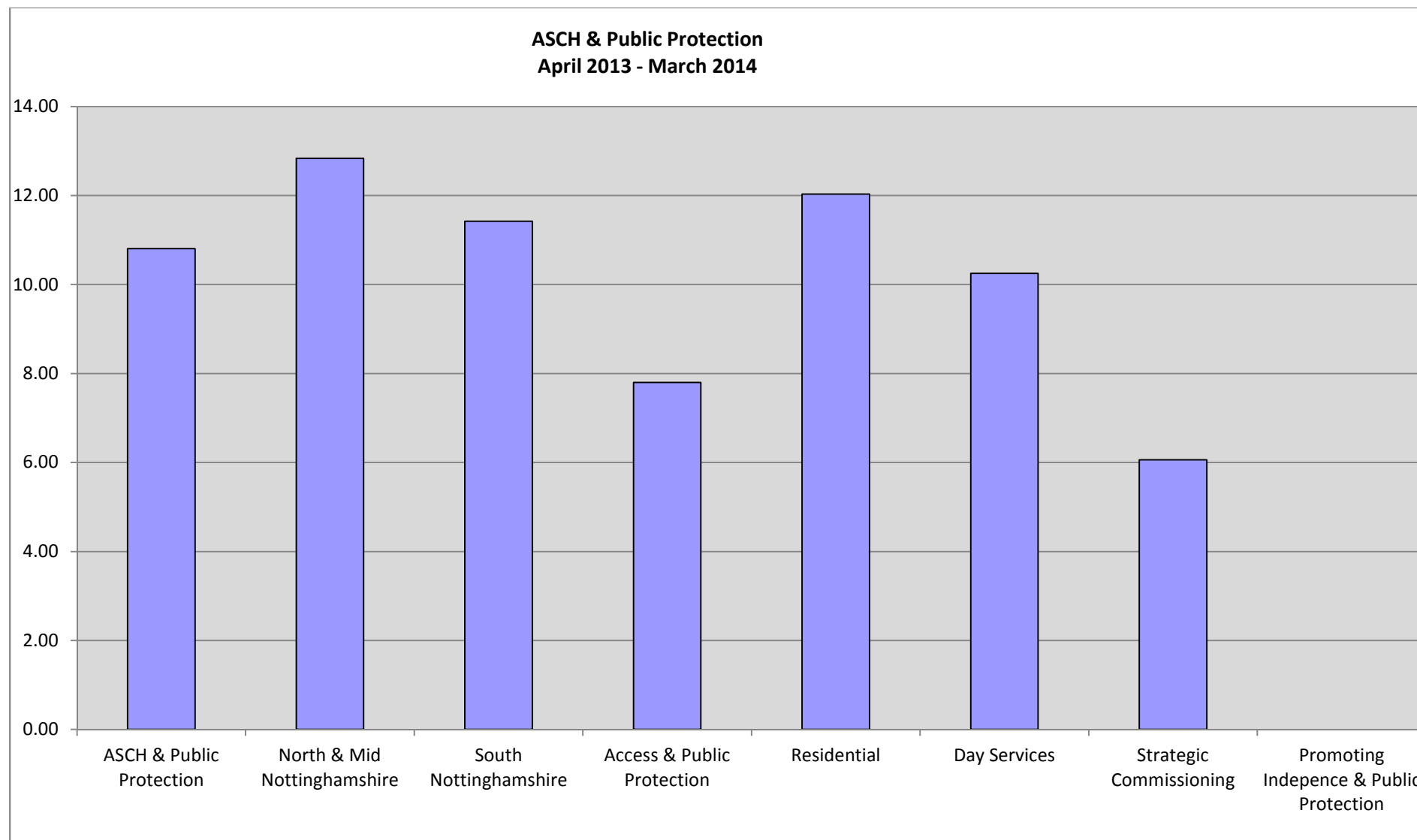
	July 2012 - June 2013	October 2012 - September 2013	January 2013 - December 2013	April 2013- March 2014
Adult Social Care, Health & Public Protection	11.60	11.23	10.85	10.81
Policy Planning & Corporate Services	5.13	4.86	4.37	3.72
Children Families and Cultural Services	8.85	8.62	8.16	8.08
Environment & Resources	9.13	8.79	8.23	7.86
Public Health	3.32	3.30	2.81	2.96
NCC Schools	6.68	7.13	7.62	6.29
Authority	8.14	8.19	8.18	7.39
Target	8.17	8.17	8.17	8.17

*Public Health joined Nottinghamshire County Council on 1st April 2013. The number of days lost due to sickness has calculated accordingly on a pro-rata basis and now reflects a full rolling 12 months period of reported data.

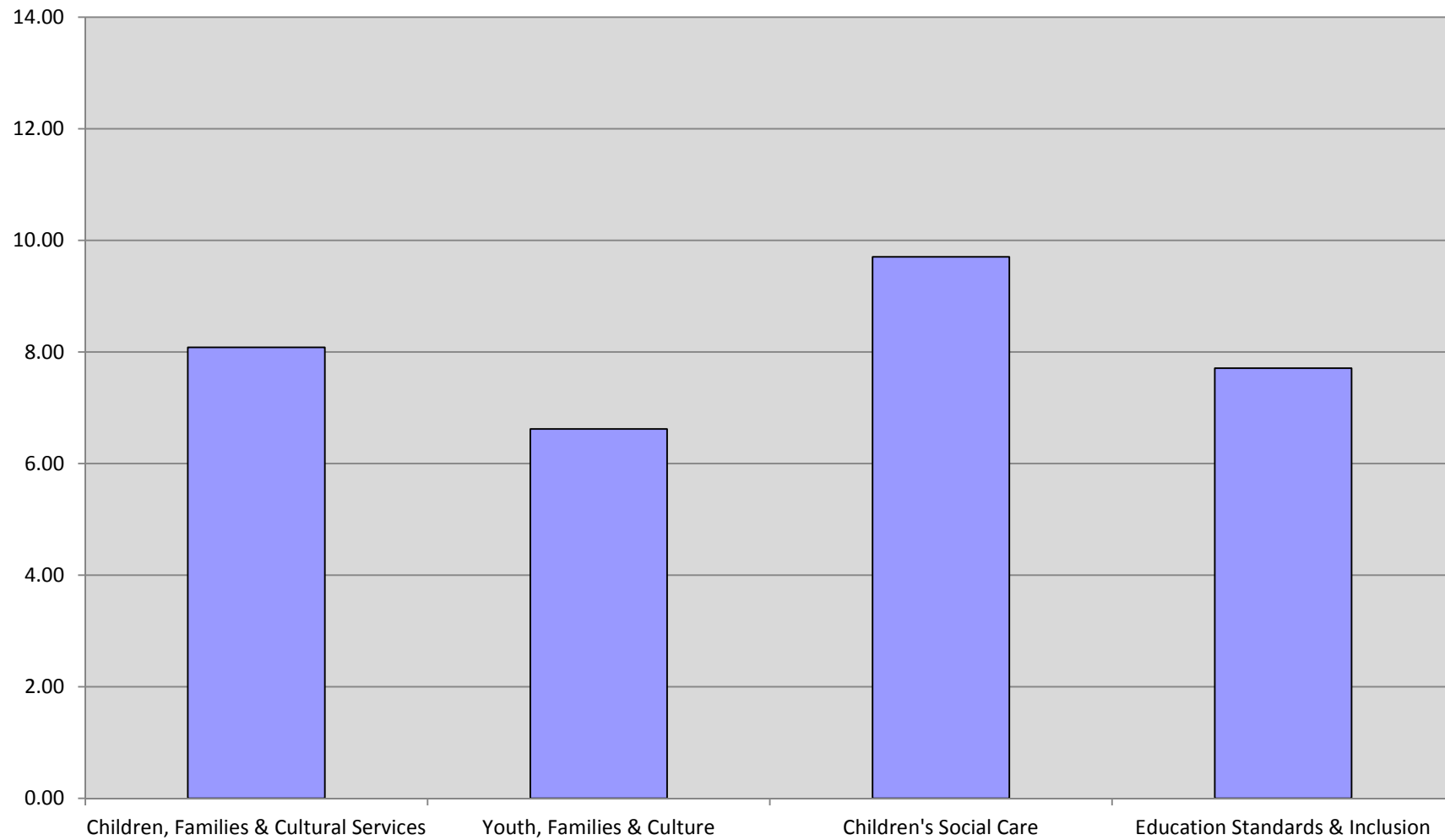
Average number of days sick per employee for the authority by department



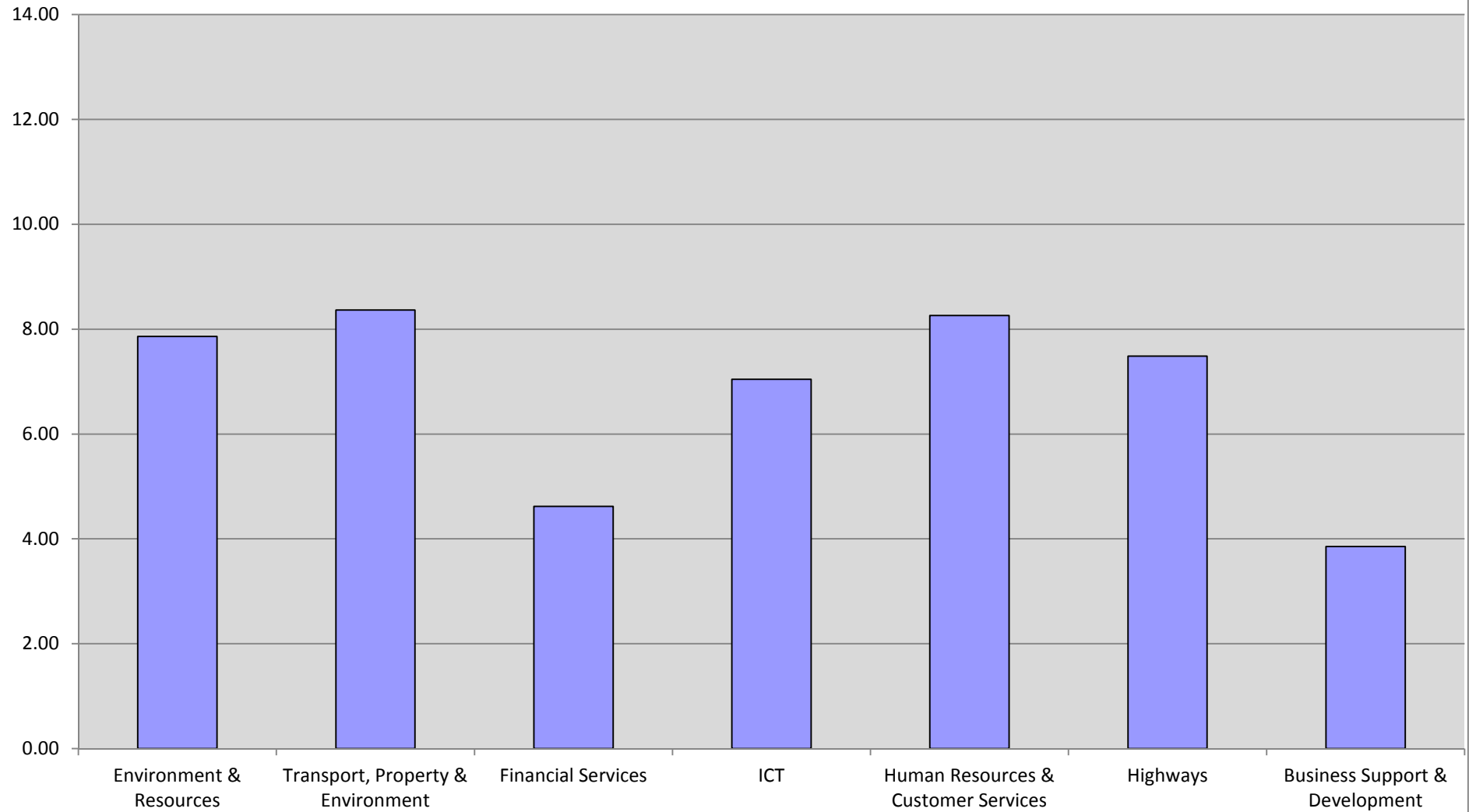
By Department:



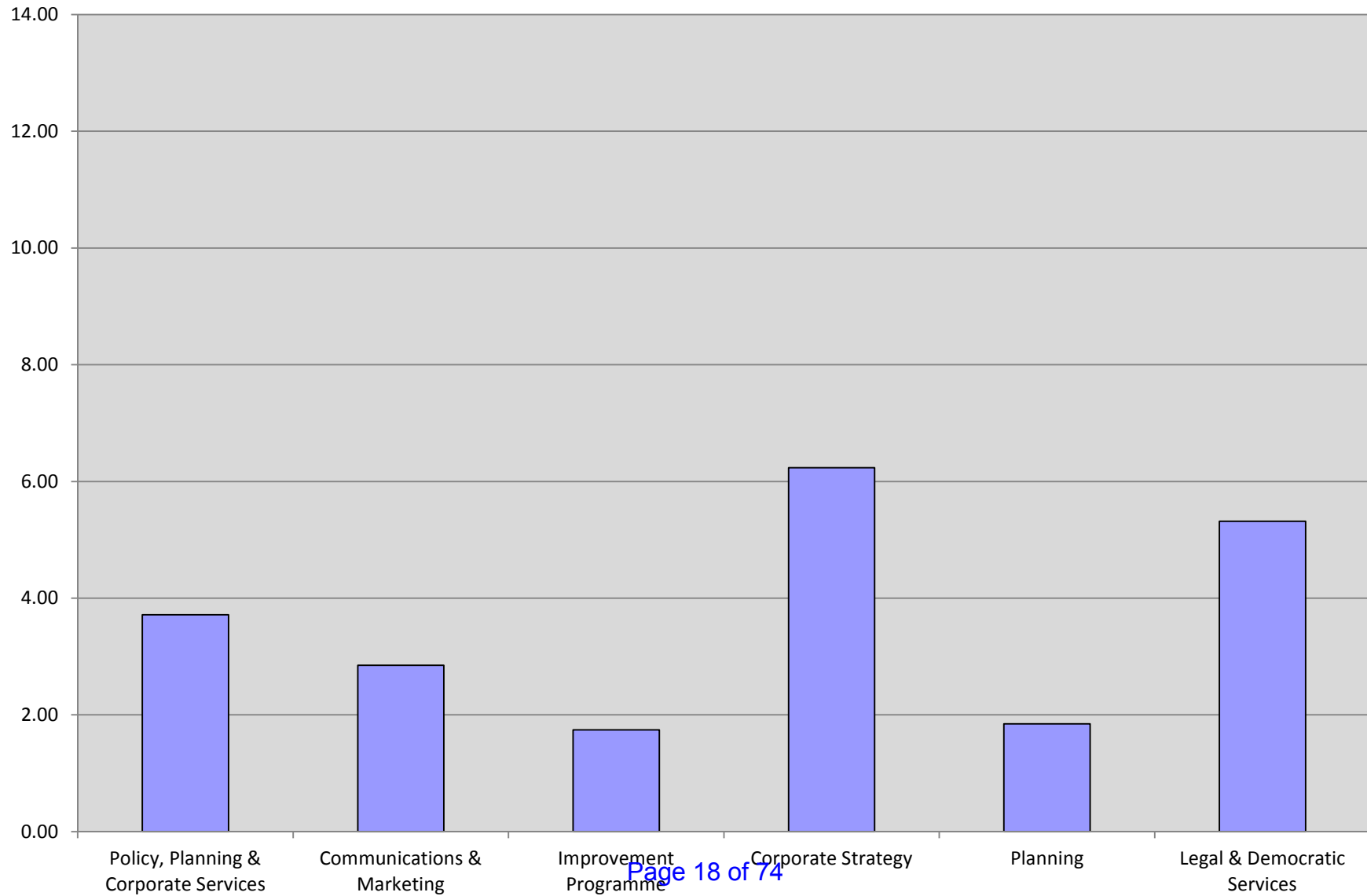
**Children, Families & Cultural Services
April 2013 - March 2014**



Environment & Resources
April 2013 - March 2014



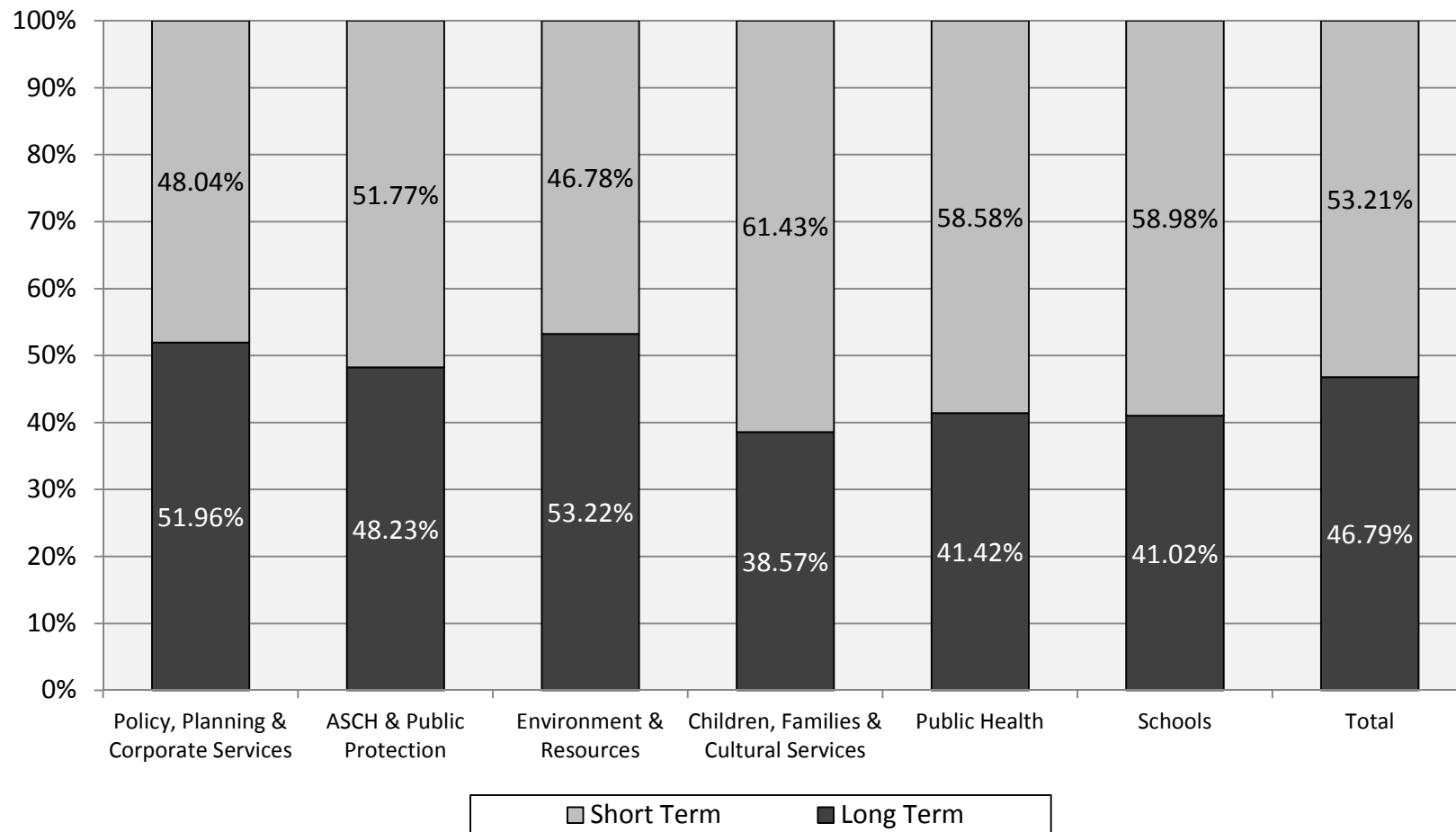
Policy, Planning & Corporate Services
April 2013 - March 2014



Appendix B: Reasons for Absence as at 31.3.14

Department	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
Adult Social Care and Health and Public Protection:	4.56%	7.44%	1.26%	1.05%	2.95%	14.05%	13.73%	13.39%	1.40%	3.23%	0.34%	7.48%	25.19%	3.93%
Children, Families & Cultural Services	5.95%	8.17%	1.86%	1.72%	1.95%	10.54%	15.98%	16.76%	2.01%	4.06%	0.13%	7.89%	20.59%	2.36%
Environment & Resources	10.09%	4.72%	1.73%	3.45%	4.84%	14.70%	18.28%	15.16%	0.54%	1.92%	0.52%	7.63%	14.17%	2.26%
Policy, Planning & Corporate Services	3.05%	18.30%	3.66%	0.38%	1.79%	1.34%	8.78%	6.57%	0.03%	1.60%	0.00%	10.28%	43.75%	0.46%
Public Health	1.84%	18.55%	0.00%	4.60%	8.28%	2.99%	46.02%	6.21%	0.92%	0.46%	0.00%	5.98%	4.14%	0.00%
Schools	4.63%	10.83%	2.08%	1.67%	3.87%	8.96%	18.66%	14.84%	1.50%	3.32%	0.16%	12.63%	16.53%	0.34%
Totals	6.12%	8.48%	1.84%	2.00%	3.64%	11.32%	17.33%	14.91%	1.32%	3.07%	0.27%	9.84%	18.17%	1.69%

Appendix C : Distribution of Sickness Type January 2013 - March 2014



Agenda Item: 7**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE****NOTTINGHAMSHIRE COUNTY COUNCIL EMPLOYEE RESOURCING
INFORMATION****Purpose of the Report**

1. The purpose of this report is to provide Elected Members with an updated quarterly overview of the position in relation to the number of people directly employed by the County Council as at **31st March 2014** and trends relating to this data to enable members to monitor the on-going impact of the Council's organisational review programme and financial strategy on its workforce.

Information and Advice**Background:**

2. Since the first phase of the Council's service review, between August 2009 and March 2014, the number of people employed by the Council has reduced by **3,102**. This is an overall headcount reduction of just under **25%** from 12,431 to 9,329 employees.
3. The immediate impact of the implementation of the Council's savings proposals for 2014/15 were reflected in the Section 188 notice issued on 6th November 2013 which set out a further reduction of **758 fte posts**.
4. In order to deliver its identified budget savings up to 2017, the Council has launched an ambitious transformation programme, *Redefining Your Council*, which will have a further, significant, impact on the number and nature of its direct workforce.
5. To enable the effective monitoring and assessment of the on-going impact of organisational change on overall staffing levels, regular Employee Resourcing update reports are now being produced. These highlight the relative impact of redundancies and associated mitigations, natural turnover, TUPE transfers, Vacancy Control and the use of agency staff, consultants and interims on the overall number of employees in its direct workforce.
6. These reports are submitted to Personnel Committee on a quarterly basis.

