Nottinghamshire County Council

Personnel Committee

Wednesday, 12 March 2014 at 14:00

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

AGENDA

1	Minutes of the last meeting held on 29 January 2014	3 - 6
2	Apologies for Absence	
3	Declarations of Interests by Members and Officers:- (see note below) (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	
4	Performance Report - Catering & Facilities Management	7 - 16
5	Sickness absence performance	17 - 34
6	Update on Job Evaluation	35 - 38
7	Summary of Senior Officer Redundancies	39 - 42
8	Employee survey outcomes	43 - 76
9	Work Programme	77 - 80

Notes

(1) Councillors are advised to contact their Research Officer for details of any

Group Meetings which are planned for this meeting.

(2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Keith Ford (Tel. 0115 977 2590) or a colleague in Democratic Services prior to the meeting.

(4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.

Nottinghamshire County Council

minutes

Meeting	PERSONNEL COMMITTEE
Date	Wednesday 29 January 2014 (commencing at 2.00 pm)

Membership
Persons absent are marked with an 'A'

COUNCILLORS

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

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

OFFICERS IN ATTENDANCE

Beverley Cordon – Senior HR Business Partner, Occupational Health
Gill Elder – Group Manager, Human Resources
Helen Fifoot – Team Manager, Schools Catering
Claire Gollin – Group Manager, Human Resources
Jas Hundall – Service Director, Environment & Resources
Christine Marson – Assistant Democratic Services Officer
Kevin McKay – Group Manager, Environment and Resources
Marje Toward – Service Director, HR and Customer Service

Martin Sleath – Branch Secretary, Unison

COMMITTEE MEMBERSHIP

Councillor Steve Carroll had been appointed in place of Councillor Yvonne Woodhead for this meeting only.

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 6th November 2013, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman, with it noted that Councillor Yvonne Woodhead was present at the meeting.

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Ken Rigby (medical reasons)

DECLARATIONS OF INTEREST

There were no declarations of interest.

NOTTINGHAMSHIRE COUNTY COUNCIL EMPLOYEE RESOURCING INFORMATION

Marje Toward, Service Director HR and Customer Service provided Members with an updated overview relating to the number of people directly employed by the County Council and trends relating to this data.

RESOLVED 2014/001

That Members note:-

(1) The updated employee resourcing information and trends contained within the report.
(2) The relative impact of redundancies and associated mitigations, natural turnover, vacancy control and TUPE transfers on the overall number of employees.
(3) The range of mitigating measures put in place to minimise the impact in respect of compulsory redundancies.

VACANCY CONTROL – IMPACT ON WORKFORCE

An update was provided by Marje Toward on the implementation of the Council's Vacancy Control Process.

RESOLVED 2014/002

(1) That the contents of the report be noted and the impact on the profile of the Council's workforce.
(2) That the Committee receive future vacancy control summary information reports as part of, and in synch with, the overarching employee resourcing information report.

THE SCHOOL FOOD PLAN

Kevin McKay, Group Manager, Catering and Facilities Management presented the report, providing information on the recent development and proposed introduction of the National School Food Plan.

RESOLVED 2014/003

(1) That the Committee noted the contents of the report and the actions required to deliver the National School Food Plan in Nottinghamshire.
(2) That a further report be brought to the Committee after further consultation with schools on the implementation of the Universal Free School Meals programme before the Summer recess.

PERFORMANCE REPORT – CATERING AND FACILITIES MANAGEMENT SERVICES

An update report was presented by Kevin McKay, Group Manager, Catering & Facilities Management on the performance of the Environment and Resources Department Catering Services.

RESOLVED 2014/004

> That the Committee noted the contents of the report and that the financial performance across the Schools Catering is meeting the financial targets set for the period up to 30 November 2013.

WORK PROGRAMME

A revised work programme was circulated to all Members.

RESOLVED 2014/005

That the Committee's work programme be noted.

The meeting closed at 3.15 pm

CHAIRMAN

Nottinghamshire County Council

Report to Personnel Committee

12 March 2014

Agenda Item No. 4

REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY & ENVIRONMENT

PERFORMANCE REPORT - CATERING & FACILITIES MANAGEMENT SERVICES

Purpose of the Report

1. This report provides information to the Committee on the performance of the Environment & Resources Department Facilities Management Services Period 9, 31 December 2013.

Information and Advice

2. The Environment & Resources Department provides a range of FM services across the County Council to schools and academies; County Hall, Trent Bridge House, Newark, Retford & Mansfield Bus Stations other County offices, libraries, and country parks.

3. As previously reported Facilities Management includes Building Cleaning, Grounds Maintenance, Site Caretaking & Security, meeting room servicing and general portering duties.

4. Income for the service includes cash sales from catering, trading account income from schools and other departments and from an FM budget held centrally to provide accommodation and office service requirements across the County.

Summary of Performance – Appendix 1

Facilities Management – Building Cleaning and Grounds Maintenance – Traded Services

5. Financial performance remains on target for the year in all areas. Of particular encouragement after few difficult years is the improving profitability position of the grounds maintenance service. A number of

projects have been requested by schools and the projected annual income from this will be exceeded by year end. The current reduction in contribution of £23k represents work in progress. Labour costs in Building Cleaning are 0.5% below target and with turnover currently £200k over target so there is a current increase in overall profitability.

6. Work is underway to secure buy back for the 2014/15. Discussions with individual schools and academies are currently taking place in respect of increased costs for next year. Some of this will be mitigated by changes to cleaning schedules and differing operating regimes.

7. Balfour Beatty Workplace, the contractors for the Bassetlaw Schools PFI have recently been taken over by Cofely. New management from Cofely are reviewing the existing levels of service and the current service agreements and may require an adaptation to existing service regimes.

8. The Building Cleaning Service continues to work closely woth both CFCS in the building management of the Children's Centres and ASCHPP in one off house cleaning operations.

9. Overall operating performance together with early indications of a recent corporate survey conducted by the Services to Schools team would suggest a high degree of satisfaction in most business areas.

Offices Facilities Management

10. As previously notified to the Committee the transfer of the Mail Room & Scanning services has successfully moved to Policy, Performance and Corporate Services however the teams continue to work closely together to ensure adequate support to office based staff. A review of the current courier service is being carried out in conjunction with PPCS to ensure the most cost effective use of joint resources.

11. The final move has taken place of teams moving into Trent Bridge House, the building is now fully occupied. As a result the catering income, together with the review of menus from the Porthole catering has increased income by 35% and is proving to be very popular. Internal refreshments and functions continue to reduce overall income levels for the catering service and as a result food costs require continued constant monitoring.

12. A review of overall service expenditure in County Offices continues in an effort to achieve a savings target of £300k for 2014/15 in line with the submitted Outline Business Case. This is set to be achieved by the closure of existing buildings in line with the accommodation review and a move to a targeted team cleaning regime with an emphasis on periodic cleaning rather than a traditional everyday every area approach.

Other Options Considered

13. None -Report for information.

Reasons for Recommendations

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

Statutory and Policy Implications

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

Financial Implications

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

RECOMMENDATION

17. That the Committee notes the contents of this report and that financial performance across Facilities Management is meeting the financial targets set for this period.

Kevin McKay
Group Manager Catering & Facilities Management.

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

Constitutional Comments

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

Financial Comments

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

Background Papers

None

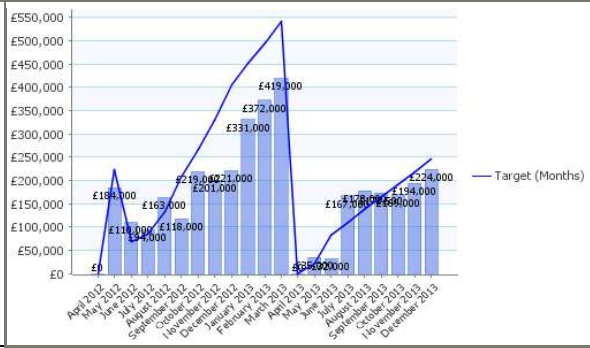
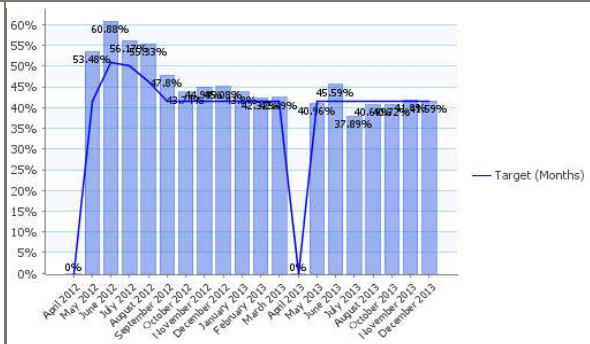
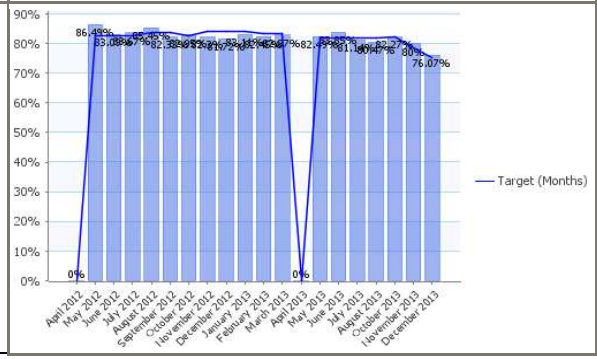
Electoral Division(s) and Member(s) Affected

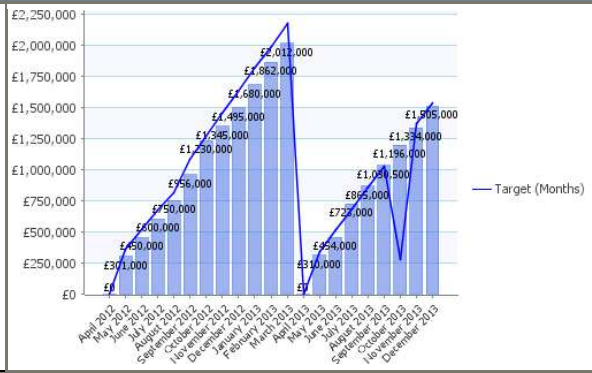
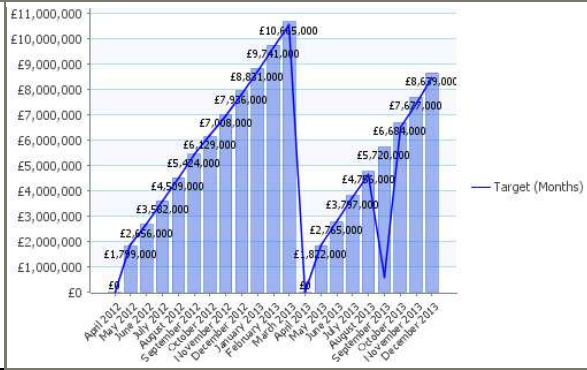
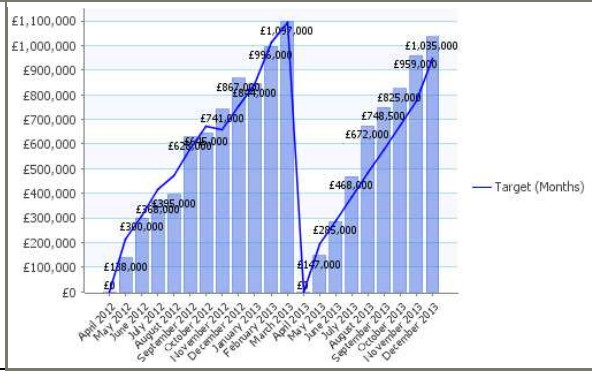
All
Nottinghamshire

Facilities Management Committee Report to Period 9 2013/14

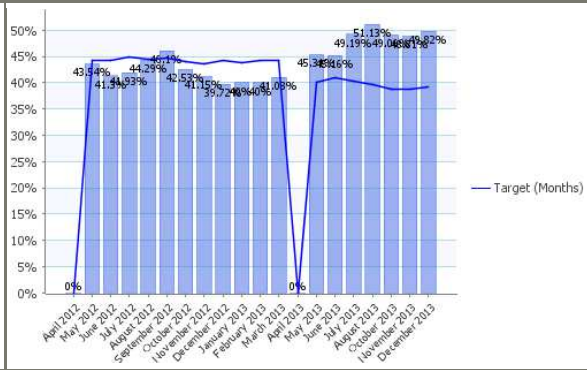
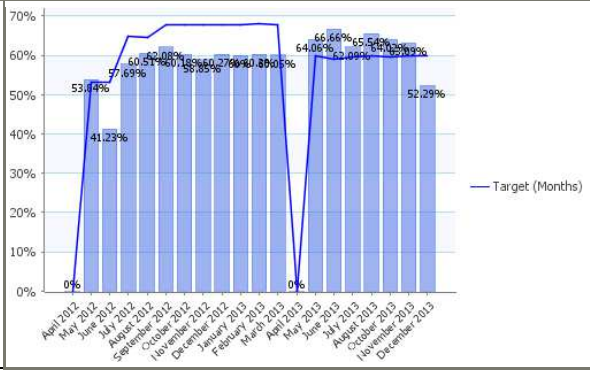
Nottinghamshire County Council

Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance
FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Contribution - Landscape Services	Aim to Maximise	**Actual** £224,000 **Target** £247,000		
Labour costs as % of turnover - Landscape services	Aim to Minimise	**Actual** 41.59% **Target** 41.51%		
Labour costs as % of turnover - Building Cleaning	Aim to Minimise	**Actual** 76.07% **Target** 75.38%		

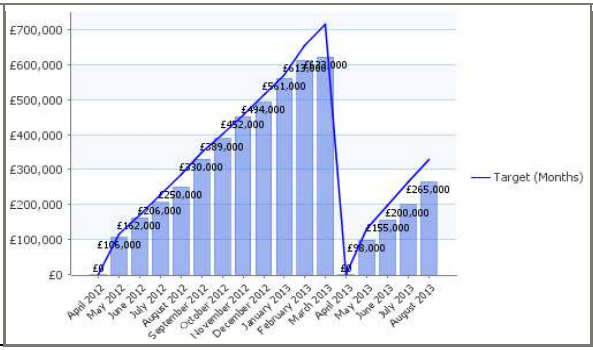
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Landscape Services	Aim to Maximise	**Actual** £1,505,000 **Target** £1,537,000		
Turnover - Building Cleaning	Aim to Maximise	**Actual** £8,639,000 **Target** £8,438,000		
Contribution - Building Cleaning	Aim to Maximise	**Actual** £1,035,000 **Target** £950,000		

Facilities Management - West Bridgford Campus; Catering West Bridgford
FINANCIAL

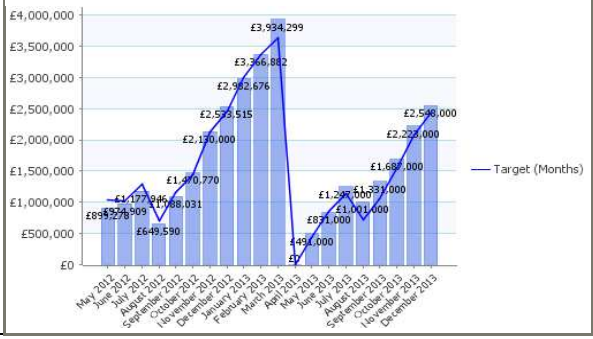
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Food costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	**Actual** 49.82% **Target** 39.19%		
Labour costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	**Actual** 52.29% **Target** 59.79%		

Facilities Management - West Bridgford Campus; Security and Building Cleaning
FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements

Direct Costs- Facilities Management - West Bridgford Campus - Security & Building Cleaning	Aim to Minimise	**Actual** £265,000 **Target** £330,000		

Facilities Management - Overall

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Overall Group Performance - Trading	Aim to Maximise	**Actual** £22,303,000 **Target** £21,755,000		
Contribution - Overall Group Performance- Trading	Aim to Maximise	**Actual** £2,548,000 **Target** £2,442,000		

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Nottinghamshire County Council

Report to Personnel Committee

12 March 2014

Agenda Item: 5

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE

SICKNESS ABSENCE PERFORMANCE AS AT 31st DECEMBER 2013

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.

3. At the Personnel Committee meeting on 6th November 2013 Elected Members received updated data and analysis of the Council's performance against this key corporate performance indicator. This set out that the level of absence at the end of the second quarter of 2013/14 was **8.19 days** absence on average, per employee, per annum. This level of performance fell slightly below the County Council's current target of **8.17 days** by **0.02 days**.

4. As requested by Members at the last Personnel Committee, the table in **Appendix A** shows the longer term trend going back to 2003/4 when corporate recording began. This information should be considered in the context of the impact of system and organisational change on accurate comparison year on year. Improvement in absence levels has been achieved since 2003 when corporate absence levels were at an average of 12 days sickness per employee. Over that timeframe the average number of days lost per employee has fallen by nearly 4 days. The overall number of employees has also fallen significantly during the same period. Latterly the improvement in absence levels 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 key actions for improvement.

5. The on-going priority is to maintain and continue to improve on this level of performance whilst building in sustainability through increased employee engagement which will be reflected in a refreshed Workforce Health and Wellbeing action plan for the Council's direct employees.

Performance

6. The validated data for quarter 3 indicates that the current level of sickness absence has improved slightly to **8.18 days** sickness per employee on average per annum, a decrease of **0.01 days** on the previous quarter which is now just above the current target of **8.17 days**. At this current level of performance it is reasonable to predict that this target will be achieved by the year end.

7. The charts attached to this report continue to illustrate a variation across departments and service areas within departments in respect of performance against the Council's overall in-year target.

8. The next update report to Personnel Committee will set out the known situation as at the end of the final quarter of 2013/14, that is as at 31st March 2013.

Reasons for absence

9. The most recent Local Government Workforce Survey, 2011/12, reported that the top three causes of reported sickness absence across local authorities were stress, depression, anxiety, mental health and fatigue (21.7 %) followed by other muscular skeletal problems (14.7 %) and back and neck problems (12.3 %).

10. Overall stress related absence at Nottinghamshire County Council currently represents **18.18%** of the total, closely followed by absence for surgical operations and post-operative recovery at **17.77%** (**see Appendix C**).

11. 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.

12. HR interventions are planned for early 2014 to remind managers of the importance of recording a reason for absence against one of the established categories, the percentage of illness not attributed to any specific reason currently stands at **1.12%**. This should result in an increase in attributable absence which will begin to impact in the next quarter.

13. The relatively high proportion of absence reported as being for operations and post-operative recovery may to some extent reflect the relative age profile of the departments concerned and analysis of this will inform the future focus of action planning for improvement as part of the 2014/15 Employee Health and Wellbeing action plan.

14. The third and fourth quarters of each year have usually seen an increase in absence reported as attributable to colds and flu. **Appendix C** illustrates that, as at 31st December 2013 absence attributable to colds, sore throats and flu stood at **9.61%** of all reported absence, this compares to **10.00 %** at the same time last year. This may be an indication of the fact that, unlike in some previous years there has been no widespread flu epidemic so far during Winter 2013-14.

15. The Council's current flu vaccination programme encourages front-line employees who have regular and direct contact with vulnerable service users to obtain a flu vaccination through locally available services to protect both themselves and service users from infection, the cost of which will be reimbursed by the Council. This will also have impacted on the figures.

Stress

16. Relatively high levels of stress related absence across the local authority sector reflect the operating environment of budget reductions and 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.

17. The absence reasons report for quarter 3 2013/14 (**Appendix C**), shows that, against this background, stress continues to be a significant cause of sickness absence in the Council. There has been a slight increase in absence attributed to stress and stress related illness of **0.01%** from the previous quarter to **18.18%**. However the general trend continues to be one of improvement against the equivalent reporting period for 2012/13 when it stood at **19.11%**.

18. It is essential that this positive trend 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.

19. 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 challenges and changing demands at work, balanced against an appropriate organisational response with a particular focus on "hot spot" service areas.

20. 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

21. The quarter 3 2013/14 data indicates that **43.51%** of all absence is currently long term, that is of four weeks or more in duration (**Appendix D**), indicating that the Council continues to exceed its performance against a target of **50.00%** or less.

22. Overall the position compared with the previous quarter is further improved by **1.38** percentage points when it stood at **44.89%**, evidencing that HR working with managers to ensure early intervention to ensure that absent employees are facilitated to return to work at the earliest possible opportunity continues to have a positive impact.

Other Options Considered

23. 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

24. 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

25. 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

26. 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

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

RECOMMENDATIONS

It is recommended that Elected Members note:

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

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@nottscc.gov.uk

Constitutional Comments (KK 30/01/14)

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

Financial Comments (SEM 30/01/14)

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

Background Papers
None

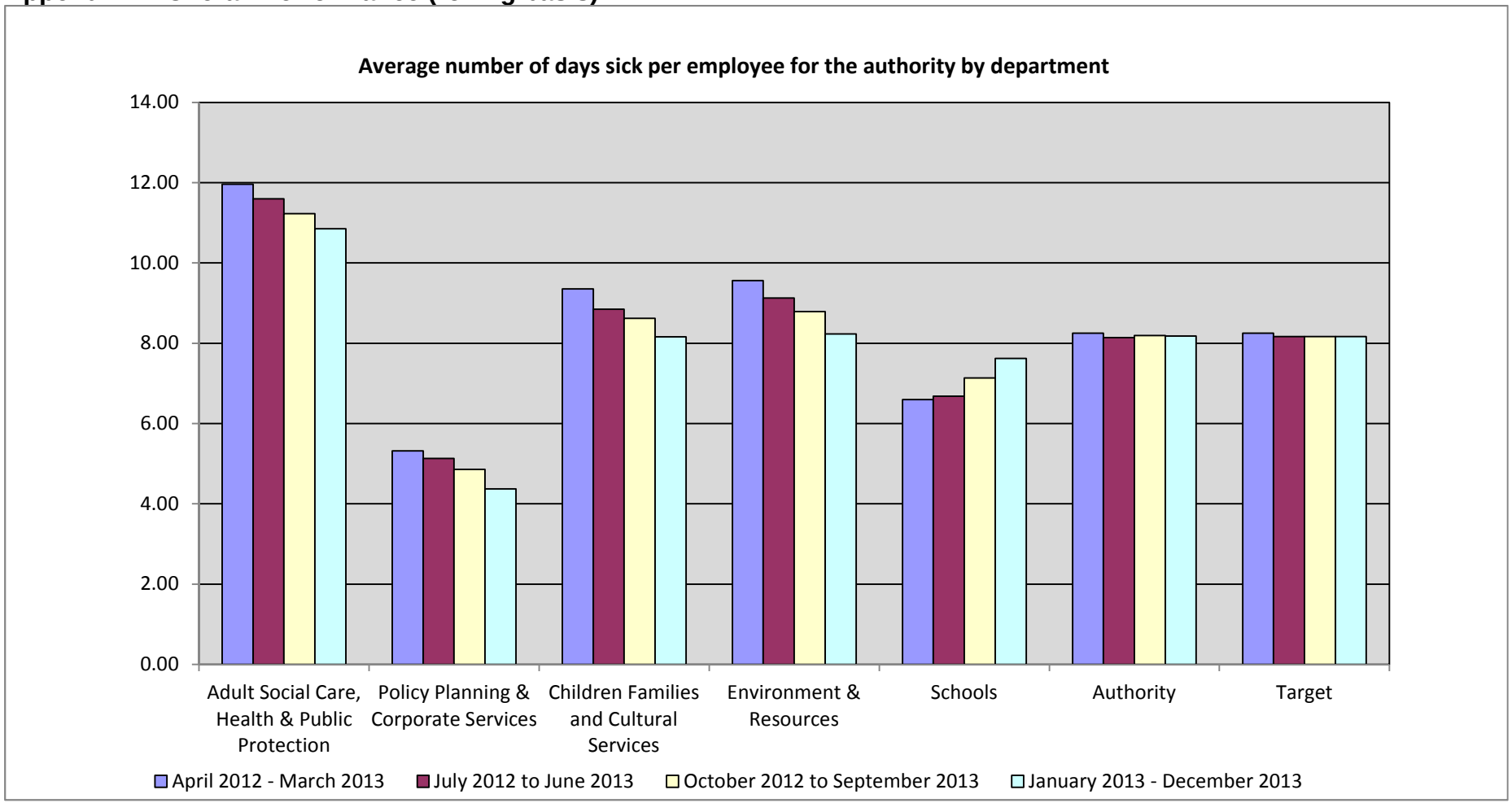
Electoral Division(s) and Member(s) Affected
All

Appendix A:

NCC Sickness Absence - days per person per year at year end (all available data):

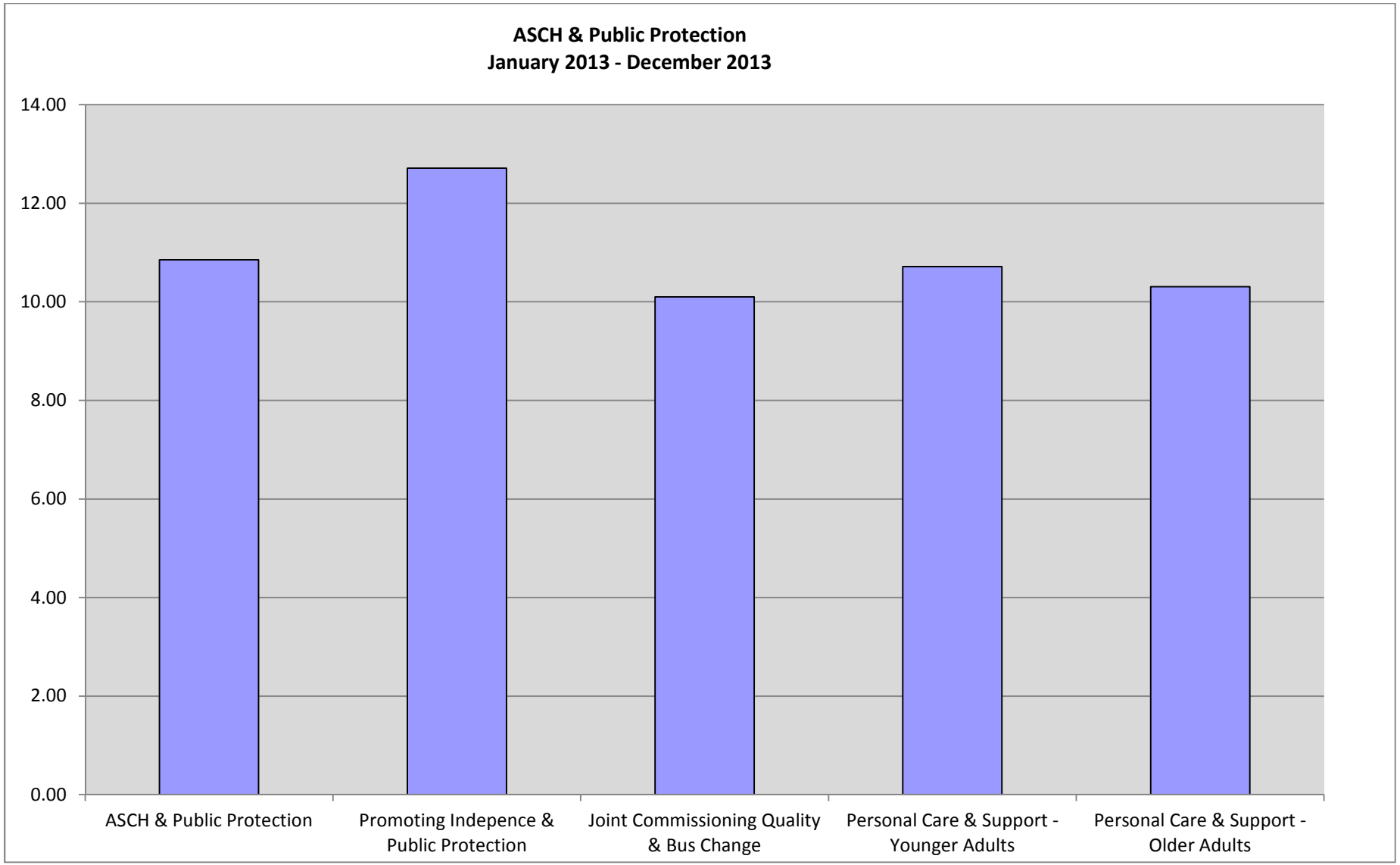
Department (previous NCC structure)	Year(as at 31st March)								Department (current NCC structure)	Year (as at 31st March)		
	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11		2011-12	2012-13	2013-14
Communities					10.34	10.03	10.91	10.56	**E&R**	8.85	9.56	
Corporate Services					9.94	9.08	9.06	7.89	**PPCS**	7.47	5.32	
Chief Executives					9.59	9.88	8.51	6.55				
CYP- Schools					7.64	8.27	7.85	7.71	**Schools**	6.77	6.59	
CYP - Except schools					12.23	12.66	11.78	10.38	**CFCS**	9.94	9.36	
ASCH					14.90	14.83	15.56	13.84	**ASCH&PP**	13.86	11.96	
Authority Total	**12.00**	**11.57**	**11.06**	**10.90**	**9.75**	**9.73**	**9.80**	**9.19**	**Authority Total**	**8.43**	**8.25**	
Target								8.75		8.50	8.25	8.17