Headcount:

7. The current County Council headcount figure for non-school based staff as at 31st March 2014 is now **9,329**. This includes directly employed permanent staff and staff on fixed term contracts. These figures exclude relief, supply and casual employees.
8. The ongoing trend of overall reduction is due to a number of reasons including the implementation of the service review business cases and organisational re-design of the Council with resultant redundancies and transfer out of some staff; natural turnover and retirement.
9. The ongoing process of enabling and selection for redundancy arising from the issue of the most recent Section 188 notice will continue to have a significant impact on headcount numbers into the next quarter and the final picture will be reported in detail to a future meeting of this Committee.

Turnover:

10. Natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other reasons.
11. In these situations a vacancy occurs and due consideration is given through the Council's Vacancy Control Process, introduced in June 2013, to deleting or filling the vacant post with a redeployee in order to minimise the impact of service change on existing employees.
12. The Council is committed, for effective workforce planning reasons, to retaining key skills and experience whilst ensuring the continued supply of new skills and ideas where vacant posts are released for advertising to supplement those already within the existing workforce.
13. For the 12 months up to 31st March 2014 the Council's natural turnover rate, including reasons other than redundancy and for reasons such as resignation, retirement, end of fixed term contract, death in service or dismissal, is now **9.60%**. When redundancies are factored in the turnover rate is **11.00%**.
14. In February 2014, the Local Government Association (LGA) updated their Local Government Workforce Survey to reflect the position for the year 2012/13, these most current benchmarking statistics, which include redundancies, show that the Local Government average turnover is **11.40%**.
15. It is anticipated that the development of new operating models and organisational service review and redesign will continue to impact on natural turnover with some employees opting to leave the organisation or retiring earlier than they might otherwise have done.

16. The Council has recently adopted the CIPFA Value for Money Indicator benchmarking data to underpin the identification of priorities for service review as part of the work under the *Redefining Your Council* programme. In the most recently available CIPFA data, which includes schools and is for 2012/13, the indicator most closely related to turnover measures leavers excluding redundancies. Against all the County Councils in the benchmarking group the average against this indicator is **10.00%**, whilst across all local authorities who are members of the benchmarking network, it is **10.60%**.

Redundancies:

17. Of the 758 fte posts listed as being potentially at risk on the most recent published Section 188 notice, **268** were vacant. The majority of other vacancies are being filled on a temporary basis under the Vacancy Control Process to provide opportunities for the redeployment of employees at risk.

18. As set out above, the final impact of the post reductions listed in respect of voluntary and compulsory redundancies cannot yet be fully reflected in this report.

19. When redundancies are proposed, all reasonable mitigations are considered in order to reduce the impact of post deletions arising from service review on individuals, including vacancy control, redeployment, effective workforce planning (including retraining / reskilling), reduced working hours and, wherever possible, volunteers for redundancy are given priority consideration.

20. The trades unions continue to work closely with management at a corporate level through a Joint Redeployment and Redundancy Working Group to ensure that the potential to reduce the number of compulsory redundancies is fully and consistently explored.

21. The following **table** provides an update on the overall number of redundancies arising as a result of the implementation of Section 188 notices issued by the Council since 2009.

	2009 / 10	2010 / 11	2011 / 12	2012 / 13	2013/14	Total*	%
Voluntary Redundancy	119	402	535	199	134	1389	85.1 %
Compulsory Redundancy	62	63	94	11	14	244	14.9 %
Total redundancies						<u>1633</u>	

22. The table confirms that the majority of redundancies arising to date continue to be achieved through voluntary means and the percentage rate has **improved by 0.7 percentage points** from 84.4 of all redundancies as at October 2013. Of the further **90** redundancies which have occurred since the previous report, only **3** have been compulsory.

23. To minimise this as far as possible, a range of mitigations, including the refreshed Vacancy Control Process to reserve vacancies for staff at risk of redundancy and associated redeployment search, retraining and job search support are in place to help manage and minimise the impact on individuals, these are described below:

Redeployments:

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

25. The following table summarises the number of employees redeployed since 2010/11 when redeployment data began to be captured:

Year	Number of employees redeployed
2010/11	34
2011/12	86
2012/13	27
2013/14*	13
Total*	160

26. In comparison to the number of potential compulsory redundancies from 2010/11 onwards, there remains an overall **46.7%** success rate, **an improvement of 0.7 percentage points** from 46.00 % at the last report. This figure should continue be viewed in the context of an overall decrease in the number of posts available and available job vacancies.

27. The Council aims to offer every reasonable support to engage redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into suitable alternative posts.

Other support for employees at risk of redundancy:

28. The Council remains committed to pro-actively assisting staff at risk of redundancy to remain in employment wherever possible and to support staff to respond positively to the impact of service and organisational change.

29. In addition to vacancy control and redeployment search, a dedicated intranet site offers an extensive range of on-line support and guidance covering a wide range of topics ranging from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management.

30. This support package is continually reviewed, extended and improved, in conjunction with trades union colleagues, to reflect feedback from employees and

additional events are made available, on a Countywide basis, on a demand led basis. Access to the support package now extends to all employees facing change at work but those at risk are prioritised.

31. The provisions continue to be very well utilised, between April 2013 and March 2014, employees made **8943** views of information and associated support guides and documents. Since its introduction in November 2013, the Council's new on-line redundancy calculator has received **8746** views.
32. Managers are requested to facilitate access to this information or to bring this to the attention of employees who do not routinely have access to a computer during the course of their employment. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.
33. Since the last report there have been **62** further training and support sessions offered, including an increasing number run in partnership with external providers including Job Centre Plus and Futures.
34. These sessions were attended by an additional **210** employees and **94** further events have been arranged from February 2014 onward to support those employees identified as being at risk as a result of the most recent proposals.

Vacancy Management:

35. Revised Vacancy Control arrangements, reported to Elected Members in detail at the Personnel Committee meeting in June, were implemented from 3rd June 2013. The new measures ensure a greater robustness and consistency of vacancy management to enable further post reductions to be made with the minimum number of compulsory redundancies by deleting vacant posts and providing redeployment opportunities for employees at risk of redundancy.
36. The Vacancy Control statistics in **Appendix C** reflect the period December 2013 to March 2014. During this period 475 vacancies were processed with the following outcomes:
 - Permanent – 217 posts
 - Fixed term – 205 posts
 - Agency workers – 53 posts

Of the 217 permanent posts advertised, 80 relate to the Children's Social Care recruitment campaign which continues to seek to attract and directly recruit qualified Social Workers to fill key vacancies.

TUPE Transfers:

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

38. During the whole of the year 2013/14, **342** NCC staff transferred out of the authority whilst **59** transferred into the authority giving a revised net reduction of **283** heads.

Use of Agency Workers, Consultants and Interims:

39. Personnel Committee previously agreed that a report identifying the level of agency worker usage would be supplied on a quarterly basis. The figure has reduced from **288** agency workers on 1st October 2013 to **249** as at 31st December 2013. The latest quarter's figure as at 31st March 2014 has further reduced to **218** agency workers in the organisation. This is set out in **Appendix B** to this report.
40. There continues to be significant need for experienced, qualified child protection social workers but work is on-going to recruit to these vacancies on a permanent basis. It was agreed at the previous meeting of Personnel Committee that a case study setting out the issues around the use of agency workers in children's social care and associated recruitment and retention issues be provided. This is attached as **Appendix D**.
41. A number of business support vacancies are currently being covered with agency workers whilst the review is undertaken in Adult Social Care and Health and Children's, Families and Cultural Services and new structure is put in place. Adopting this approach ensures that opportunities are protected for existing staff who may be displaced under the new arrangements. This also allows for temporary redeployments to be used to extend the employment of at risk staff wherever possible.
42. Earlier reports highlighted that the use of agency workers and consultants requires the same level of approval as the recruitment of permanent or temporary staff through the vacancy control process. The quarterly return has now been expanded to include interims and consultants which are further categories of workers who provide expert technical support in areas where we do not currently have the necessary expertise in the permanent workforce. A list of definitions for the various categories is attached at **Appendix A**.
43. Working directly with managers, analysis is ongoing to understand how many of these were providing essential cover or additional capacity over and above the agreed establishment for the procuring service.
44. The evaluation process for the bids to provide a managed service have been considered and we are about to engage in pre-award discussions with the identified preferred bidder. It is intended to phase implementation to ensure a stable transfer from the current to the new arrangements.

Next Steps:

45. The information within this report evidences that every effort continues to be made to use new and existing requests for voluntary redundancy; to prioritise

vacancies for use as redeployment opportunities for staff at risk of redundancy and to retrain and reskill displaced employees to improve their chances of successful redeployment.

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

Other Options Considered

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

Reasons for Recommendations

48. The provision of this information will enable Members to continue to review the impact of the Council's transformation under *Redefining your Council* in terms of the numbers of people directly employed by the organisation. Further regular update reports will be submitted on a six monthly basis. Information in relation to the profile of the Council's workforce will continue to be monitored in line with statutory reporting requirements and Members will be updated on this through annual reports to Personnel Committee.

Statutory and Policy Implications

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

Human Resources Implications

50. The human resources implications are implicit in the body of the report. The trades unions are actively engaged through a Joint Redundancy and Redeployment Working Group and the Council's Joint Consultative and Negotiating framework in ensuring that appropriate mitigations reduce the number of redundancies, particularly compulsory redundancies. The trades unions have confirmed that they acknowledge the figures contained within this report.

Equalities Implications

51. The Council's Enabling Procedure and Early Retirement and Redundancy and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of the redundancy consultation and selection processes and that this is undertaken in compliance with the requirements of the Equality Act 2010.
52. Equality Impact Assessments are undertaken as appropriate as part of the Service Review process to ensure that implications of any proposed changes for service users and staff are identified and action taken to address any specific issues or disproportionate impacts on particular groups arising from the proposed changes.
53. Personnel Committee on 6th November 2013 received a report summarising the profile of the County Council's workforce, as at 31st March 2013 as part of an established annual reporting regime. The report cross references the fall in the number of posts and employees since 2010 and highlights that despite this, the representation of disabled people, people from black and ethnic minority groups and the balance of male and female employees on the workforce continues to remain fairly constant and comparable with the representation in the local community.

Financial Implications

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

RECOMMENDATIONS

It is recommended that Members:

1. Note the updated employee resourcing information and trends contained within this report, including the use of agency staff, consultants and interims.
2. Note the relative impact of redundancies and associated mitigations, natural turnover, vacancy control and TUPE transfers on the overall number of employees.

3. Note the range of mitigating measures and support provisions put in place to minimise the impact in respect of compulsory redundancies.
4. Agree to receive a further report on proposals to improve the retention of social workers and team managers in children's social care at a future date once further work has been undertaken.

Marjorie Toward
Service Director HR and Customer Service

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

Constitutional Comments (KK 24/04/14)

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

Financial Comments (SEM 24/04/14)

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

Background Papers

Trade union side comments.

Electoral Division(s) and Member(s) Affected

All

Appendix A: Agency Staff - NCC Definitions

Employee – is issued with a contract of employment covering a **contract of service** which has been offered and accepted and is a mix of express and implied terms which form an agreement between the employer and employee that is legally binding. Any employee who has been employed for one month or more has a statutory right to a written statement of particulars of employment. There is a distinction between a contract of service, which is a contract of employment and a contract for services which might apply to a sub-contractor or freelance worker.

Employment can be permanent; over a fixed term basis; temporary without a time limit of up to 4 years; zero hours where work is allocated on an “as and when” basis; sessional or seasonal where work is dictated by specific conditions applying e.g. country parks; relief or bank employees who cover urgent need at short notice. NCC does not use zero hours’ contracts currently.