Appendix B: Overall Performance (rolling basis)



	April 2012 - March 2013	July 2012 to June 2013	October 2012 to September 2013	January 2013 - December 2013
Adult Social Care, Health & Public Protection	11.96	11.60	11.23	10.85
Policy Planning & Corporate Services	5.32	5.13	4.86	4.37
Children Families and Cultural Services	9.36	8.85	8.62	8.16
Environment & Resources	9.56	9.13	8.79	8.23
*Public Health		4.23	4.30	3.82
Schools	6.59	6.68	7.13	7.62
Authority	8.25	8.14	8.19	**8.18**
Target	8.25	8.17	8.17	**8.17**

*Public Health employee became part of NCC on 1st April 2013. The number of days lost to sickness has been calculated accordingly on a 9 month pro rata basis. Public Health has a small number of FTE pots it is not possible to portray this graphically in the charts below.


ASCH & Public Protection
January 2013 - December 2013
14.00
12.00
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6.00
4.00
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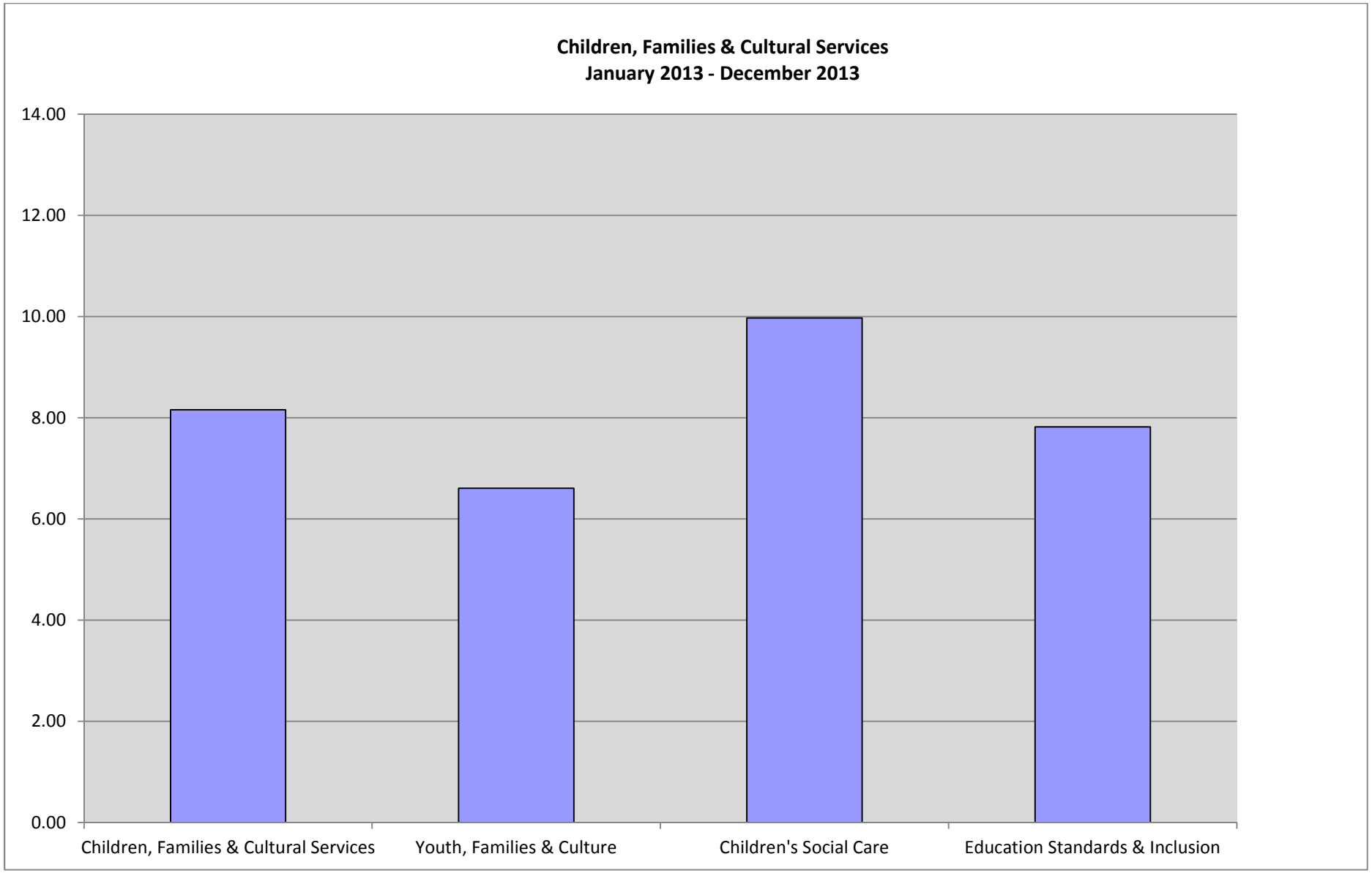
ASCH & Public Protection
Promoting Indepence & Public Protection
Joint Commissioning Quality & Bus Change
Personal Care & Support - Younger Adults
Personal Care & Support - Older Adults


Children, Families & Cultural Services
January 2013 - December 2013
14.00
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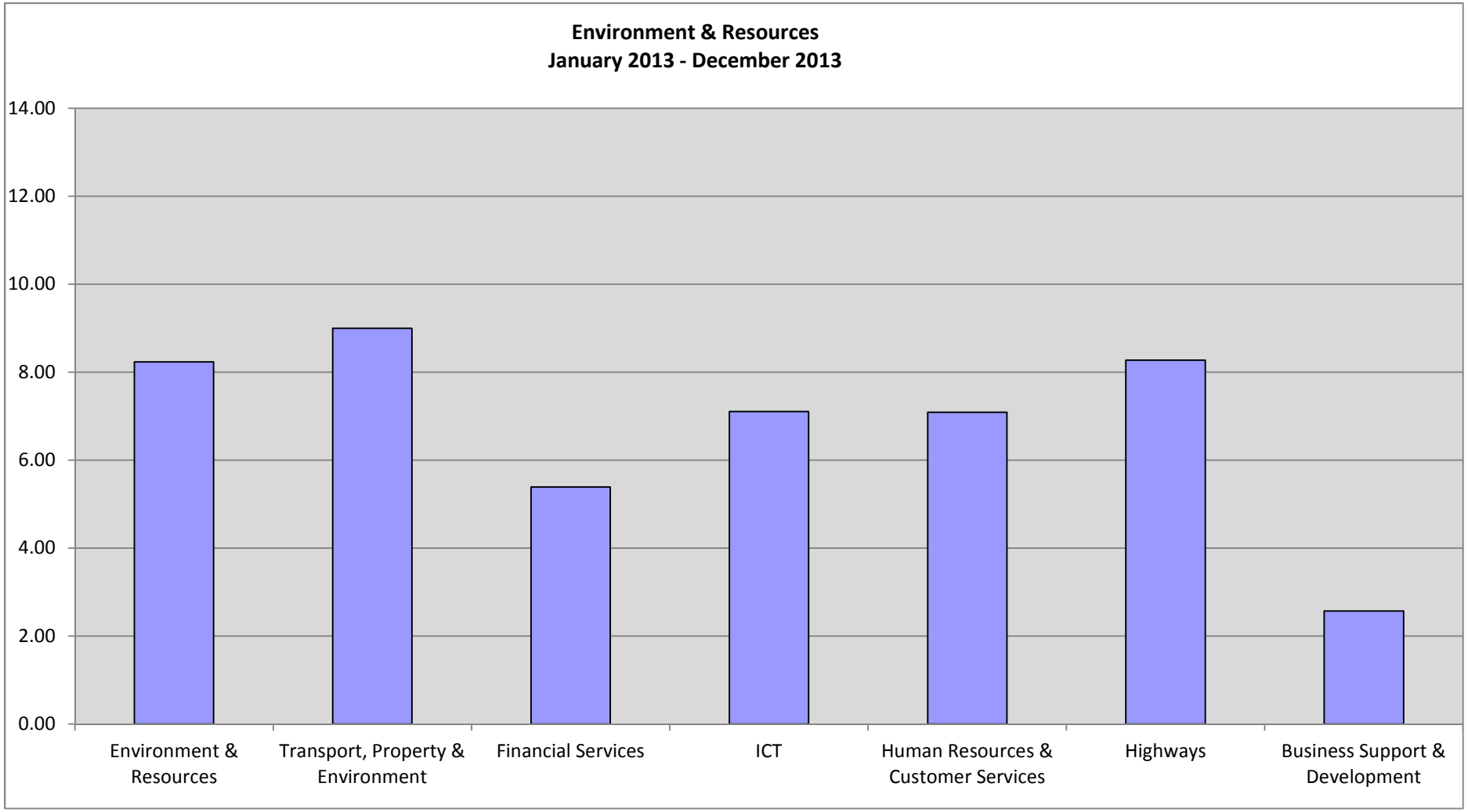
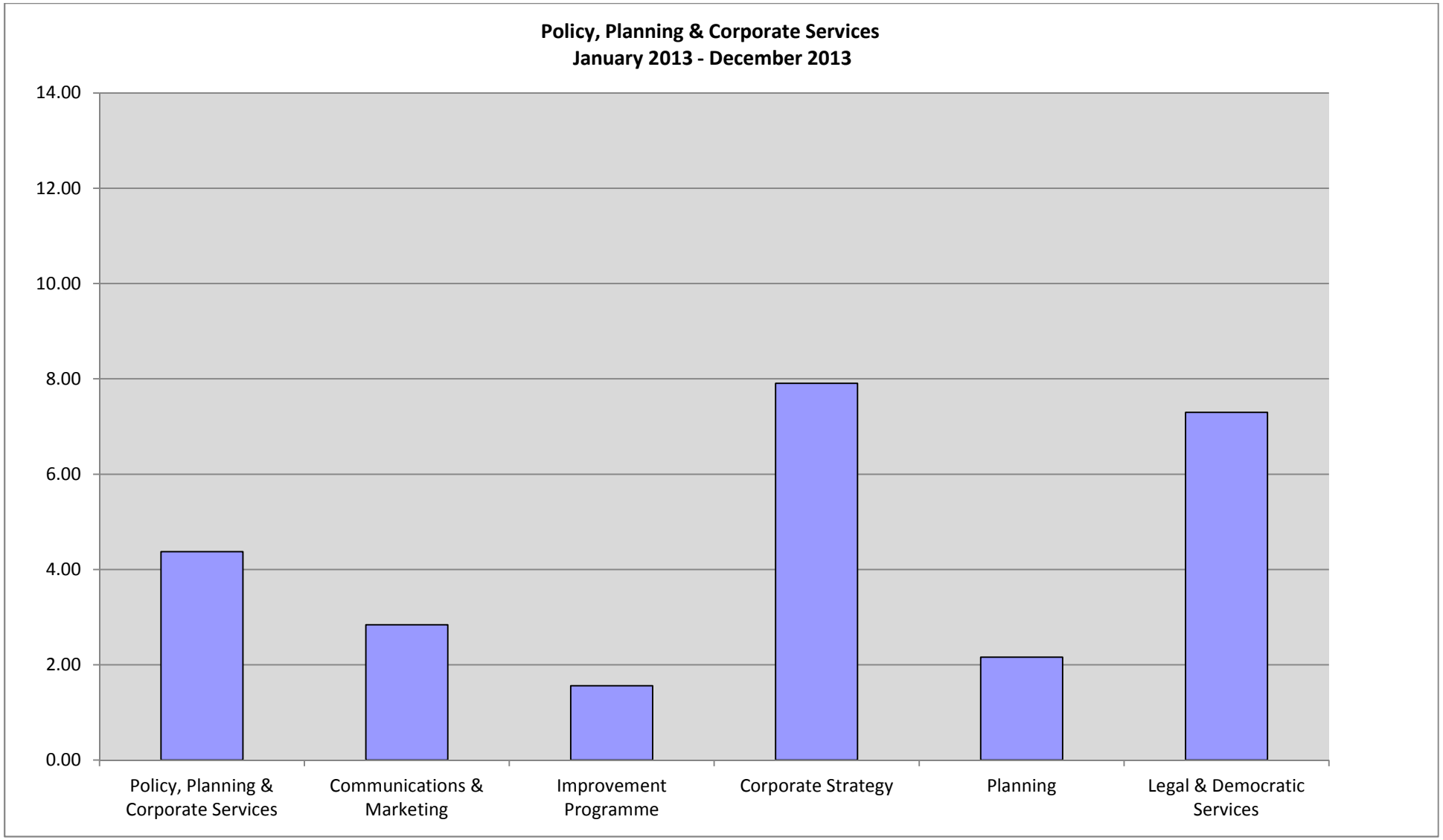
10.00
8.00
6.00
4.00
2.00
0.00
Children, Families & Cultural Services
Youth, Families & Culture
Children's Social Care
Education Standards & Inclusion

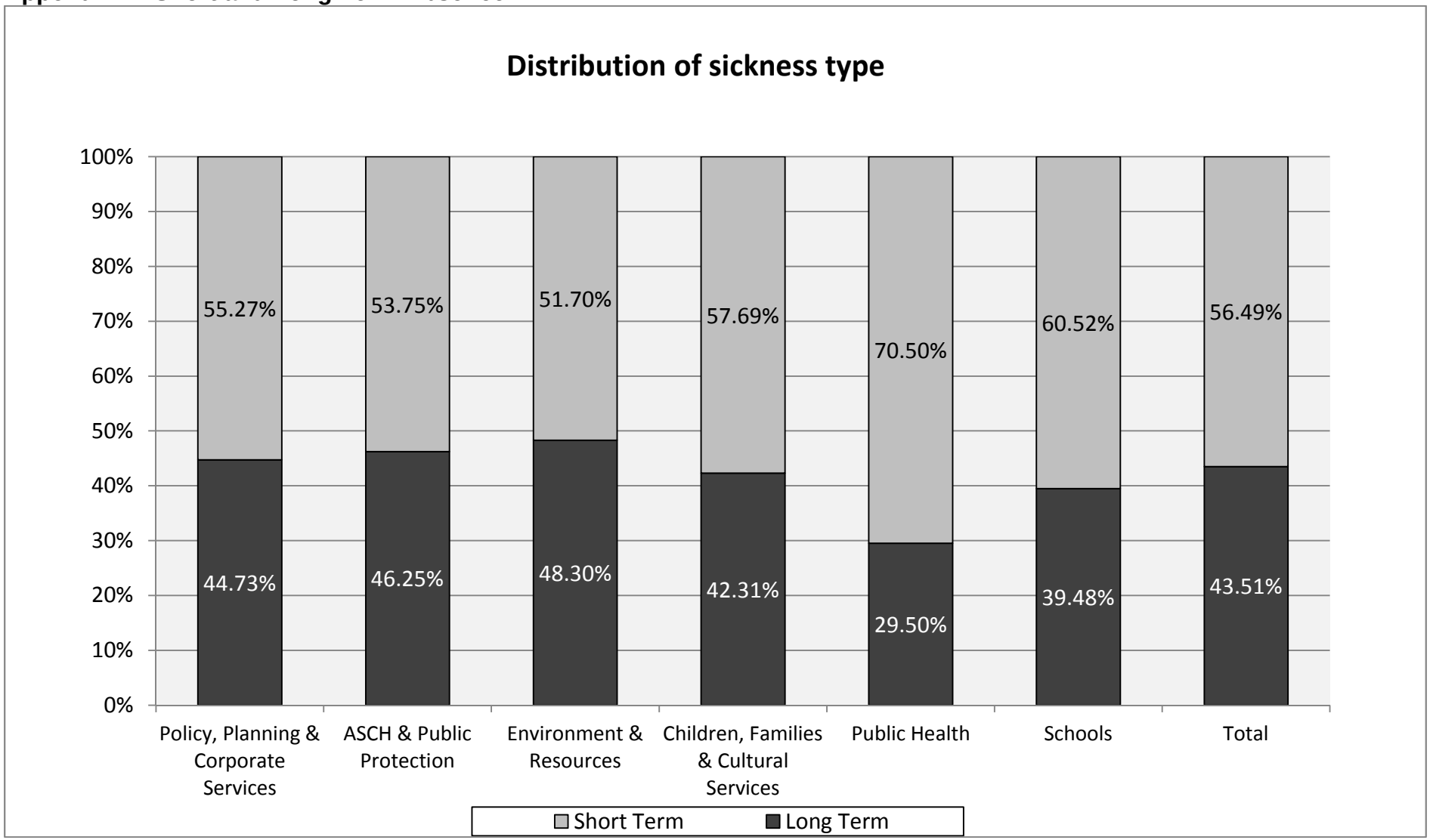

Environment & Resources
January 2013 - December 2013
14.00
12.00
10.00
8.00
6.00
4.00
2.00
0.00
Environment & Resources
Transport, Property & Environment
Financial Services
ICT
Human Resources & Customer Services
Highways
Business Support & Development


Policy, Planning & Corporate Services
January 2013 - December 2013
14.00
12.00
10.00
8.00
6.00
4.00
2.00
0.00
Policy, Planning & Corporate Services
Communications & Marketing
Improvement Programme
Corporate Strategy
Planning
Legal & Democratic Services

Appendix C: Reasons for Absence

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Not assigned
ASCH & Public Protection	5.24%	8.75%	1.11%	1.25%	2.99%	12.99%	14.87%	12.82%	1.46%	3.79%	0.47%	6.96%	24.56%	2.77%
Children, Families & Cultural Services	4.89%	9.28%	2.05%	1.32%	2.03%	11.20%	15.57%	16.94%	1.47%	4.11%	0.30%	7.02%	21.43%	2.39%
Environment & Resources	9.00%	6.26%	1.79%	3.79%	4.57%	14.79%	17.65%	14.35%	0.41%	2.16%	0.69%	8.10%	15.25%	1.18%
Policy, Planning & Corporate Services	5.91%	16.63%	2.85%	0.34%	2.01%	2.59%	7.86%	4.63%	0.07%	1.68%	0.00%	8.37%	46.67%	0.40%
Public Health	0.00%	18.50%	0.00%	5.00%	24.00%	0.00%	42.00%	2.00%	0.00%	0.00%	0.00%	4.00%	4.50%	0.00%
Schools	4.36%	11.76%	2.07%	1.76%	3.51%	8.68%	19.75%	13.79%	1.79%	3.31%	0.22%	12.98%	15.94%	0.09%
Totals	5.73%	9.61%	1.85%	2.11%	3.48%	11.17%	**17.77%**	14.16%	1.33%	3.20%	0.38%	9.89%	**18.18%**	**1.12%**

Appendix D: Short and Long Term Absence



Nottinghamshire County Council

Report to Personnel Committee

12 March 2014

Agenda Item: 6

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE

UPDATE ON JOB EVALUATION FOR CENTRALLY EMPLOYED AND SCHOOL BASED EMPLOYEES

Purpose of the Report

1. To provide information to Personnel 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 within timescales and with minimal disruption.

Information and Advice

Background

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2. The introduction of Job Evaluation for all staff including school support staff follows the Single Status Agreement reached in 1997 between trades unions and employers in local government at national level. The purpose of job evaluation is to ensure there is a defence to equal pay claims through a properly evaluated, equality proofed pay system. The first stage of applying the NJE scheme and implementing the outcomes was completed for centrally employed staff in 2008/9.

3. In 2008 work began on applying the schemes to school support staff. The County Council currently uses two job evaluation schemes: the National Job Evaluation Scheme (NJE) and the Hay evaluation scheme.

4. The two schemes are administered by the HR Job Evaluation and Organisational Design Team. The whole process has been facilitated by close joint working with trades union colleagues from UNISON, GMB and UNITE. Members may be aware that in other local authorities there has been widespread industrial action arising from job evaluation or hugely expensive awards made in respect of equal pay claims.

5. The last update provided to Personnel Committee was on 23 January 2013. Since then there has been further significant work to complete the initial process for school support staff and to address any outstanding equal pay claims from centrally employed staff.

6. The Joint Pay and Grading Group (JPAG) chaired by the Service Director Human Resources and Customer Service continues to meet and provides a forum to raise and address issues to avoid disagreement or disputes arising with the recognised trades unions.

Current Position

Centrally Employed Staff

7. The first stage of job evaluation for centrally employed staff was completed in 2006 with the implementation of the outcomes undertaken throughout 2008/09. Since then, and in particular during the last 2 years, the team have supported the work on re-designing the workforce (organisational design). The team continue to work closely with managers offering expert advice on structure and job design. This work is currently increasing as services are re-designed and structures altered to meet changing business needs.

8. In total there have been 3265 evaluations undertaken using the NJE scheme and 928 using Hay. This has led to 406 NJE appeals and 57 under the Hay scheme.

School Support Staff

9. The job evaluation process started for school support staff in the latter part of 2009. There have been over 4,500 NJE evaluations undertaken, with the scores released in March 2011. The outcomes have now been implemented and payment of outstanding back-pay completed. This required in the region of 5050 offers of back pay to be sent out resulting in 30 signing events where affected employees have attended to collect their cheques. These events were supported by both trades union colleagues and ACAS to ensure the process was fair and transparent and employees understood the basis on which they were accepting back-pay through conciliation.

10. The appeals process against the evaluation outcome is a two stage process; a review of the previous evaluation with additional information provided and the opportunity to meet the panel if the employee, supported by their line manager, continues to be dissatisfied with the outcome. The team received 642 appeals against the evaluation scores from stage 1 implementation and these have all now been considered.

11. As part of the stage 2 programme in schools, 288 new jobs and 194 changed jobs have been evaluated. There have been 39 appeals and 18 of these have now been considered. The job analysts continue to work with school leaders in developing new structures and creating job descriptions to enable them to plan their future needs. The work undertaken in this area forms part of our Services to Schools offer as part of the wider HR support and advice package.

Equal Pay Claims

12. Following the release of the job evaluation scores to centrally employed staff more than 2,500 staff lodged equal pay claims, the majority being female claimants who cited other roles within the Authority mainly occupied by male colleagues that were ‘rated as equivalent’ (received the same basic salary) but which were also paid a bonus. The payment of back pay did go a significant way to reduce the number of potential claims which could be brought. However in some cases the payment of back pay alone did not constitute a realistic offer of settlement and therefore the groups that were considered as ‘high risk’ i.e. those most likely to have a legitimate claim were given an uplift to their back pay to resolve the potential claim. Employees accepting a settlement were required to sign

a legal agreement which allowed both parties to settle potential claims without the need to go to the Employment Tribunal where the employer pays settlement monies and in return, the employee gives up certain rights to bring claims in the future.

13. By the end of 2010 the majority of equal pay claims for centrally employed staff were withdrawn either through the signing of a legal agreement or through negotiations with the union solicitors representing the claimants in an attempt to resolve these residual cases. The remaining cases were due to be considered by an employment tribunal during a scheduled 3 week hearing in November 2012. Following lengthy but successful negotiations involving the senior HR Business Partner responsible for the JE team and Legal Services these have all now been resolved. This has resulted in achieving significant savings for the Authority based on the actual cost of the claims and in the cost of defending the claims at the tribunal.

14. With regard to school support staff, 166 equal pay claims were initially lodged. Thus far, by adopting the same principle of applying uplift to the back pay calculations and reaching agreements with signed legal agreements the number of claims has now been reduced to 55. The Authority currently has been given a 'stay' by the Tribunal on these claims because of the progress made to date and we have commenced negotiations with the solicitors for this group in an attempt to resolve these cases in the same way as for the centrally employed cases to avoid any lengthy tribunal proceedings.

Other Options Considered

15. The requirement for a job evaluation process to take place arose from the nationally reached agreement to implement Single Status. The details of which scheme to apply, how this would be applied and how any equal pay claims would be settled were the subject of extensive consultation and negotiation with trades union and legal representatives until an agreed position was reached.

Reason for Recommendations

16. The implementation of job evaluation provides an excellent example of joint working with the recognised trades unions to deliver an equality proofed pay system and delivers Fair Pay for All.

Statutory and Policy Implications

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

Financial Implications

18. The budget for centrally employed staff was established some time ago and funding for back pay and any potential equal pay settlements for schools has been agreed by the Schools Forum.

Equalities Implications

19. The Council's Job Evaluation scheme is applied equally to all centrally employed staff and support staff employed in Community Schools.

Human Resources Implications

20. The human resources implications are implicit in the body of the report. The trade unions have been engaged through joint working in the application of the job evaluation schemes.

RECOMMENDATIONS

It is recommended that Personnel Committee:

1. Recognises 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.

2 Note the contribution of the recognised trades unions in working jointly to deliver this successful implementation and recognises the significant contribution of key individuals within this process.

Marjorie Toward
Service Director HR and Customer Service
Environment and Resources

For any enquiries about this report please contact: Gill Elder, HR Group Manager on 0115 9773867 of gill.elder@nottscc.gov.uk

Constitutional Comments [SLB 18/02/14]

21. Personnel Committee is the appropriate body to consider the content of this report.

Financial Comments [NR 18/02/14]

22. The financial implications are considered in paragraph 18 of the report.

Background Papers

Personnel Committee Report Update on the Implementation of Job Evaluation 23 January 2013

Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council

Report to Personnel Committee

12 March 2014

Agenda Item: 7

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE

SUMMARY OF SENIOR OFFICER REDUNDANCIES FROM SEPTEMBER 2013 TO MARCH 2014

Purpose of the Report

1. The purpose of this report is to provide Members with a summary of senior officer redundancies from September 2013 to 31 March 2014.

Background

2. The redundancy policy was revised in January 2010 and removed any element of individual discretion to enhance redundancy payments. Personnel Committee agreed to the removal of the discretionary element; with payments determined solely on the basis of the application of the redundancy calculator using length of service and age as the determining factors.

3. Part 4 of the Rules and Procedures of the County Council's Constitution outlines the Employment Procedure Rules and Staff Standing Orders governing the recruitment and dismissal of senior officers; which is a matter for elected members. Personnel Committee on 22nd September 2010 agreed to receive a report which summarises all voluntary and compulsory senior officer redundancies as the means of discharging this requirement. The termination of a contract of employment on the grounds of redundancy is a dismissal, whether or not it has been mutually agreed as a voluntary redundancy or as a compulsory redundancy.

4. The last summary report was presented to Personnel Committee on 28th March 2011. Since then there has been a nil return until this current round of reductions. This report covers senior officer redundancies for the period from September 2013 until 31 March 2014.

Information and advice

5. During the period in question two senior officer posts have been vacated; both of which are within Policy, Planning and Corporate Services:

   - Service Director – Improvement.
   - Programme Director – Improvement Programme.