Interims – can be either employees, self-employed or supplied through a third party agency. This will be determined at the outset and the issues of control, mutuality and payment outlined above will determine the nature of the employment relationship. Interims will usually be identified to work in the organisation on a time limited basis to deliver key projects or to provide specialist skills not currently present in the organisation.

Agency workers – supplied through agencies who are the employer not NCC. There are two specific ways agency workers are used;

- To cover urgent short term need such as covering absence or to maintain minimum staffing requirements where there is regulatory or commercial requirement to do so. This is sometimes referred to as “spot placements”, or
- They should be used on a time limited basis to fill a particular need or skills shortage whilst the gap is filled through training or whilst the recruitment process is completed.
-

Consultants – this group can be self-employed or supplied through a third party under a contract for service. This would be characterised by the supplier determining who they identified to work with NCC and usually consultants work more as partners alongside rather than within the organisation. This is particularly true where there is a business or service need for objective challenge or service transformation.

Appendix B: Agency Staff employed at 31 March 2014:

Department	Agency staff	Consultants	Interims	Total
PPCS				
Improvement Programme		2		
Communications Team	3			
Legal Services	5			
WOW (Ways of Working)	2	1		
Democratic Services	2			
Total	12	3		15
ASCH&PP				
ACFS	1			
JCQBC (Business Support)	3			
Older Adults	4			
Access & Public Protection	2			
Younger Adults	11			
Total	21			21
CFCS				
Children's Social Care	83		1	
Education Standards and Inclusion	5	4		
Youth, Families and Culture	11			
Total	99	4	1	104
E & R				
County Supplies	4			
Finance & Procurement	9		1	
Highways	18	5		
H&S	1			
BSC		4	1	
ICT	33	6		
Transport, Property and Environment	21			
Total	86	15	2	103
Total all Departments	218	22	3	243

Appendix C: Outcomes from Vacancy Control Process 1.12.13 to 31.3.14					
<u>By Department:</u>	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency
ASCHPP	50	96	44	40	12
CFCS	97	259	90	134	35
E&R	79	101	74	23	4
PPCS	9	15	7	6	2
Public Health	4	4	2	2	0
Total	239	475	217	205	53
<u>By Division:</u>					
ASCHPP	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency
Joint Commissioning, Quality, Business Change	23	25	5	19	1
Personal Care and Support Older Adults	14	54	34	13	7
Personal Care and Support Younger Adults	5	6	1	5	0
Promoting Independence and Public Protection	8	11	4	3	4
Total	50	96	44	40	12

CFCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency
Education Standards & Inclusion	28	57	1	41	15
Children's Social Care	41	127	80	38	9
Youth, Families and Culture	28	75	9	55	11
Total	97	259	90	134	35
Environment & Resources	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency
Finance and Procurement	9	14	9	3	2
Highways	1	1	1	0	0
HR and Customer Service	2	3	1	2	0
ICT	16	18	5	11	2
Transport Property and Environment	51	65	58	7	0
Total	79	101	74	23	4

PPCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency
Communications	3	3	0	3	0
Improvement Programme	1	1	0	1	0
Corporate Strategy	0	0	0	0	0
Planning	0	0	0	0	0
Legal and Democratic Services	5	11	7	2	2
Safer and Engaged Communities	0	0	0	0	0
Total	9	15	7	6	2
Public Health	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency
	4	4	2	2	0
Total	4	4	2	2	0

Appendix D:

Agency Worker Case Study – Children’s Social Care

This case study sets out the current need for agency workers within Children’s Social Care and actions taken to date to address some of the underlying issues in order to reduce this.

Types of agency workers

There are two distinct types of agency workers required:

- Urgent short term need for unqualified workers to provide cover for sickness and other short term absence within residential children’s homes. This is necessary to meet statutory staffing requirements and to ensure compliance with inspectorial requirements from Ofsted. The cost of such placements is relatively low and where possible we use relief staff rather than agency workers.
- Longer term placements for experienced, qualified frontline child protection social workers, team managers, Independent Reviewing Officers and Child Protection Coordinators. It is nationally recognised that there is a shortage of this group of experienced, qualified social workers. The current number of agency social workers provides cover for existing vacancies; shorter term cover such as long term sickness, maternity leave etc and also provide additional capacity to meet sustained increased demand.
- The common perception that workers sign up with an agency whilst waiting for the “right” permanent role to come along is no longer true in this sector. There are a number of highly experienced workers who have chosen temporary placements over permanent employment, preferring to parachute into Local Authorities to improve services frequently after an adverse inspection by Ofsted.

Current position

- As at 31/03/2014 there were 60 qualified agency social workers, 12 team managers, 2 service managers, 3 child protection coordinators, 4 independent reviewing officers and 2 MASH officers. The total is 83 agency workers. The service also uses a consultant on a day rate through the Improvement Programme to support the transformation of the service. The normal reporting cycle on agency usage is quarterly.
- There are also a number of business support agency workers supporting children’s social care. All these placements are currently being reviewed and where appropriate will be identified as suitable re-deployment opportunities for employees at risk of compulsory redundancy. There are also some posts being covered on a temporary basis whilst the new combined business support arrangements for ASCH & PP and CFCS are implemented later this year.

Context

- The requirement for experienced workers arose from the significant increase in demand for children’s social care arising from a number of factors, notably increased awareness following the death of Baby Peter and an increase in the number of referrals for children in need during the economic downturn. The number of Looked After Children peaked in July 2013 at 909 and was 867 in December 2013. The

number of Child Protection Plans peaked in April 2013 at 832 and had reduced to 657 in December 2013. Regular reports are received on the performance of children's social care at the Children and Young People's Committee.

- The Policy exchange (2013) produced a report entitled Reforming Social Work which identified a number of themes from across 155 local authorities surveyed. These included high vacancy rates; long term supply shortages of qualified social workers and managers; high turnover rates; low expected working life (approximately 8 years); perceptions of unacceptably high caseloads amongst workers; limited opportunities for promotion.
- Children's social care is engaged in a transformation programme which has implemented a Multi-agency Safeguarding Hub and realigned teams to ensure the service is better able to meet and manage the current level of demand. This work is ongoing.
- Agency workers are required to provide a safe service whilst the various transformation elements including the recruitment to the permanent workforce continue. There will be a managed exit from the service as new recruits come on line but nothing will be done to de-stabilise the improvement within the service.

Actions to date

- A Workforce Development Project was initiated in November 2013 to develop a more strategic approach to the recruitment and retention of children's social care staff. This has initially involved work on our "offer" and promoting Nottinghamshire as a place to work and live to social work staff. Two large recruitment campaigns have taken place involving a wide range of activities including job fairs, new marketing materials and re-branding of the website and re-packaging of the employment offer. This has helped to recruit a significant number of permanent staff - 9.5 fte in November 2013 and a further 29 fte in February 2014. Over time this should impact on the number of agency staff required.
- There are 43 newly qualified social workers in the Children's Social care arena and it is important that these and other qualified and experienced staff are retained. The current turnover rate in frontline social work services is 19%. Work is currently being undertaken to identify the measures which will encourage these employees to continue working for the County Council with a view to developing a retention package. It is recommended that a more detailed report on any proposals is brought back to Personnel Committee once further work has been completed.



21 May 2014

Agenda Item: 8

**REPORT OF THE SERVICE DIRECTOR PERSONAL CARE AND SUPPORT,
NORTH AND MID NOTTINGHAMSHIRE**

**CREATION OF A FIXED TERM WORKFORCE DEVELOPMENT FUND
ADMINISTRATOR POST.**

Purpose of the Report

1. To seek the agreement of Personnel Committee to the establishment of a part time, fixed term, post within the Council's integrated Workforce and Organisational Development team. This post is to provide administrative support to the establishment of Optimum Workforce Leadership; a social partnership replacing the Nottinghamshire Partnership for Social Care Workforce Development (NPSCWD) which is a partnership of independent sector adult social care employers across Nottingham City and Nottinghamshire County.

Information and Advice

Background

2. The NPSCWD has been hosted by Nottinghamshire County Council since 2005 and at this time was funded by Nottingham City and Nottinghamshire County Councils through the Workforce Development Grant. Funding through this grant ceased in 2010 and rollover funds were retained for the work to continue to meet Joint Workforce Strategy for Health and Social Care.
3. In October 2012 Adult Social Care and Health Committee provided £387K for the development of NPSCWD as a social enterprise and to deliver workforce development initiatives for management and leadership development and improvements in dementia care to shape the market for the future.
4. Over the last 18 months products and services have been developed that have enabled Optimum to launch as a membership organisation with the potential to generate income. There is a need to both generate income and secure recognition amongst key stakeholders if Optimum is to be able to sustain a presence in the market beyond 31st October 2014.
5. Further exploration of a range of alternative delivery models for the service will continue up to this time.

6. A further addition to the current range of services to be provided is the administration of the Workforce Development Fund (WDF). This establishes the County Council's position as a lead player in the sector as it enables employers whose employees successfully complete qualifications linked to the Qualifications Credit Framework (QCF) to draw down funds for each completed unit (£15 per credit). Optimum has secured this funding (£103K), which brings with it an administration income of £10K.
7. Optimum has a database of over 550 health and social care providers with whom they are establishing excellent relationships and providing products and services as well as working with a range of key stakeholders to establish a joined up approach across the County. This will help to reduce duplication of commissioning initiatives by different health and social care groups and seeks to encourage efficiencies that can be achieved through joined up working.
8. Under the integrated corporate model for workforce planning and development activity, the existing Optimum team work as part of the wider corporate Workforce and Organisational Development function within the wider HR service and the Team Manager reports directly to the relevant Group Manager HR. A current structure chart is attached as an **appendix**.
9. Work is also undertaken by the team alongside Skills for Care, part of the Sector Skills Council for Care and Development, to support the independent health and social care sector plan and develop their workforce to improve standards of care.

Proposal

10. The current Optimum team staffing establishment consists of 2.7 fte posts, including 1 fte post dedicated to the Dementia and End of Life Project, on fixed term contracts until the end of October 2014.
11. Whilst the team is undertaking work to streamline working practices to create efficiencies, the current operating model creates a high demand on the existing staff within the team. It is projected that the additional workload and specialist skills required to take on the financial administration associated with the WDF and the membership services being developed and administered requires an additional 0.5 FTE post. This would be a fixed term contract up to the end of October 2014 in line with other posts in this area of work. The indicative grade for this post, assessed using the Council's agreed job evaluation process, is Grade 3.
12. The budget for the additional post, will be funded from the income generated by the Optimum team and funds brought in from Skills for Care.
13. The additional post would be established and managed within the HR structure through the Optimum Team within the wider Workforce and Organisational Development Team.

Other Options Considered

14. A part-time Apprentice is also currently being sought, but there is no guarantee that one will be recruited quickly enough to meet the needs of the programme. Furthermore, the person undertaking the work to support the team will require some specialist financial skills.
15. Not taking on responsibility for the Workforce Development Fund has been considered. However, this would detract from the work of the team within the health and social care sector and therefore is not considered to be the best option.

Reasons for Recommendation

16. To enable Optimum to develop their membership offer of services to the independent sector health and social care providers across Nottinghamshire and raise their profile in anticipation of establishing a viable social enterprise in November 2014.

Statutory and Policy Implications

17. 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

18. The cost of the proposals set out within this report is £7, 000 including on-costs; this will be met from income generated by the Optimum Workforce Leadership team.

Human Resources Implications

19. The process of appointment to this post would be subject to the Council's agreed Vacancy Control measures and in line with the Council's employment policies, procedures and practice.