   A report was agreed by Policy Committee at its meeting on 7th January 2014 which set out the new structure for the Improvement Programme and rationale behind the changes. This included deletion of the two senior management posts to enable retention of capacity at other levels to support the transformation of the Council and delivery of the savings as set out in the outline business cases.

6. The reductions have been achieved by means of voluntary redundancy in line with the Council's agreed Policy on Voluntary Redundancy. There is no pension strain applicable in either case as the post holders were not able to access their pensions under the Local Government Pension scheme rules.

Other Options Considered

7. A range of options were considered in terms of how the savings required would be met whilst still retaining resources to support the transformation of the Council. Removal of the two most senior, and therefore most costly posts, has allowed capacity to be retained at a Programme Officer level where there is a greater need for support by departments.

Reason for Recommendation

8. In accordance with the agreement reached by Personnel Committee in September 2010, this report is presented for information and noting.

Statutory and Policy Implications

9. 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.

Human Resources Implications

10. The human resources implications are implicit in the body of the report. The decisions to release the senior officers and the calculation of the redundancy payment are in accordance with the agreed redundancy policy.

Financial Implications

11. The total savings realised from the deletion of both posts is £213,131.50 in total including on costs. The total one-off cost of the redundancies is £155,578.45. There is no pension strain to be included as neither post holder will be able to access their pensions at the time of their last day of service.

RECOMMENDATION

12. It is recommended that Personnel Committee note the information contained in the report.

Marjorie Toward
Service Director HR and Customer Service

For any enquiries about this report please contact: Gill Elder, Group Manager HR on 0115 9773867

Constitutional Comments (GR 20/02/14)

13. It is within the delegated authority of the Committee to receive the report for noting.

Financial Comments (NR 18/02/14)

14. The financial implications are considered in paragraph 11 of the report.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council

Report to Personnel Committee

12 March 2014

Agenda Item: 8

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE

EMPLOYEE SURVEY OUTCOMES

Purpose of the Report

1. To inform Elected Members of the outcomes and associated actions for improvement arising from the 2013 survey of Nottinghamshire County Council's direct workforce.

Information and Advice

Background

2. Employee engagement strategies enable people to contribute effectively at work, recognising that this can only happen if they feel respected, involved, heard, well led and valued by those they work with.

3. As part of the Council's strategic commitment to effective employee engagement, in the summer of 2013, all employees of Nottinghamshire County Council had the opportunity to respond to an Employee Survey.

4. The survey was designed to achieve the following key objectives:

- to obtain robust and reliable measures of employee engagement and attitudes towards a range of work related issues
- to identify drivers of employee engagement
- to track progress on key indicators since the last survey, conducted in 2008
- to inform service reviews and assist in business planning, and
- to assist in developing a 'one organisation' culture for the County Council.

5. All 9,697 employees within the organisation at the point of issue were given the opportunity to complete the survey, which was set up online with paper versions made available to front line employees without regular access to the internet.

6. The 2013 survey was undertaken against a background of significant and ongoing organisational change and should be viewed in the context that the size of the Council has reduced significantly since the previous survey which was undertaken in 2008 with a headcount reduction of over 3,000 during that period.

Methodology

7. The questions in the survey were based on those contained in the 2008 survey, updated as appropriate to provide a benchmark.

8. Additional specific questions in relation to health and well-being and communications were also added to reflect priority areas or areas where specific feedback was required to shape activity going forward.

9. The survey covered a range of issues associated with working for the County Council and was designed to measure employee engagement. Further more detailed analysis was also undertaken on the key drivers of employee engagement.

10. The responses were analysed using the same methodology as the previous survey in order to enable meaningful comparison, that is:

- levels of engagement were explored through the engagement index questions and the issues underlying employee engagement through a full set of attitudinal questions.
- a statistical analysis was also conducted to identify the issues with the biggest impact on employee engagement overall, known as key driver analysis.
- the results were also compared with benchmark norms in the public sector in a number of areas.

11. The use of these techniques supported the prioritisation of issues coming out of the survey by identifying those questions which have the strongest relationship with overall employee engagement.

Response rate

12. A total of 4,730 employees completed the survey, giving a response rate of **48.8%.** This is a 14 percentage point increase since 2008. Research has shown that response rates above **40%** in local authorities should be considered as better than average.

13. Given the sample size and confidence level there is a **95%** confidence rate that responses are representative of those that would be given by all employees, had each completed a questionnaire, to within +/-1.02% of the percentage reported.

14. A breakdown of the response rate by department is set out in the table below:

Department [1]	Absolute responses
Children, Families and Cultural Services	1780
Adult Social are, Health and Public protection	1206
Environment and Resources	1300
Planning, Policy and Corporate Services	336
Public Health	47
Not provided	67
Total	4,736*

**6 employees gave more than one department due to multiple employments, secondments etc.*

Outcomes – the results

15. The results were published on the Council's intranet in February 2014 via a series of "dashboards" which also set out the high level analysis and corporate actions identified to address negative feedback and effect improvement **(see appendix).**

16. The dashboards are grouped under the key themes used in the survey. That is your job, colleagues, communication, customers, training and career development, awards and rewards, management and leadership, work life balance and wellbeing, diversity, overall perceptions of the Council.

17. The number of respondents stating they felt positive, neutral or negative is indicated against each question in the survey and, where possible, the commentary includes a summary and the potential next steps for employees, senior managers and the Corporate Leadership Team in response to the issues raised.

18. Individual benchmarking scores have been highlighted in the results where relevant.

Key positive messages

19. Many positive messages were identified in relation to specific key questions in the following areas summarised below:

- **Job satisfaction: 72%** of NCC employees are satisfied with their job; this score is 5% above benchmark norms. However, levels of advocacy of the Council as a good place to work and levels of pride in working for the Council were lower.

- **Clarity of job role:** the highest scoring element of the survey relates to personal contribution and impact. This indicates that employees have a clear understanding of what is expected of them and how their work relates to wider service objectives which is in line with benchmark norms.

- **Flexibility and teamwork:** more than **80%** of employees agree that they would consider changing the way that they do things to work more effectively and that the people they work with co-operate to get the work done. This is indicative of a collaborative and flexible workforce.

- **Line management:** a significant majority, **79%** of NCC employees, agree that their line manager treats them with respect, **71%** agree their line manager does a good job and **71%** were able to talk to their manager if they felt under pressure. There was an increase of 6% from 2008 in the number of employees who felt their manager motivates and inspires them to be more effective. This is balanced with 4% decrease in the number of employees who felt that their manager used the Employee Performance and Development Review (EPDR) process effectively to manage performance and a 6% decrease in the number who felt they had the appropriate level of authority to undertake their role. Scores in relation to communication of views/ideas by line managers were positive overall.

- **Diversity:** this metric is an important factor in driving overall job satisfaction. A significant majority**, 77%** of employees, agree that the Council is an equal opportunities employer.

This proportion marks a 4 percentage point improvement on the results seen in the 2008 survey. **74%** of employees agree the Council respects individual differences; this is in line with the results seen in 2008. A significant majority of employees, **78%**, state that no element of their personal profile has had an adverse effect on their career with the County Council. **67%** of employees agree that they are treated with fairness and respect by NCC. This proportion has risen by 3 percentage points since 2008.

- **Communications:** To understand whether they feel listened to, employees were asked about the way in which they are able to give feedback on their opinions and suggestions. **38%** of employees indicate that they have the opportunity to contribute their views before changes are made that affect their job, the same proportion agree that they feel there is an effective way to submit their ideas for improvements, 6% above benchmark norms. Views were apparently polarised as another **36%** of employees disagree that they have the opportunity to contribute their views on changes and **24%** disagree that there are effective ways to submit ideas for improvements. **65%** of employees indicate that their manager does a good job of keeping them informed about matters that affect them, while **51%** agree the Council does a good job of keeping them informed, only **19%** disagree this is the case.

- **Communication channels:** Employees were also asked to indicate to what extent the various channels of internal communication keep them informed of what is happening in the Council: **69%** agree that the intranet keeps them fully informed, an 8 percentage point increase on the proportion who agreed in the 2008 survey, **53%** agree the Chief Executive's intranet bulletin keeps them fully informed, **44%** agree that the "Team Talk" monthly update of departmental, service specific and strategic information keeps them informed and **35%** agree that "Frontline" staff magazine keeps them up to date. Employees were also asked to indicate which channels they have regular access or exposure to: **87%** indicate that they have access to the Council's intranet and **71%** indicate that the intranet helps them do their job. **74%** have regular team meetings. **74%** regularly use a PC or mobile device to use the internet outside of work and **51%** state that they discuss Team Talk at their team meetings

20. The full detail is contained in the dashboards in the attached **appendix**.

Areas for improvement

21. Specific areas for improvement were also highlighted as summarised below:

- **The Council's vision: 54%** of employees agree that they understand the vision, **29%** indicate that they neither agree nor disagree that they understand it and **17%** actively disagree. Only **16%** of employees agree that the Council's vision has made them feel more valued, **51%** neither agree nor disagree and **34%** indicate that they disagree. However **66%** of employees feel committed to the organisation's goals; representing a 5 percentage point increase since 2008.

- **Managing change: 22%** of employees agree that NCC manages change effectively which represents a 4 percentage point increase since 2008. During a period of significant change this provides a platform from which to build. However, the proportion that disagree this is the case outweighs those that agree, as **38%** disagree change is well managed. Scores in this area were below benchmark norms.

- **Training and Development:** The perceived fall in the extent to which personal development and progression is supported within the Council is the most significant negative shift since the 2008 survey. Employee satisfaction with training in their current roles has dropped 15 percentage points, satisfaction with support to develop their careers has dropped 14 percentage points and agreement that employees have a real opportunity to improve their skills has dropped 13 percentage points.

  The integrated learning and development budget for the Council will have been reduced by over £3m by the 31st March 2014 which will have inevitably impacted on the scores in this area. This has resulted in a significant reduction in the amount of classroom based training and a move towards e-learning and self-directed learning in order to maintain a range of development opportunities for employees at all levels. A move towards encouraging greater personal responsibility amongst employees for their own learning and development may also have contributed to these scores. Resources have also been shifted towards training for frontline employees.

  While a majority of employees, **71%**, still intend to be working for the County Council in 12 months' time, the survey data highlights that employees are feeling more pressure, and are less positive about their personal development and career progression, with an associated risk in relation to workforce retention. It is therefore crucial that employees remain clearly aware of how their contribution not only benefits their team, but also the wider Council and are supported in their personal development.

- **Senior management:** Perceptions of senior management are below benchmark norms; with **40%** of employees agreeing that they are sufficiently visible in the County Council. This proportion has improved by 5 percentage points since 2008. Only **29%** of employees agree that senior management are open and honest in their communication with staff and provide effective leadership. Although these indicators feature in the least positive scoring areas, they have all seen some positive gains since 2008. **29%** agree that senior management allow staff to make changes to the way they have done things in order to work more effectively and this proportion is in line with **28%** result seen in 2008.

- **Work life balance:** The ability of employees to balance their work with their personal life is an important factor in driving overall job satisfaction. **71%** of employees agree that if they feel under pressure they are able to discuss it with their line manager. **66%** feel they are able to strike the right balance between their work and home life. However, this marks a 4 percentage point drop compared to the 2008 results. The proportion of employees who agree they have the resources to complete their work effectively has dropped from **57%** in 2008 to **47%** in 2013. **55%** of employees agree that they are comfortable with the pressure they are under in their role. This represents a fall of 6 percentage points since 2008. Overall this indicates a workforce that feels more stretched than they were 5 years ago. This needs to be set in the context of levels of absence due to stress which have fallen and are below national averages.

22. The full detail is also contained in the dashboards in the **appendix**.

Indicators of Employee Engagement

23. The level of employee engagement within Nottinghamshire County Council has remained consistent between 2008 and 2013 with an overall engagement score of **60%** which is 1 percentage point ahead of the 2008 score.

24. Analysis of the key drivers of employee engagement, measured through the attitudinal questions in the questionnaire, suggests that key priorities for the County Council moving forward are to:

- reassure employees that action will be taken in response to this survey;
- ensure employees feel they have an effective way of submitting ideas to improve things;
- ensure employees feel they are given the opportunity to improve their skills;
- ensure employees feel supported in developing their careers; and
- ensure employees feel that senior management are providing effective leadership

25. The survey data suggests that there are firm foundations from which employee engagement can be further enhanced, including positive views and effective relationships with line managers and about information flow throughout the organisation.

26. The survey results show that the most engaged area, based on the engagement index, is Public Health followed by Children, Families and Cultural Services; Planning, Policy and Corporate Services; Adult Social Care, Health and Public Protection with the lowest score being the Environment and Resources department. Information is being provided to departments on an individual basis so that the results can be examined in more detail and more targeted action developed in specific areas.

Action Plan – the response

27. The survey indicated that **37%** of employees were uncertain about whether action will be taken on the feedback from this survey and only **35%** believe that action will be taken.

28. Communicating the context of the survey, the results and the planned measures to be taken in response to it has addressed this perception by providing a tangible, visible, example of where senior managers engage with and act upon feedback from the wider workforce.

29. In order to ensure a One Council approach the survey outcomes were discussed at the Corporate Leadership Team in August 2013 and it was agreed that a corporate action plan be produced.

30. The results of the survey have subsequently been used to inform this action plan and specific actions are highlighted against each area of questioning in the dashboards as set out in the **appendix**.

31. Priorities for building on the positive indicators to further enhance employee engagement and deliver identified improvements are already being developed and include:

- Ensuring that training schedules and career progression pathways are clearly documented, promoted and understood for employees and that the EPDR process is effectively utilised by all managers.

- Investing further in senior management development, starting with the Leadership Development Programme for Team Managers, commencing in 2014 which follows on from the programme for Group Managers delivered during 2013, and launching a corporate coaching scheme.

- Refreshing the Council's employment package linked to the wider skills agenda.

- Using the feedback on wellbeing, work life balance, stress and support for employees to undertake their roles (including perceptions about the adequacy of resources), to inform and progress ongoing work with the trade unions in relation to these issues. This includes developing a revised employee health and wellbeing action plan which will be accredited against the gold level Wellbeing at Work award.