RECOMMENDATION

It is recommended that Members agree to the establishment of the temporary post of 0.5 fte Workforce Development Fund Administrator, grade 3, within the Optimum Workforce Leadership team of the Council's Workforce and Organisational Development team until the end of October 2014.

Claire Poole

Business Manager Optimum- (Team Manager, Workforce Planning and Development)

For any enquiries about this report please contact:

Claire Poole: 0115 9772923 or email claire.poole@nottsc.gov.uk

Constitutional Comments (GR 02/05/14)

20. Personnel Committee has the delegated authority to agree to the establishment of the temporary post of 0.5 fte Workforce Development Fund Administrator.

Financial Comments (SEM 01/05/14)

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

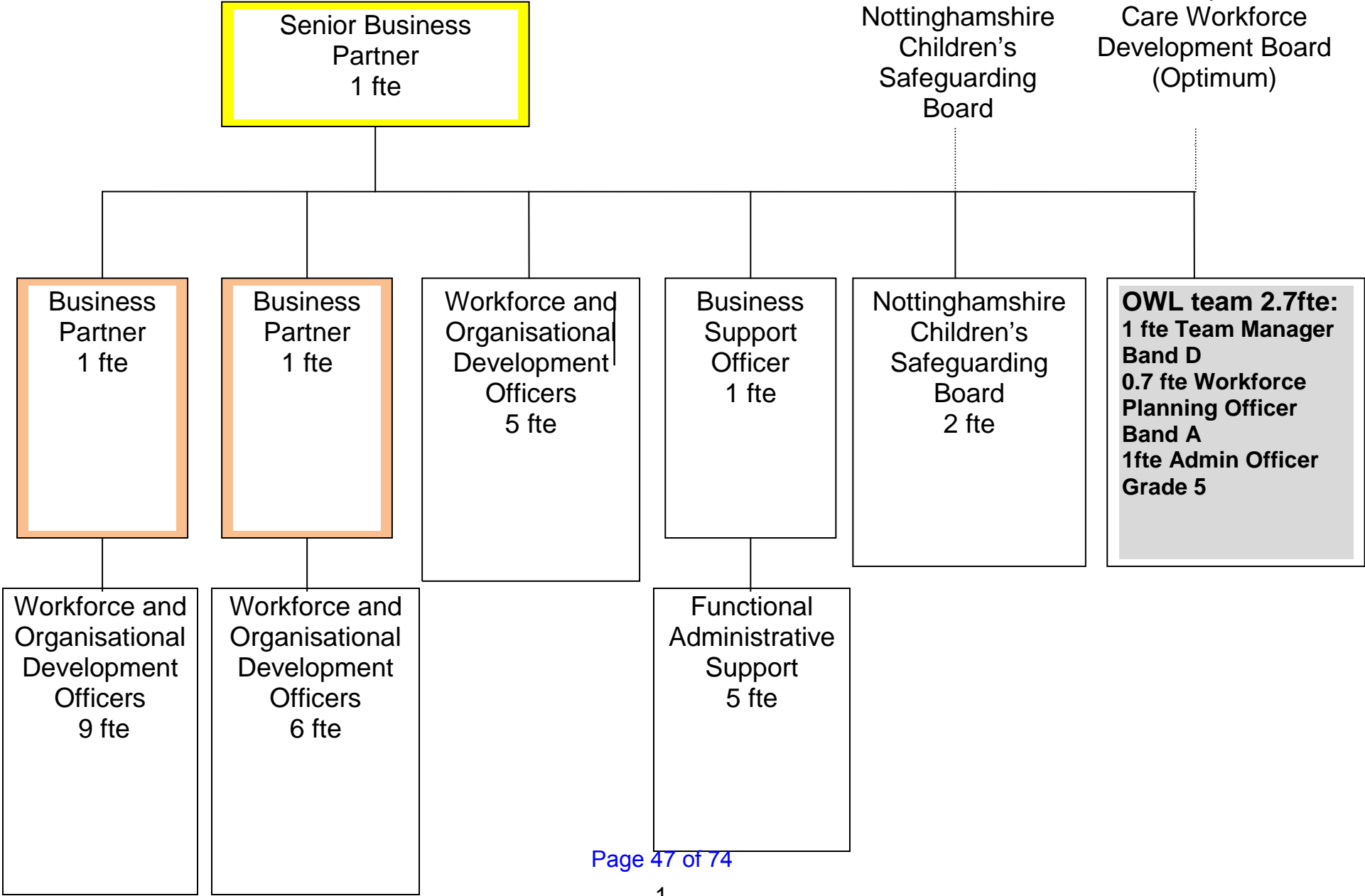
Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

GROUP MANAGER HR – Workforce and Organisational Development



Nottinghamshire
Children's
Safeguarding
Board

Nottinghamshire
Partnership for Social
Care Workforce
Development Board
(Optimum)

Agenda Item: 9
REPORT OF THE SERVICE DIRECTOR EDUCATION STANDARDS AND INCLUSION
REVISED SERVICE OFFER AND STAFFING STRUCTURE FOR BUSINESS SUPPORT ACROSS ADULTS SOCIAL CARE, HEALTH AND PUBLIC PROTECTION AND CHILDREN, FAMILIES AND CULTURAL SERVICES.
Purpose of the Report

1. The purpose of this report is to seek approval for a revised service offer and structure to operate from 1 September 2014 for Business Support functions pertaining to both the Adults, Social Care, Health and Public Protection and Children, Families and Cultural Services departments.

Background

2. A decision has been taken by Corporate Leadership Team (CLT) to amalgamate the business support services of Adult Social Care, Health and Public Protection and Children, Families and Cultural Services. This report deals only with this amalgamation. The project does not extend to other departments at this stage.
3. The original business cases developed separately in Adults and Children's Services covered two years and three years respectively, from April 2014. CLT have asked that these two business cases be collapsed into one, delivery of which will be completed within two years, starting from April 2014. The savings profile has been adjusted accordingly as follows;

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

4. Broadly, the project will operate in two phases:
 - Phase One (complete by 1 September 2014) - achieve savings through an initial revised staffing structure based on a hub and spoke model and
 - Phase Two (complete by 1 April 2016) - achieve further savings through a more integrated model of delivery, derived from reviews of existing processes and systems, and a secondary restructuring.

Proposed 'Service Offer'

5. The project team, in collaboration with key stakeholders, has captured a comprehensive list of the current tasks undertaken by business support (both generic and specific) in order to identify which of these tasks should be:
 - proposed for inclusion within our revised 'offer';
 - most appropriately discharged by managerial/operational colleagues or
 - ceased
6. The business support activities considered span all tiers of the organisation from the front line to senior management. Activities identified from existing practice fall broadly into the following categories:
 - a) generic;
 - b) functional support i.e. application of knowledge, policy or systems particular to a service area and
 - c) individual support i.e. tasks delegated by an individual manager or staff group.
7. The proposed service menu (attached as Appendix A) includes aspects of a) and b). However, unless otherwise specified, the business support service will no longer provide 'individual' support to managers or groups of staff where there are corporate systems and technologies available which enable them to be self-sufficient.

Proposed Structure

8. Many local authorities are reviewing the way in which their business support functions are organised. Our research and emerging detail about the future shape of Nottinghamshire's services indicated that we should consider a model which integrates Adults and Children's business support structures on a locational 'Hub and Spoke' basis. (i.e. the locus of management within larger sites which picks up responsibility for outlying bases).
9. CLT has previously been shown evidence to support the fact that the vast majority (some 70%) of business support staff are currently deployed within six major sites across the county, hence the rationale for a locational model.
10. We recognise that business support functions vary in levels of complexity and that the completion of some tasks requires that individuals have significant experience and knowledge related to services. It is proposed that the individuals providing such 'complex' support continue to be located alongside those teams which they support. However, there are functions in all large sites which could be centralised (within the building) and we propose the creation of central support units within specific sites.
11. We have also explored the ability of business support managers based within such sites to pick up line management responsibilities for staff in outlying bases (within their designated geographical area).
12. Given that there is a degree of uncertainty regarding the future structure of operational services within the organisation, business support team managers have, in some instances, had to estimate what would constitute appropriate levels of support, within the context of a minimal 30% reduction overall.

13. In light of the above, it is clear that the restructure of business support will be iterative and that the proposals attached as Appendix B may form the first of a wave of staffing reviews.

Consultation

14. Business Support offer and structure proposals have been subject to extensive consultation with business support and operational colleagues and with the trade unions.
15. A series of employee briefings were held w/c 24 March as a part of the formal consultation period which ran from Wednesday 19 March to Wednesday 16 April 2014. During this period further meetings were held with teams and individuals.
16. Elements of feedback received during the consultation period have been incorporated both within the new service offer and structure.
17. There were 175 responses received in total which have been categorised and responded to on a thematic basis. One combined response was submitted by trades union colleagues which has been responded to separately.
18. Many of the comments received relate to the specific nuances of operational team practice and the project team will work collaboratively with operational managers and trades union colleagues in order to identify and mitigate against the potential issues identified.

Statutory and Policy Implications

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

Equalities Implications

20. The restructuring of the Business Support Service will be carried out in accordance with the County Council's employment and equalities policy.

Human Resource Implications (SJ 01.05.14)

21. Employees have been fully informed of the proposed service offer and structure and have been consulted on the details of the proposals. Consultation with trade unions has taken place through formal channels.

Financial Implications (KA/KS 12.05.14)

22. The financial implications are covered in paragraph 3 of this report.

RECOMMENDATION/S

1. It is recommended that Members note the revised Business Support Service Offer and approve the revised Business Support Structure set out in Appendices A and B.

John Slater
Service Director – Education, Standards and Inclusion

For any enquiries about this report please contact:

John Slater, Service Director Education, Standards and Inclusion on 0115 9773589 or john.slater@nottsc.gov.uk

Constitutional Comments (KK 01.05.14)

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

Financial Comments (KS/KA 12.05.14)

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

Background Papers

25. Outline Business Case/s A07 and A015
26. Response/s to Consultation (also published via the intranet on May 7)

Electoral Division(s) and Member(s) Affected

Business Support Service Review: Service Offer

Business Support service transformation will be delivered through comprehensive service restructure, a revised service offer and a programme of 'process' reviews enabled by LEAN+ methodology.

The purpose and principles of the service will be to:

- Make best use of our resources to support the delivery of effective services together with our partners
- Target our resources where they are needed most
- Integrate and align our services in localities, and make accessing them as easy as possible
- Help services to deliver better outcomes for the people of Nottinghamshire

Business and administrative support is currently defined in terms of “functions which provide support to the delivery of frontline and or specialist services”.

The new service will be designed to flex and respond to the changing shape and demand of the Councils' developing delivery model. There will be accessible locality teams providing functional support to service teams augmented by some central support at the key bases across the county.

The service must be effective efficient and agile. A review of the activities undertaken by the Business Support Services in the two departments has been distilled into a provisional Service Menu of functions and tasks to be offered in the future, and a definition of those activities which will no longer be provided by the new Business Support Service.

Through the process of listing, grouping and prioritising tasks, it is clear that a future Service Menu must be framed by an agreed set of principles and practice for all NCC staff at all tiers of the organisation. Alongside these proposals, a number of associated wider issues are identified which lend themselves to further review, project work and or process re-engineering (LEAN+).

As with other services, the Business Support Service will discharge all duties required on behalf of its own staff, budgets and service offer. It will be accountable for all recruitment, induction and HR processes regarding its own staff; safety and wellbeing of Business Support Services staff; all

budget holder and approver responsibilities for its own budgets and the development of Business Support service plans. The service will provide professional advice and guidance regarding its core business, policies and procedures for Chief Officers and members as required. The service menu described in this paper goes on to identify those functions and activities which the service will provide to other service areas.