- Developing career pathways and retraining opportunities for employees in order to meet the Council's future skill needs and retain their continued employment where appropriate.

- Developing new and improved communication channels and information flow throughout the organisation in a way in which employees have said they prefer to communicate.

- Reviewing the functionality of the NCC intranet site to assist effective employee communication.

32. Employees will be given the opportunity to get involved in developing the detail of the actions for improvement through both the "Eureka" online employee ideas scheme and focus groups. The current Eureka challenge arising from the survey has a focus on support for personal career development and progression, which was one of the most negative areas of feedback from the survey.

33. Individual departmental data will also be made available to departments for them to identify areas of specific local action in addition to the corporate actions.

34. It is anticipated that the identified actions will enable the Council to demonstrate that it has listened to employee feedback, responded, recognised the importance of an appropriately skilled and experience workforce and the need to develop and retain employees whist operating in the context of a significantly reduced financial envelope.

35. The indicators of employee engagement arising from the survey will inform the development of the Council's Workforce Strategy for 2014-18 and the impact of the specific actions identified will be measured in the next corporate employee survey.

Other Options Considered

36. No other options were considered.

Reasons for Recommendations

37. The recommendations in this report will enable Members to consider the specific feedback from the County Council's 2013 employee survey, the actions identified to address specific areas for improvement and the general level of current employee engagement.

Statutory and Policy Implications

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

Human Resources Implications

39. The recognised trades unions were informed of the findings from the 2013 corporate Employee Survey through the Central Joint Consultative and Negotiating Panel (CJCNP) in September 2013 and are in agreement with the high level actions proposed in response.

40. The trade unions were also involved in the development of the corporate actions set out in the **appendix** of this report through the various working groups that are sub groups of CJCNP. This indicated that an area of particular interest for the trades unions is the responses in relation to wellbeing, work life balance, stress and the support for employees in undertaking their roles, including perceptions in relation to adequacy of resources.

Financial implications

41. There are no direct financial implications arising from this report.

RECOMMENDATIONS

It is recommended that Members:

1) Note the results of the survey that have been communicated to employees via a series of dashboards set out in the **appendix** to this report

2) Note the corporate actions that will be undertaken in response to the employee feedback received

3) Agree to receive a progress update on the delivery of actions for improvement at a future meeting of this Committee.

Marjorie Toward
Service Director HR and Customer Service

For any enquiries about this report please contact: Claire Gollin, Group Manager HR, claire.gollin@nottscc.gov.uk

Constitutional Comments (KK 27/02/14)

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

Financial Comments (SEM 28/02/14)

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

Background Papers and Published Documents

None

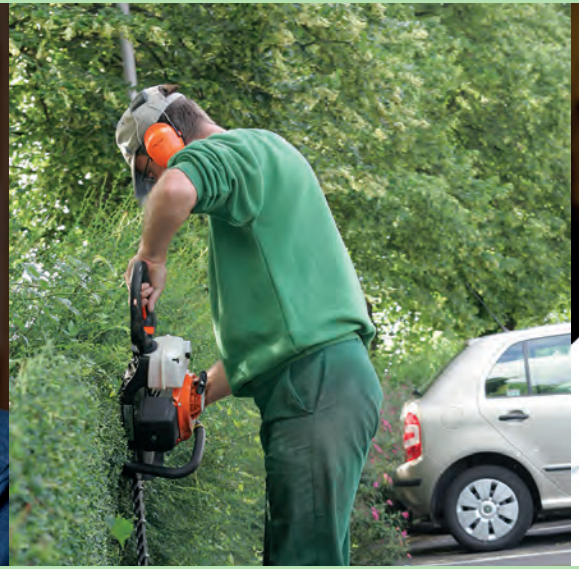
Electoral Division(s) and Member(s) Affected

All

Nottinghamshire County Council

Appendix

Employee survey 2013:
the results



Nottinghamshire County Council

2013 Corporate employee survey

Thank you to everyone who completed the 2013 employee survey.

The survey included 9,697 Nottinghamshire County Council employees outside of schools. 4,730 employees completed the survey, a response rate of almost 49% which was a 14% increase on when we last undertook a survey in 2008. It was conducted on line, via email, with a paper copy for those without an email address. Because so many of you took the time to respond we can be confident about the accuracy of the results and that they are likely to be representative across the whole organisation.

The survey objectives were to:

- give employees the opportunity to express their views on working for Nottinghamshire County Council
- identify strengths and areas for improvement where employees are expressing concerns
- assess employee engagement across the Council.

We asked to what extent employees agreed with about 60 statements on the areas of 'Your Job', 'Your Colleagues', Communication', 'Our Customers', 'Training and Career Development', 'Awards and Rewards', 'Management and Leadership', 'Worklife balance and Wellbeing', 'Diversity' and, 'Overall perceptions of the County Council'.

The survey results told us what we're doing well and what needs to be improved.
I have included the full results for every question asked as I feel very strongly that it is important that you are able to see all the answers. I am also committed to ensuring that you have the opportunity to shape our responses and develop the actions.

Results are reported as "positive" "neutral" or "negative" depending on whether you agreed or disagreed with the statements made and how strongly. Where possible, results are compared to those from 2008 and benchmarked across the public sector.

The main areas of strength you have identified are that many of you:

- are satisfied with the job that you do
- understand what is expected of you and how your work relates to the wider objectives of your team
- agree you would consider changing the way you do things to work more effectively
- place great value on the support and co-operation of colleagues
- consider you are treated with respect by your line manager and that your line manager does a good job
- consider you are treated fairly and inclusively by the County Council.

The main areas for improvement identified are that many of you:

- raise questions over the clarity of vision for the organisation and whether this makes you feel more valued
- consider that change is not effectively managed
- feel that personal development and career progression is not effectively supported by the Council
- feel that senior managers need to improve their communication with you, their visibility and provide effective leadership
- feel that the increasing demands made of you are not recognised.

In addition to the responses to the standard survey questions you made 7,288 individual comments which are also being analysed to identify common themes and potential actions. We will also publish a summary of this information.

Next steps

You will see that we have identified a series of high level actions to take this forward. Some, such as Eureka!, the new staff suggestion scheme, are already in place.

There are a number of areas where I think it is really important that you have the opportunity to develop ideas. We will be using Eureka! the online ideas scheme to ask you what you think will work best for learning and career development activity across the Council and enable you to work together to develop proposals for consideration by the Corporate Leadership Team. We will also use Eureka! to develop other actions in response to the survey going forward.

We also plan to use employee focus groups to drill down into some of the areas in more detail and develop further options.

The data from the survey is also being made available to departments and specific service areas so that work can be done to prioritise and target activity in key areas. For example, the Children's Social Care Improvement Programme will be using information provided as part of the survey to support their various work streams.

Further information including how we want to work with you to further develop our plans to address the areas for improvement which you have identified will be published on the intranet.

If you have questions about any of the information, please:
Tel: **0115 977 2439**
email: **moira.whelan@nottcc.gov.uk**

Your views will help to make a real difference and will be used to shape a range of new projects to improve working life at the County Council.

Mick

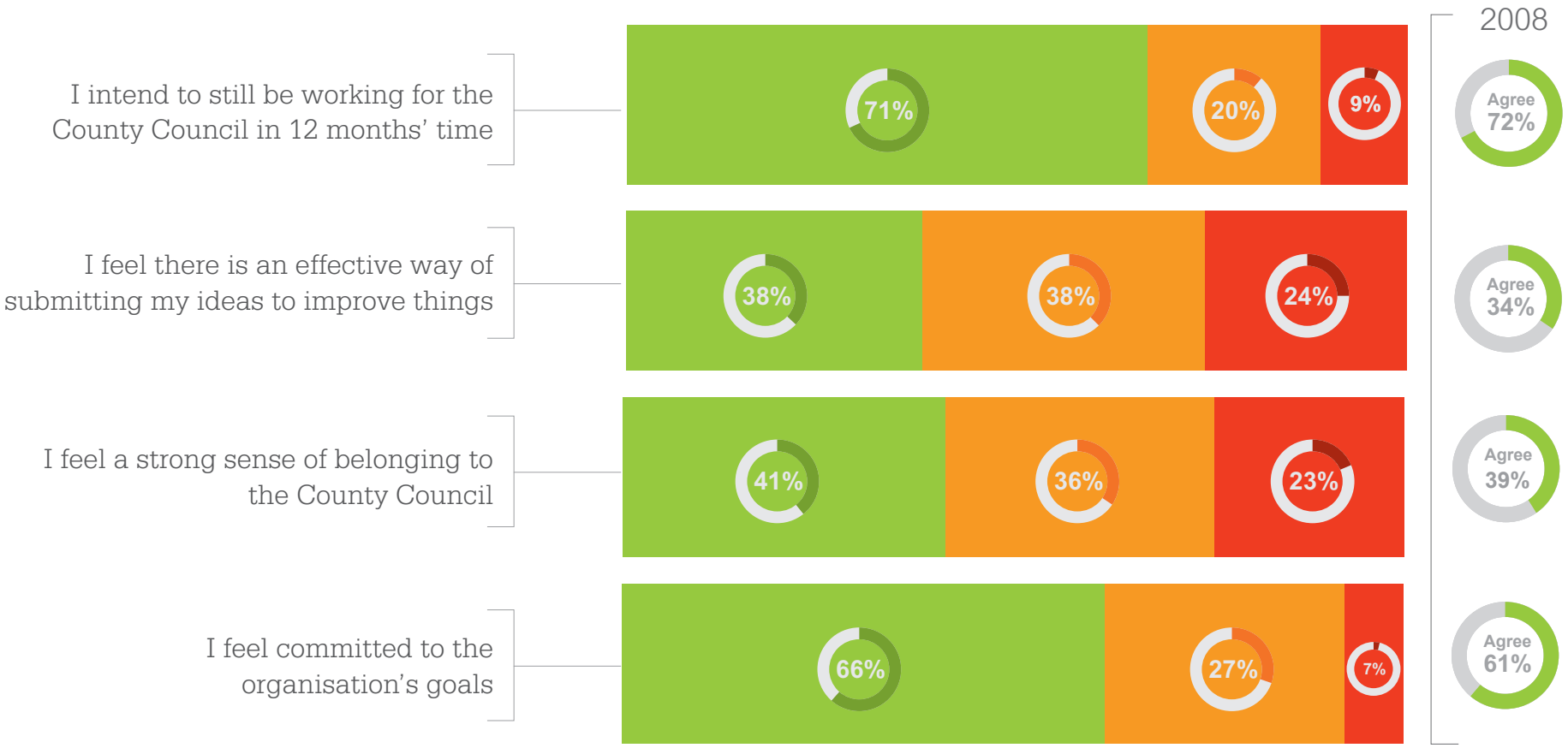
Mick Burrows

Chief Executive

Nottinghamshire County Council

2013 Corporate employee survey

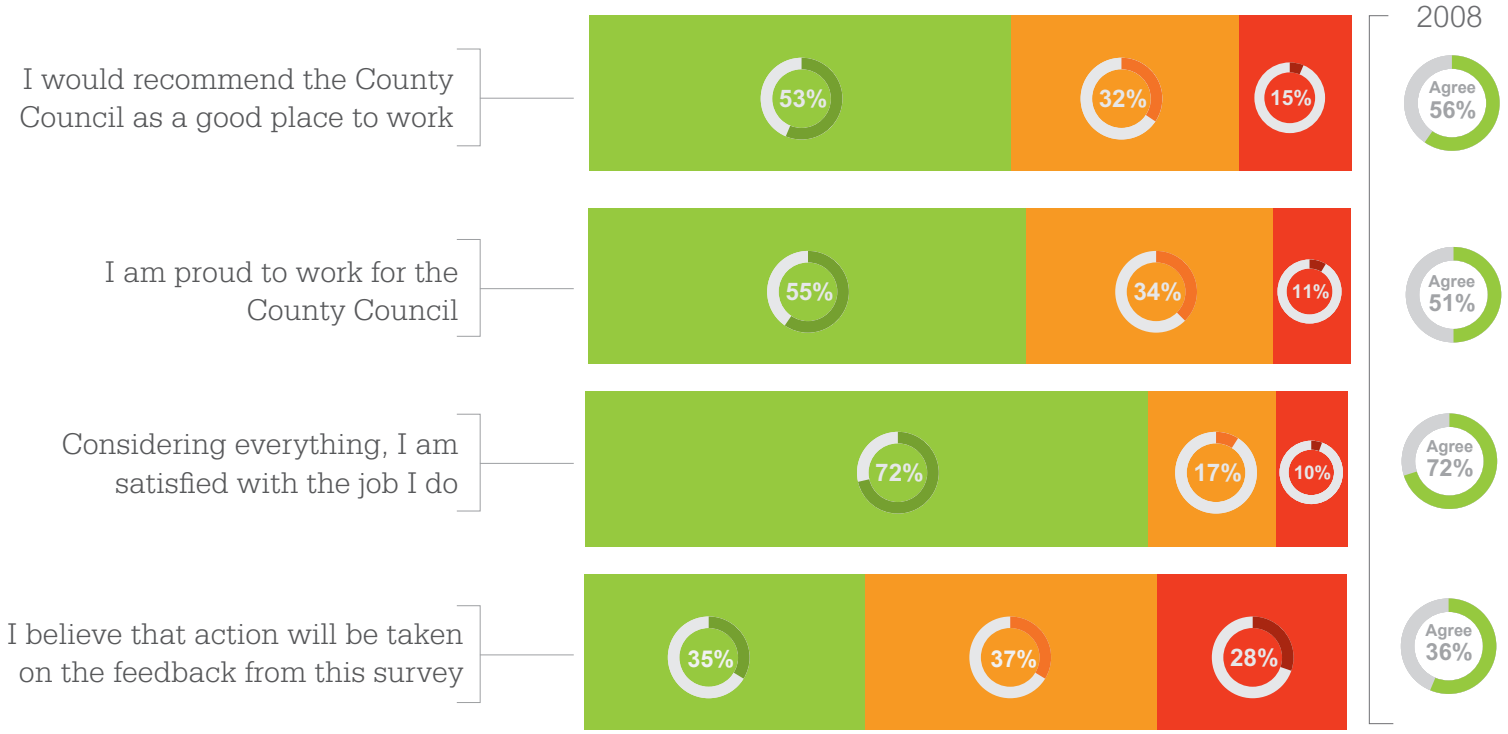
Overall Perceptions of the County Council



Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey



Analysis

- 72% of employees are satisfied with working for the Council with high levels of commitment to the Council's goals and over 70% of you still want to be working for the Council in 12 months' time.
- The overall level of employee engagement for the Council is 60%. This 1% increase since 2008 is encouraging in the current context and gives us a platform from which to build.
- Just over half of employees are proud to work for the County Council (a 4% increase since 2008) and slightly fewer would recommend the Council as a good place to work.
- Employees are less positive about effective ways of submitting ideas for improvement and that action would be taken in response to the survey.