In relation to future provision, ie what will or will not be provided to delivery services, colleagues will undertake a range of activities appropriate to and defined by their job description and grade. Unless specified, the service menu does not seek to itemise activity according to grade of post, as this will be taken into account in the design of the service structure, job descriptions and in discussions with managers prior to implementation. Business Support Services will be provided at all tiers of the organisation from the front line to senior management, and will be sufficiently flexible to meet the needs of a wide range of different services across both ASCHPP and CFC Services around the county. For this reason, the menu is not exhaustive but indicative, and gives illustrative examples. It recognises a spectrum of provision including a core set of administrative functions through to more bespoke activity which can reasonably be required in specialist settings.

The presumption is that the relationship between the Business Support Service and delivery services will model best practice of partnership working, where the accountabilities, objectives and outcomes of each service are clear, agreed and assisted by sound communication. Business Support Service managers will meet with fellow service managers on a regular basis to assist the implementation and smooth running of the new service offer. Preparation and the commitment of all managers to work together to promote the change of culture and practice that is required will be essential.

Activities identified from existing practice fall broadly into the following categories:

- a) generic
- b) functional support ie application of knowledge, policy or systems particular to a service area
- c) individual support ie tasks delegated by an individual manager or staff group

The proposed service menu includes aspects of a) and b). Unless otherwise specified, the Business Support Service will not provide 'individual' support to managers or groups of staff **where there are corporate systems and technologies available which enable them to be self sufficient**. This recognises the availability of e-systems & tools; learning and development packages; corporate guidance and toolkits eg for diary management, room bookings, S&S competency framework, BMS etc.

The review of the existing services reveals a spectrum of practice by the Business Support Services and delivery services. The service menu brings greater consistency in order to rationalise and target resources where they are needed most.

Service Menu

The following Service Menu sets out functions to be undertaken by Business Support staff. Further information on the functions is provided via descriptions or examples. The list is not exhaustive but aims to set out the types of tasks that will or will not be provided moving forward.

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
Reception / Building or Office Support / Property and Accommodation			
<u>Reception:</u> <ul style="list-style-type: none">• Phone Switchboard• Management of reception area (leaflets etc.)• Building Access; Staff, Visitors, Contractors (including their Site Safety Inductions)• Servicing of meeting rooms (laptops, projectors)	<ul style="list-style-type: none">• At the West Bridgford Campus, Facilities Management take responsibility for meeting room management and the Customer Service Centre manages reception areas	<ul style="list-style-type: none">• Currently the information provided indicates an inconsistent approach across the organisation of Soft Facilities Management. Further investigation is required to establish roles and responsibilities and ensure a consistent business practise. This will require engagement with stakeholders in HR, Property and Facilities	<ul style="list-style-type: none">• All services will have regard to their obligations as building occupants and co-operate in relation to premises related issues.• All services will support / participate re User / Site Group Meetings as appropriate
<u>Building / Office Support:</u> <ul style="list-style-type: none">• Office Consumables Management (Pens, Paper, Printer Ink, etc.)• Support for Office machinery	<ul style="list-style-type: none">• Some inconsistency as Corporate touch-down zones are managed by Facilities Management		
<u>Property and Accommodation:</u> <ul style="list-style-type: none">• NPC Role (as appropriate) but not exclusive to BSS• Arrange repairs and maintenance• Maintain equipment inventories• Support office moves• Staff Building Access	<ul style="list-style-type: none">• BSS will not assume Key holder responsibility or be subject to 'out of hours' call outs		
Health and Safety / Business Continuity / Emergency Planning / Risk Management			
<u>Health and Safety:</u> <ul style="list-style-type: none">• Undertake H&S roles as required (Fire, First Aid etc.)• Addressing areas of non-compliance following H & S audits where relevant to BSS	BSS will not: <ul style="list-style-type: none">• Input / review incidents in Well Worker system on behalf of other services staff	<ul style="list-style-type: none">• Currently RSEM Issues all receive support and leadership through Business Support Group	<ul style="list-style-type: none">• Cohesion and accountability re RSEM matters is facilitated by an established

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
	<ul style="list-style-type: none">• Undertake Workstation Cardinus assessments for other services' staff unless with management agreement• Undertake Risk assessments for operational services	Managers on behalf of Service Directors, providing an interface between service departments and corporate boards. Roles and responsibilities will require review to align with the wider transformation of council departments and governance arrangements	governance framework which joins up frontline activity with strategic leadership. Accountability for RSEM will not be delegated by service departments to the BSS
<u>Business Continuity:</u> <ul style="list-style-type: none">• Communicate status of teams/ buildings• Assist in implementing continuity plans (eg moving staff to new offices etc)			
<u>Emergency Planning:</u> <ul style="list-style-type: none">• Review of Emergency Planning Arrangements• Collate and distribute information on Emergency Planning• Respond to emergencies (Senior Managers)			
Procurement and Finance			
<u>Procurement:</u> <ul style="list-style-type: none">• Source goods and services• Generate Shopping Carts / Purchase Orders• Goods Receipt Notifications• Resolve Invoices Issues• New Vendor requests	<ul style="list-style-type: none">• Staff will only be responsible for resolving invoice issues on orders and service requests which they have raised		<ul style="list-style-type: none">• All services will follow procurement and financial regulations and procedures• Managers will comply with corporate

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
<u>Finance:</u> <ul style="list-style-type: none"> • Providing Budget Managers with transactional information to allow them to undertake budget forecasting where this information is not readily available in existing system reports. • Income (raise sales orders & credit notes, preparation of documentation for requesting journals, banking) • Cash / Imprest Accounts • Spot checks of stores, inventories and local cash accounts • Client Accounts - for Service Users • Manual claims • Advising service on financial regulations (engaging associates) • Authorising credit notes 	<ul style="list-style-type: none"> • Budget holders are responsible for their own forecasting and monitoring. • Purchase Card holders must be responsible for coding unless there is an agreed business justification that the coding is delegated to business support e.g. no access to computer 	<ul style="list-style-type: none"> • Support on Financial Services does vary depending on the complexity of the service. In general services should become less dependent on business support to assist with their Financial Management. • Management of mobile phones and reconciliation of cost requires further investigation. 	<p>guidance to discharge their responsibilities via BMS</p>
Payroll / Recruitment			
<u>HR Processes:</u> <ul style="list-style-type: none"> • Participation in corporate HR processes (panels, minuting hearings) 	<ul style="list-style-type: none"> • Business support will not be responsible for: <ul style="list-style-type: none"> ○ HR associated tasks of operational services eg vacancy control, recruitment activity eg advertisements& induction ○ Typing supervision notes on behalf of managers ○ CAS requests or 	<ul style="list-style-type: none"> • Inconsistent processes are currently in place across the organisation regarding CAS requests and staff training bookings. This requires review. 	<ul style="list-style-type: none"> • Where corporate systems exist services will be responsible for requests relating to their staff eg e-recruitment

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
	<p>staff training bookings on behalf of operational service staff</p>		
<p><u>Payroll:</u></p> <ul style="list-style-type: none"> Business Administration Role on BMS where staff do not have ESS access (timesheets, ad hoc pay processing, pay , additional hours, enhancements and travel calculation) 	<ul style="list-style-type: none"> Unless the Business Administrator Role is approved for use within a team the Business Support Service will not undertake tasks such as: <ul style="list-style-type: none"> Structure changes New Starters / Leavers requests Changes in grade or hours/ or work pattern Sickness absence / Maternity leave recording Manager Self Service tasks Travel Claims/ Annual leave Authorisation recording and authorisation Using BI sickness reports Late data processing for 	<ul style="list-style-type: none"> Review of all of the existing Business Administrators is required to ensure consistent use of the role is applied across the departments and that these fall in line with the agreed principles set out by the BMS project 	<ul style="list-style-type: none"> Managers are responsible for setting up and maintaining the team structure and staff information within the BMS system.

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
	payroll / emergency payments		
Support to Managers			
<u>Support for Corporate and Service Directors:</u> <ul style="list-style-type: none"> Corporate and Service Directors will receive Business Support this will include some dedicated support, but also provision will be available via central BSS teams 			<ul style="list-style-type: none"> Corporate and Service Directors may call upon a range of business and admin support. Corporate systems and technology will be used by directors where this is accessible and a more efficient use of resources
<u>Support for Group, Service and Team Managers:</u> <ul style="list-style-type: none"> Managers will be responsible for their day to day administrative needs where there are corporate systems and ways of working Business support will assist with business functional activities as set out in this service menu. 	<ul style="list-style-type: none"> BSS will not provide support to individuals where systems, technology and training are available to enable self sufficiency. For example, BS staff will not: <ul style="list-style-type: none"> Check/ print out /prioritise or generally manage the emails of individual managers Manage diaries for individuals (point of contact) Provide a default messaging service (phone, email or paper based) 	<ul style="list-style-type: none"> The commitment of all services is required regarding this change in culture, custom and practice 	<ul style="list-style-type: none"> Group Managers, Service managers and Team Managers will be self-sufficient where corporate systems, technology and training is available to enable self sufficiency Managers will use the competency framework and L&D

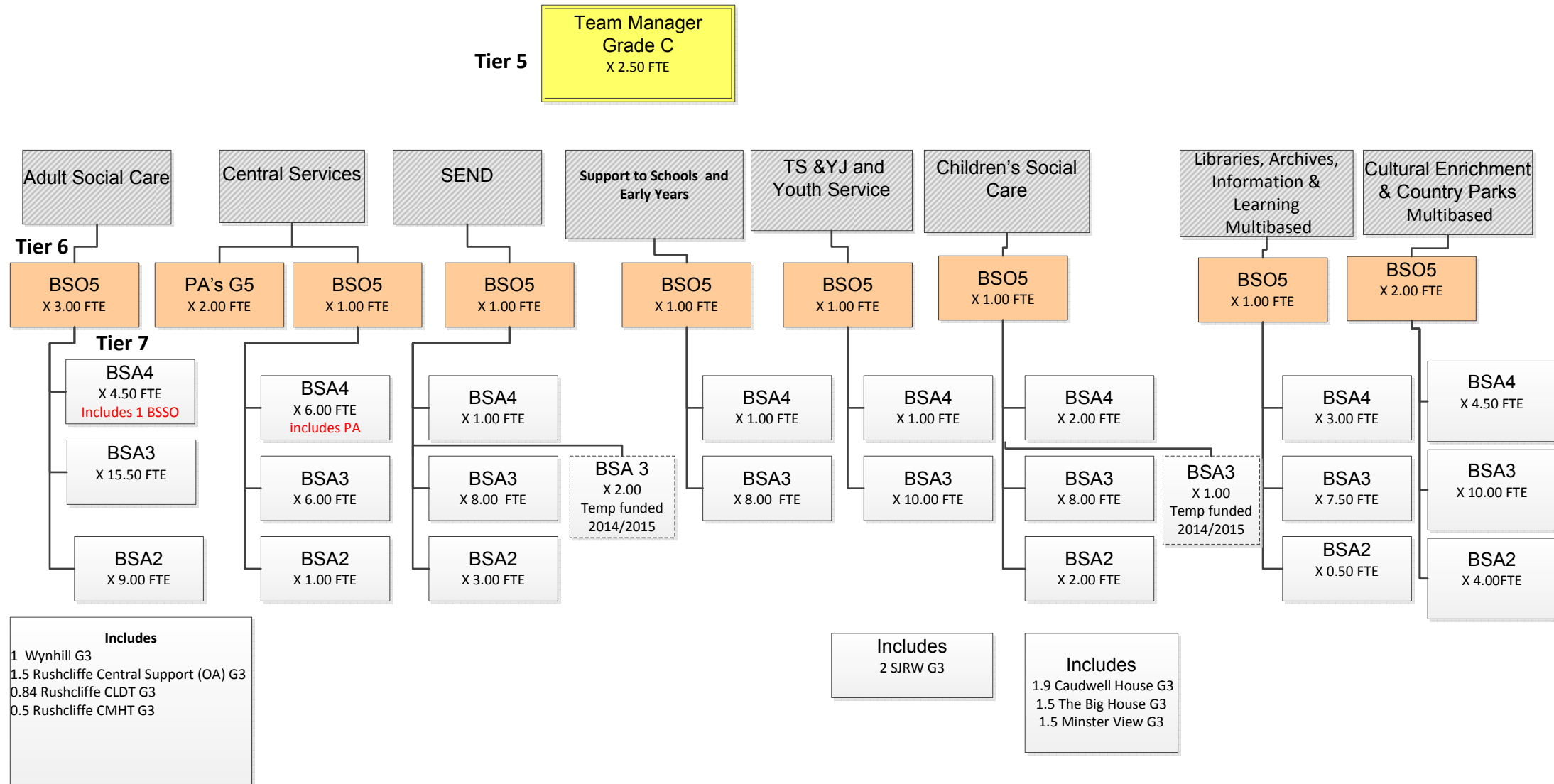
Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
	<ul style="list-style-type: none"> communication) ○ Undertake routine individual general admin tasks for managers (typing, copying, S&S notes) ○ Arrange travel (research, bookings) ○ Collect / host visitors ○ provide day to day IT support ○ Record complaints, monitor timescales or be responsible for reminding managers / officers in relation to their own work 		to ensure staff are skilled and equipped to manage day to day tasks and to manage their workload.
Meetings / Hearings / Panels and Conferencing			
<u>Meetings:</u> <ul style="list-style-type: none"> • Arrange and coordinate meetings where there is a large or complex need (third party, partnership, corporate infrastructure, panels) e.g. collect delegates, collate / distribute documents, maintain relevant distribution lists, programme conferences and review diary 	<ul style="list-style-type: none"> • Internal team meetings and 1:1's will be self managed by services. 		
<u>Minute Taking:</u> <ul style="list-style-type: none"> • Physical Minute Taking (including typing up) • Updating of systems for monitoring 	<ul style="list-style-type: none"> • Minute taking will be conducted in the context of the 		

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
<ul style="list-style-type: none"> • Issuing of minutes within timeframe (tracking and statistics) • Recording and storing minutes appropriately e.g. uploading to Framework and encryption 	meetings set out above. The level of detail captured in the minute will be appropriate to the type and level of meeting		
ICT			
<u>ICT:</u> <ul style="list-style-type: none"> • Liaison between ICT and service to facilitate efficient service delivery: <ul style="list-style-type: none"> ○ Hardware (request installs, phones, inventory) ○ Systems Admin (OneSpace) 		<ul style="list-style-type: none"> • Desk Phone Systems (arrange change of lines etc.) Overlaps with Soft FM • Detailed analysis between departments is required to understand current service anomalies 	<ul style="list-style-type: none"> • All staff will operate in line with the competency framework regarding the use of ICT systems and take responsibility for their own learning. Managers will review progress of staff through regular S&S EPDRs
Committee Support			
<u>Committee Support:</u> <ul style="list-style-type: none"> • Continue current varied model across the departments 		<ul style="list-style-type: none"> • Investigate standardisation of procedures 	
Business Services Functional Support			
<u>Information Governance:</u> <ul style="list-style-type: none"> • Business Support will operate within NCC guidance and give advice to services on Information Governance e.g. Access to Records, Quality assurance, Retention periods 			<ul style="list-style-type: none"> • All managers are responsible for ensuring staff are appropriately trained re information governance

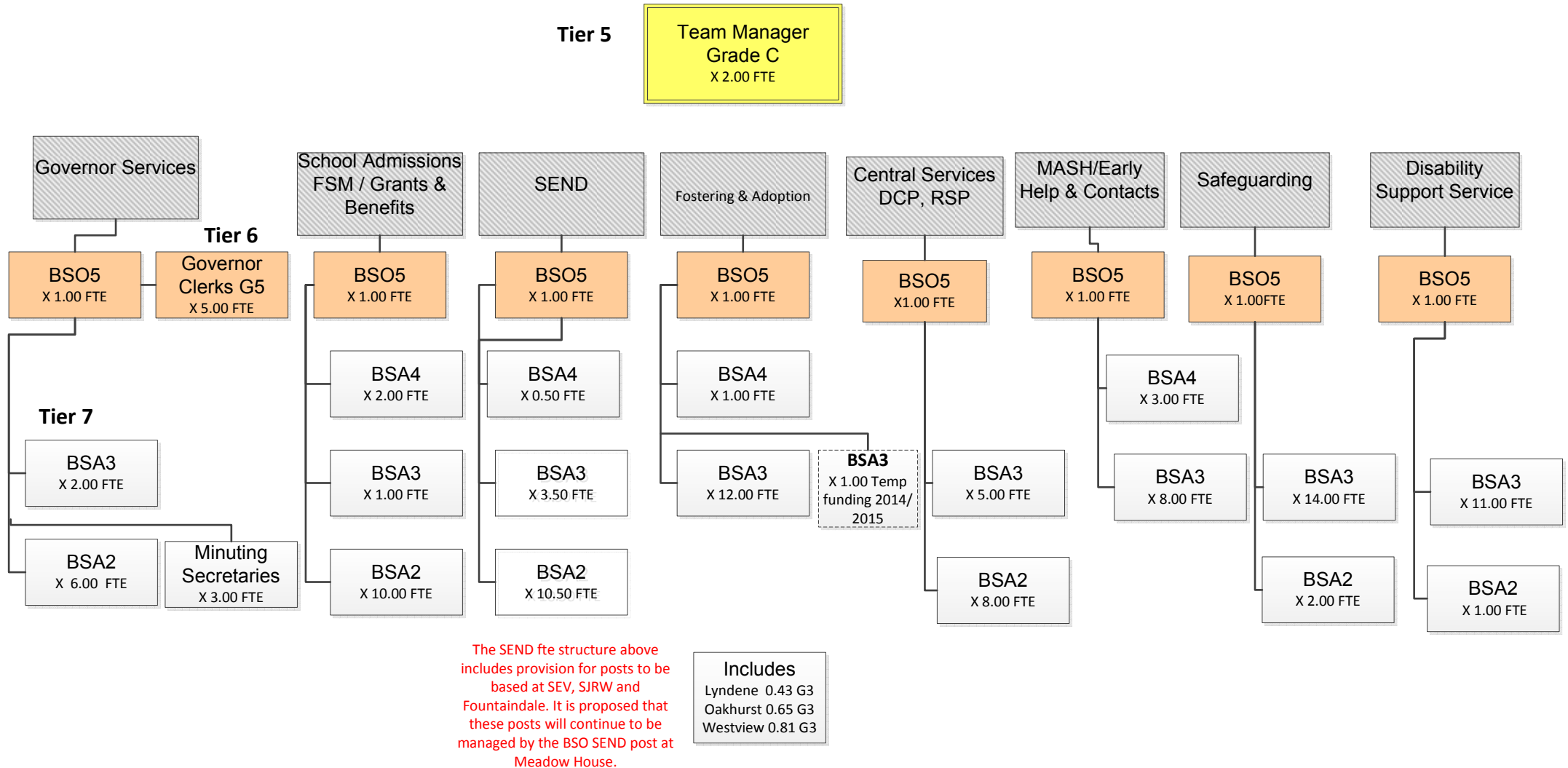
Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
<u>Performance / Research / Data:</u> <ul style="list-style-type: none"> • Utilise corporate or bespoke systems to provide management information to delivery services • Check data quality where required for efficient delivery of the function • Provide support for completion of statutory returns and reports • Update service related data • Create and run reports for ad hoc requests • Data Analysis in specific service settings 		<ul style="list-style-type: none"> • Review interdependencies with CFCS Central Service Board and Corporate Strategic Management Framework OBC • Investigate Data Quality Issues (Systems and processes to enter data correctly once instead of reprocessing data multiple times) 	<ul style="list-style-type: none"> • Services to be responsible for complete and accurate entry of data
<u>Information and links to Communications:</u> <ul style="list-style-type: none"> • Update and maintain electronic distribution lists, contacts directory, Wired, Intranet and Internet Pages • Publication support 			<ul style="list-style-type: none"> • All services have responsibility to ensure the information about their staff and provision is accurate and kept up to date
<u>Document Management:</u> <ul style="list-style-type: none"> • Post e.g. open, scan, record, date stamp, distribute, send • Archiving e.g. scanning, physical storage inputting onto 'wisdom', preparing for bulk scans • Filing where this aligns to functional support • Arranging sealing & binding of legal documents 			

Business Support Service Menu	Exemptions / Caveats	Wider Issues and Projects	Departmental Principles and Practise
<ul style="list-style-type: none"> • Safe keeping of service user personal property e.g. pension books, passports, birth certificates 			
<u>Support to Functional Teams:</u> <ul style="list-style-type: none"> • Coordinating mail outs • Managing and advising on processes • Applied technical knowledge in relation to service specific areas, policies and procedures eg National Assistance Act; NQT log, EHE, LAC, school admissions, etc. • Tracking staff diary management / lone working 		<ul style="list-style-type: none"> • Admissions process is currently undergoing LEAN+ review. 	
<u>Access and engagement with the public and partners:</u> <ul style="list-style-type: none"> • First Point of Contact (internal) • First Point of Contact (external) e.g. recording applications, handling functional queries, complaints, • Call forwarding / message taking in the absence of service personnel • Taking and resolving complex enquiries which may include interpretation / communication of policy, law etc. or dealing with sensitive calls where relevant to core work 	<ul style="list-style-type: none"> • Where delivery service staff are accountable as the point of contact with the public eg; Social Workers, the BSS will support the service and the caller by passing the call/ enquiry to the accountable officer. The BSS will not intervene on behalf of the service. 	<ul style="list-style-type: none"> • Further work with the Customer Service Centre to develop opportunities for channel shift 	