Actions

- Publish the survey results so that they are accessible to all employees.
- Involve employees in developing specific actions in response to the feedback.
- Develop and implement a corporate action plan.
- Expand usage of the new employee ideas scheme – Eureka!

Summary: Agree | Neither agree nor disagree | Summary: Disagree

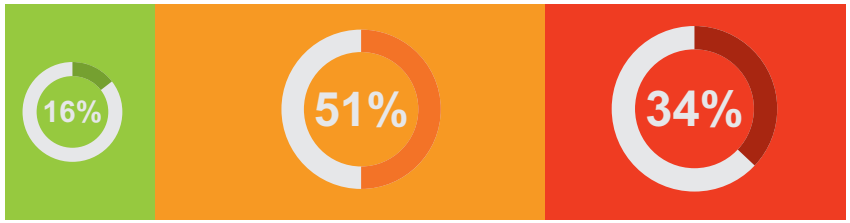
Nottinghamshire County Council

2013 Corporate employee survey

The County Council's vision

I understand the County Council's One Council - One Team vision for Nottinghamshire

This vision has made me feel more valued by the County Council



Analysis

- Just over half of employees understand the County Council's vision.
- The majority of you are either uncertain or negative about the Council's vision making you feel more valued by the organisation; which has a significant impact on the overall levels of employee engagement.
- 66% of employees are committed to the organisation's goals (a 5% increase since 2008) which is an improving indication of engagement.

Actions

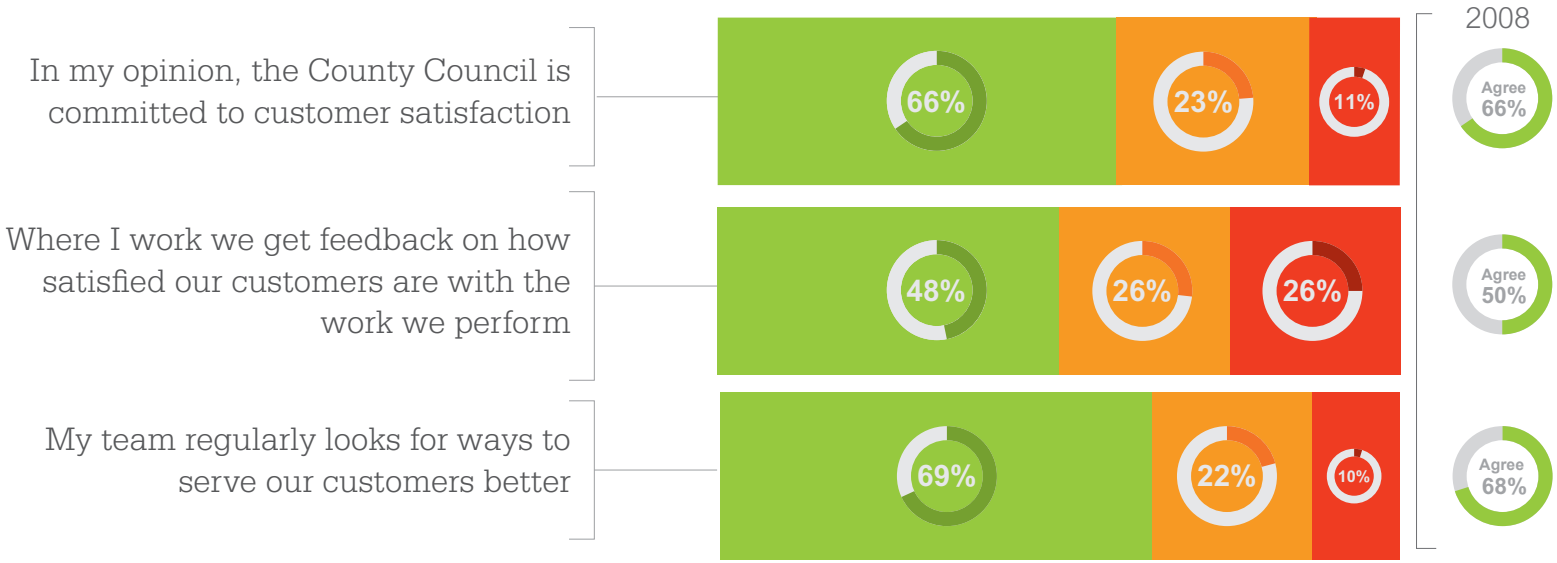
- Further work to be undertaken to clarify the Council's vision for the future; the core service offer and key outcomes for the people of Nottinghamshire and the Council's operating model in order to achieve this.
- These need to be communicated clearly across the whole organisation; involving employees at all levels.
- Work to be undertaken in service areas to translate this into service specific plans and targets and objectives in individual EPDR's within the new strategic management framework.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Our Customers



Analysis

- Generally employees feel that the Council looks for ways to serve our customers better and is committed to improving customer satisfaction; highlighting the importance we all put on meeting customer needs. The scores in these areas are comparable with 2008.
- However, less than half of employees work in areas which regularly get feedback on customer satisfaction. This was lower than in 2008.

Actions

- Put the customer at heart of what we do as we transform the Council by using customer insight and intelligence to inform the development of the new service offer and operating model.
- Ensure that service and process redesign and service delivery have effective customer and employee feedback mechanisms.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

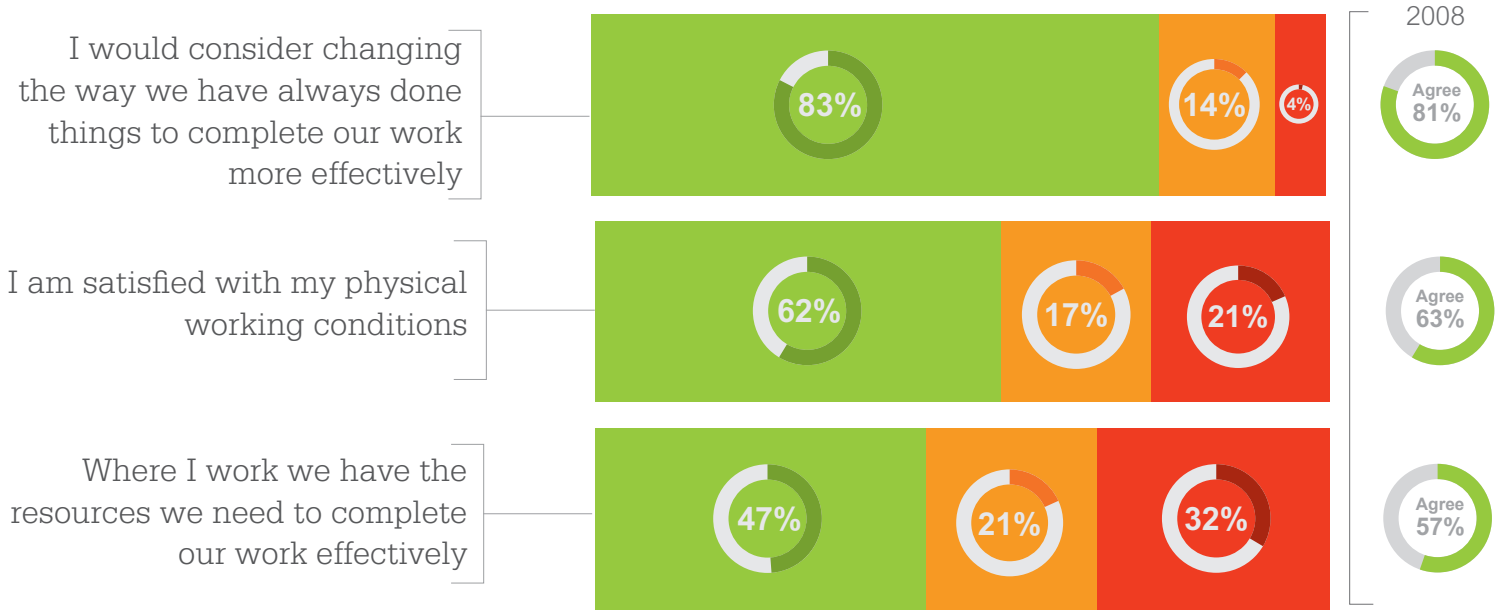
2013 Corporate employee survey

Your Job

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey



Analysis

- The highest scores across the survey relate to personal contributions and impact by employees which demonstrated higher than average levels of satisfaction with individual jobs compared to public sector benchmarks.
- 72% of employees are satisfied with the job that they do – 5% above public sector norms.
- You are clear about what is expected of you and how your work relates to the wider objectives of your service/team; you work co-operatively with colleagues and are open to changing how you do things to work more effectively.
- The areas where you were less positive relate to having the authority and resources you need to get the job done effectively.

Actions

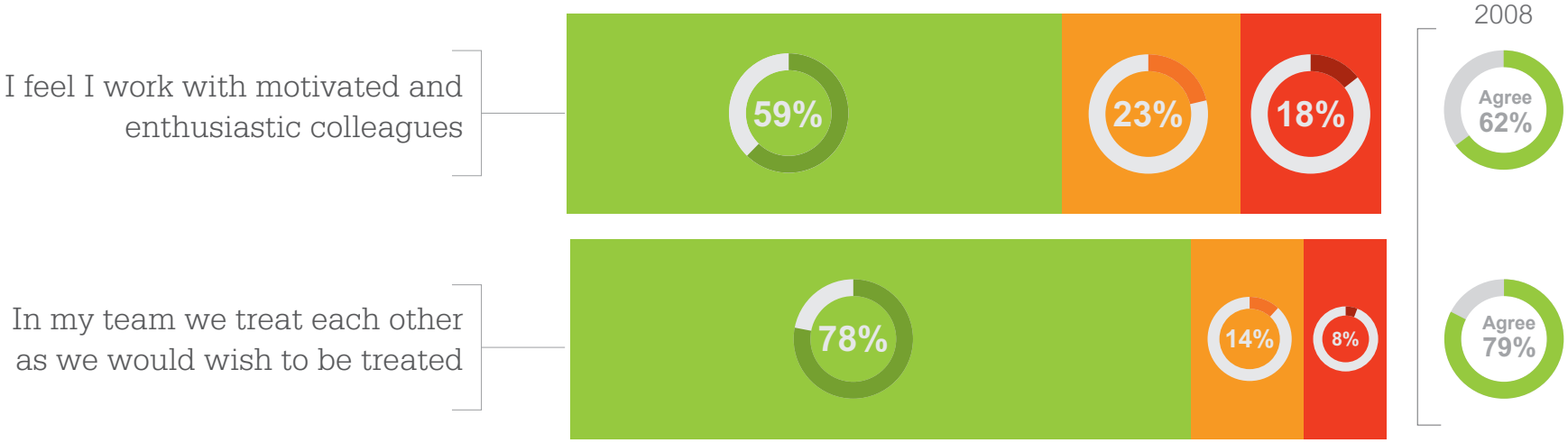
- Generally scores in relation to individual jobs were high. It is perhaps to be expected that in the current context and given the challenges the Council is facing that some employees are concerned about resources and levels of responsibility and accountability. We will undertake further analysis at team and service level to identify patterns and priority areas for action.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Your Colleagues



Analysis

- Teamwork is strong with people treating each other with respect and co-operating to get the job done; reinforcing a more positive view at individual and local team level.
- 66% of you said that in your service area you acknowledge each other's efforts and achievements.
- The number of you describing your colleagues as motivated and enthusiastic has fallen by 3% since 2008.