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

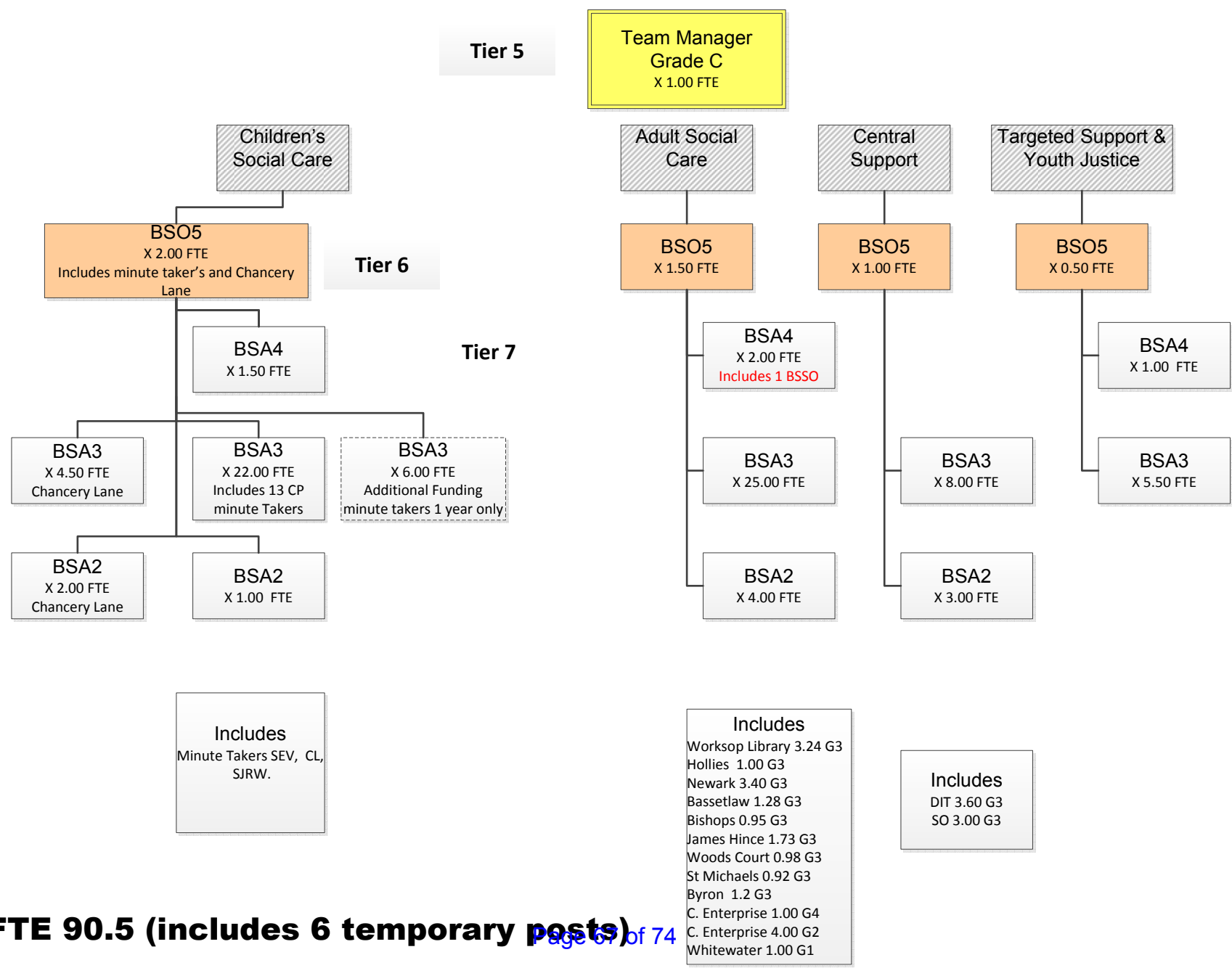


Meadow House Campus – Chart 2



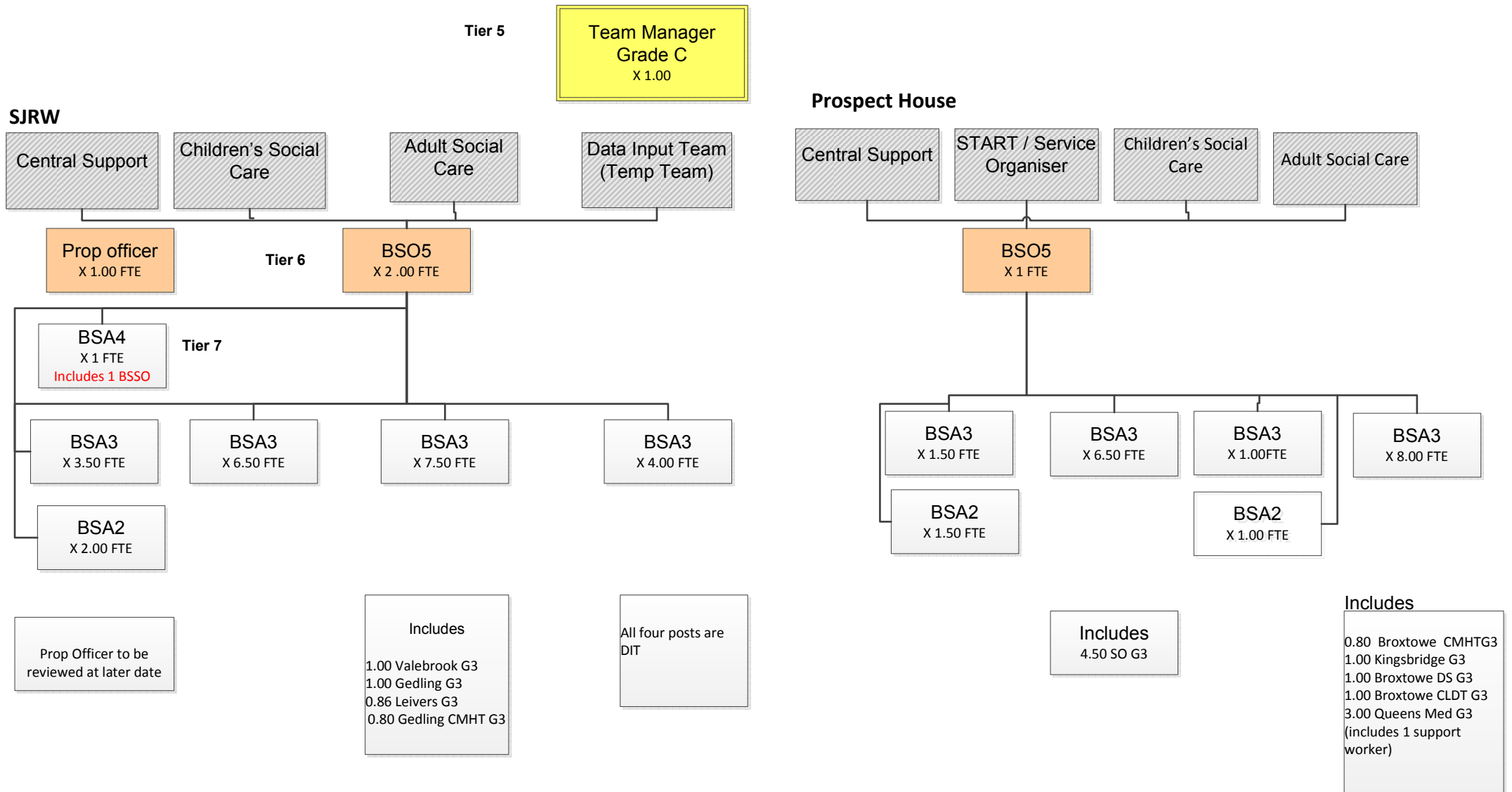
Total FTE 117.50 (including 1 temporary post)

Sherwood Energy Village/Chancery Lane – Chart 3



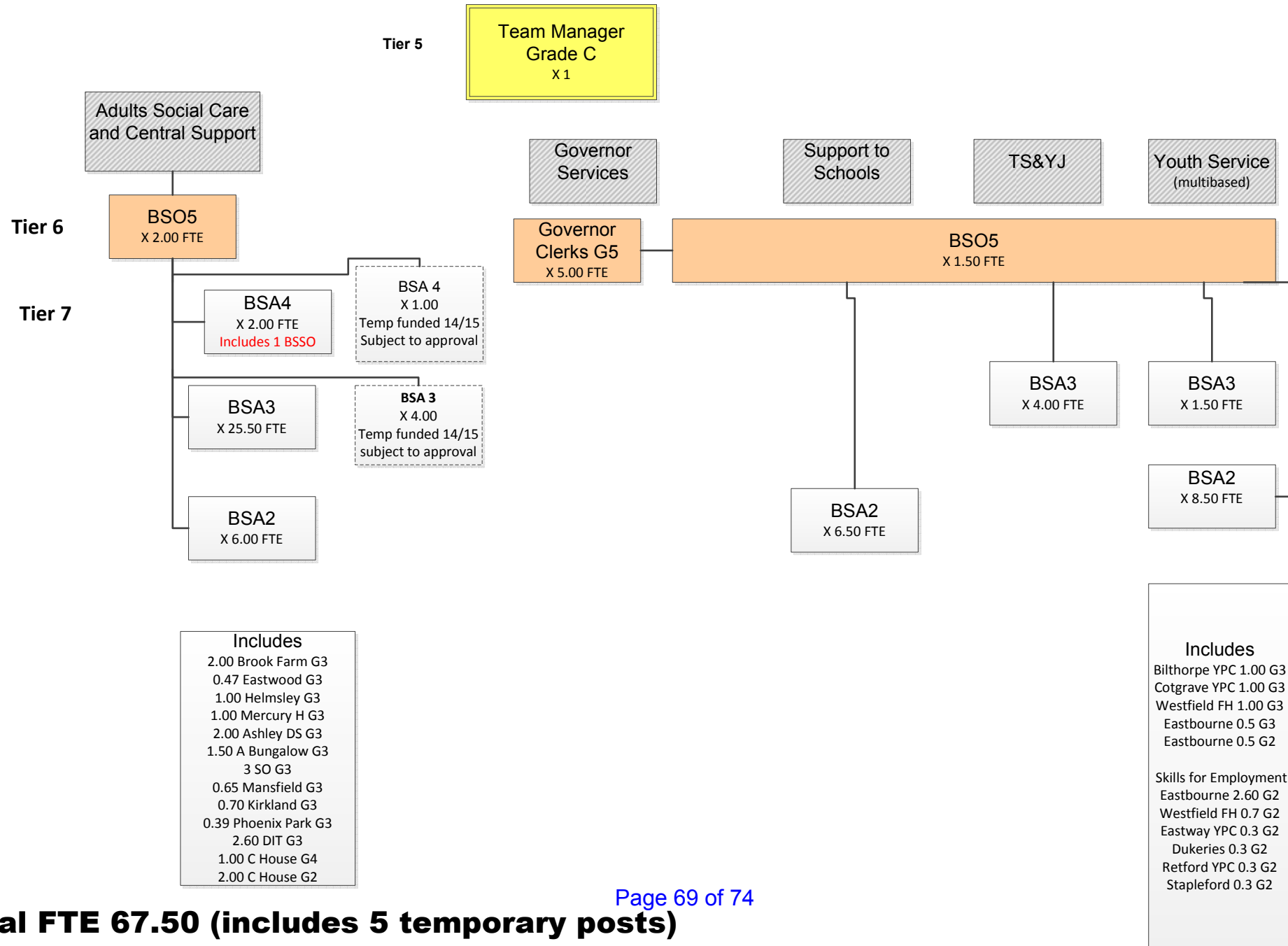
Total FTE 90.5 (includes 6 temporary posts)

Sir John Robinson Way/Prospect House – Chart 4



Total FTE 48.00

Lawn View House – Chart 5



Total FTE 67.50 (includes 5 temporary posts)

Agenda Item: 10**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2013/14.

Information and Advice

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

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

For any enquiries about this report please contact: Christine Marson, Assistant Democratic Services Officer, Tel: 0115 977 3825

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
2nd July 2014				
Catering & Facilities Management 2013-14 Performance report	Update report	Information	Kevin McKay	Kevin McKay
Universal Infant Free School Meals Implementation Update	Update report	Information	Kevin McKay	Kevin McKay
15th September 2014				
Sickness Absence Performance 2013/14 quarterly update at 30.6.14	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Employee Resourcing Information quarterly update at 30.6.14	Update report	Information	Marje Toward	Claire Gollin/ Bev Cordon
Annual Workforce Information Report 2014	Update report	Information	Marje Toward	Claire Gollin
Workforce Strategy 2014 – 18 (provisional item)	Update report	Information	Marje Toward	Claire Gollin
Employee Survey – feedback/update (provisional item)	Update report	Information	Marje Toward	Claire Gollin