Actions

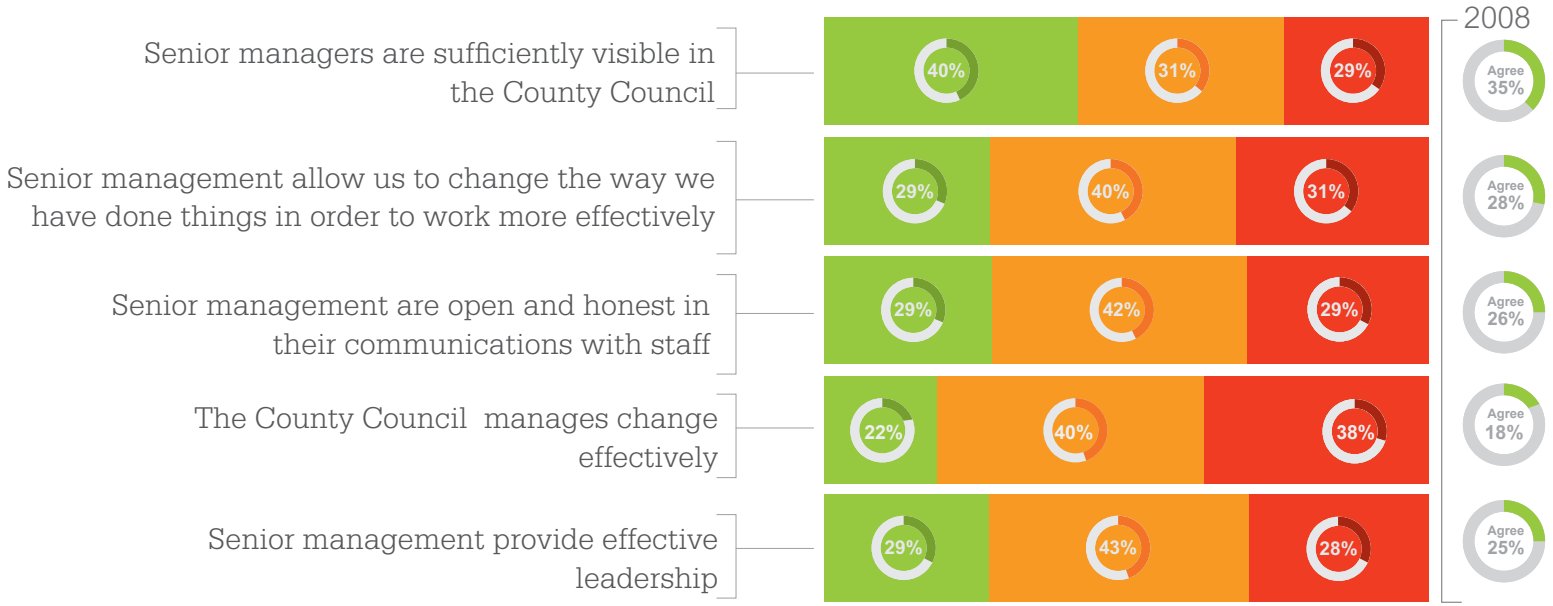
- Ensure that as we transform the Council we embed values and behaviours which support the delivery of the Council's core service offer and key priorities.
- Use the leadership development programme to encourage and support managers to demonstrate positive behaviours such as complimenting colleagues publicly for successful work to help build enthusiasm and "can do" attitudes.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Senior Management and Change Management



Analysis

- This section overall contained some of the lowest scores across the whole employee survey and scores were below benchmark norms for the public sector. There were also a high number of neutral (neither agree nor disagree) responses.
- However, positive scores were mostly higher than in 2008.There was an overall increase in the number of employees who feel that senior managers are sufficiently visible across the Council; in those who feel senior managers are open and honest in their communications and in the number of employees who feel that senior managers provide effective leadership. This suggests that we have a platform to build on and the individual job and team scores indicate that employees are willing to change and do things differently.
- The main area where you were least positive related to the effective management of change. Although even this score was an increase on the 2008 figure.

Actions

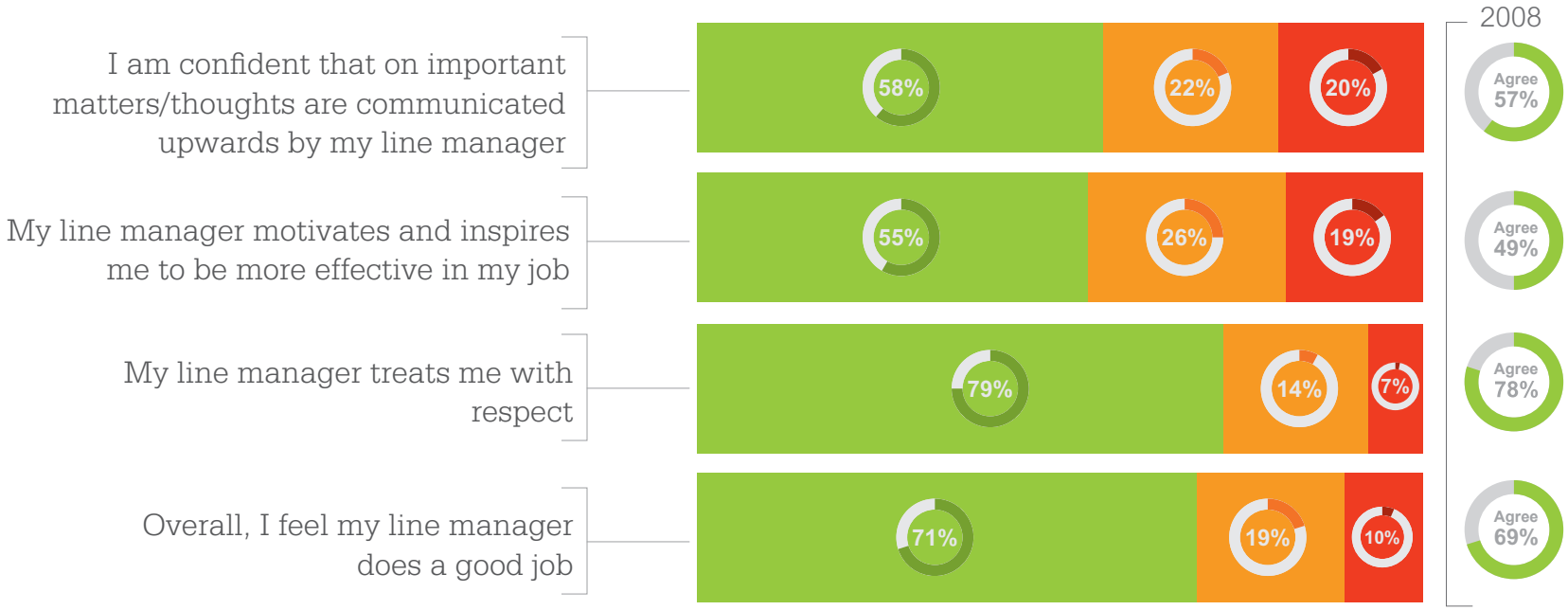
- Corporate Leadership Team to use the revised strategic plan, new vision and core service offer to develop a revised operating model and use this to drive the transformation of the Council. This should include actively involving employees at a whole council level as well as service and team levels.
- Corporate and Service Directors and Group Managers to be involved in the roll out of the Leadership Development programme to Team Managers starting in Spring 2014.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Line Management



Analysis

- There is evidence across the survey of good relationships between line managers and employees. Managers have a key influence over employee satisfaction so it is encouraging that 79% of you agree that your manager treats you with respect.
- 71% agree that overall managers do a good job and the same number feel they can talk to their manager if they feel under pressure.
- The number of employees who feel that their manager motivates and inspires them to be more effective has increased by 6%.
- The number of employees who feel that the EPDR process is used effectively to manage performance has decreased.

Actions

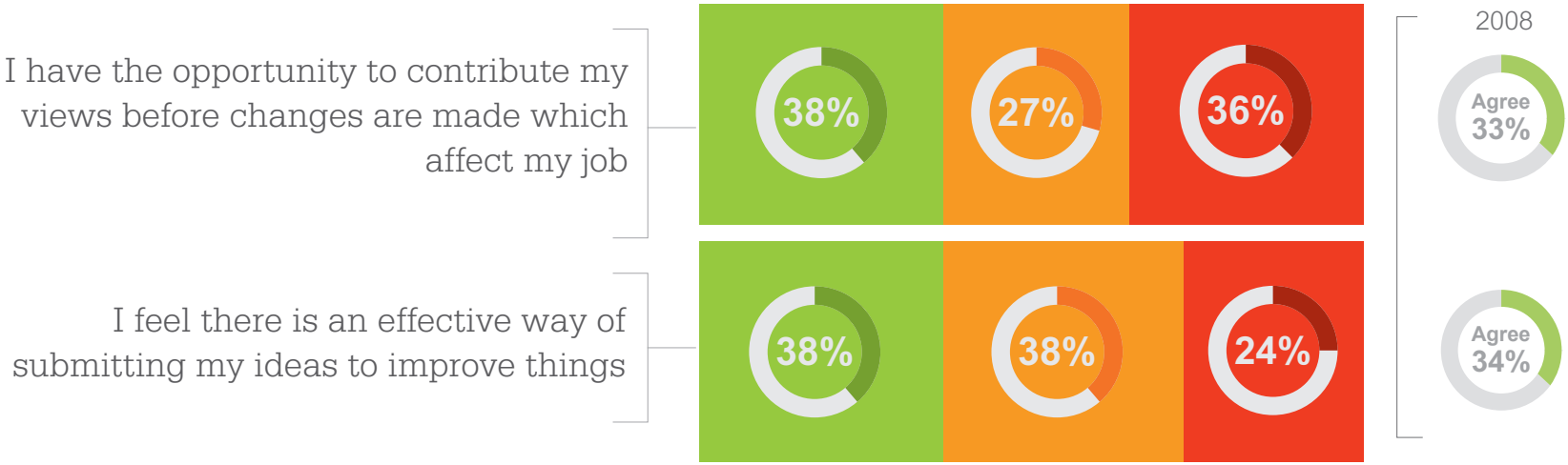
- Audit the number and quality of EPDRs undertaken.
- Undertake focus groups with managers and employees to see how we can encourage more effective use of the EPDR process within the revised performance management framework.
- Include the EPDR process and performance management as part of the Leadership Development Programme.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Communication - Bottom Up



Analysis

- 38% of employees feel they have the opportunity to contribute their views before changes are made that affect you and the same proportion of you feel that there is an effective way to submit ideas for improvements. These figures are slightly better than 2008 but further improvement is needed to involve you more effectively.

Actions

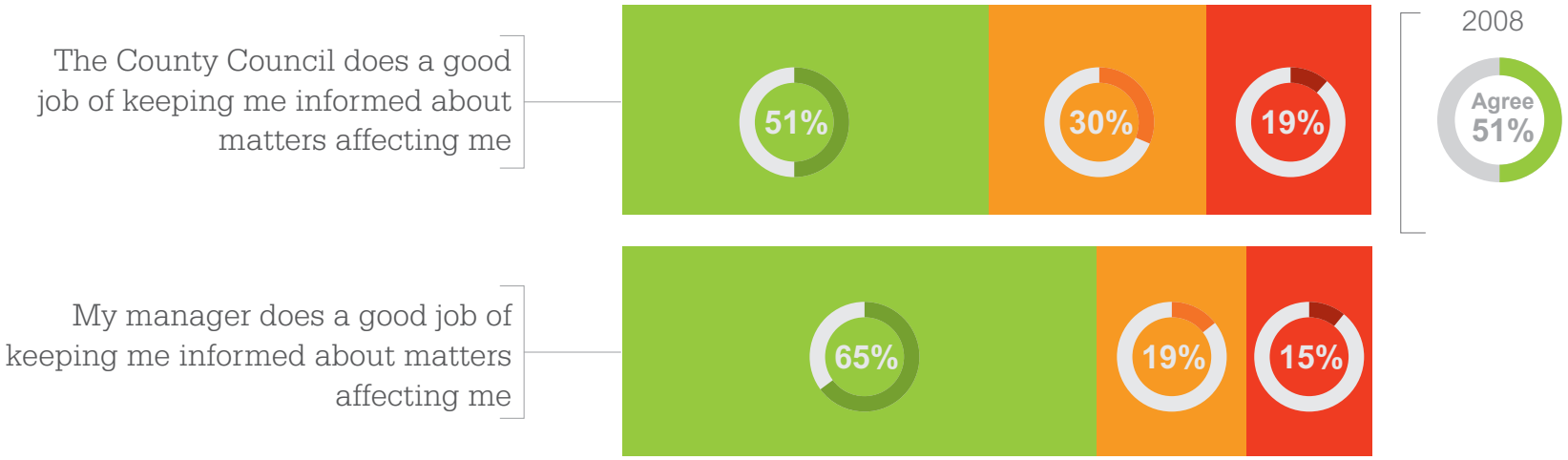
- Increase usage of new the on-line employee suggestion scheme – Eureka!

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Communication - Top Down



Analysis

- 65% of employees feel that your manager does a good job of keeping you informed and just over half feel the Council keeps you informed. This suggests that further work is required on some of the Council's major communication channels to improve these and build on what works well in particular service areas and more locally.

Actions

- Use employee focus groups in low and high scoring areas to identify learning points for application across the Council.

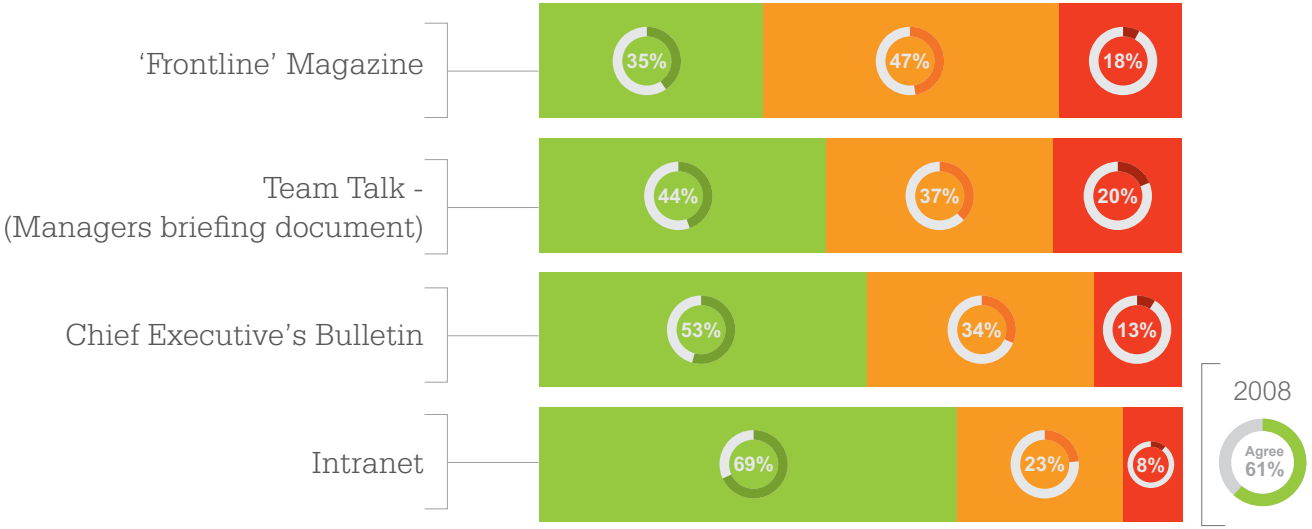
Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Communication - Channels

Q. I believe the following communications methods keep me fully informed about what is going on within NCC



Analysis

- We asked you about different communication channels and their effectiveness in keeping you informed. The intranet was most popular with an 8% increase since 2008 with "Frontline" being least popular. This score could in part be due to the lower number of frontline staff who completed the survey so we are planning to undertake more work on the responses from frontline staff to identify any particular patterns so we can target our responses.

Actions

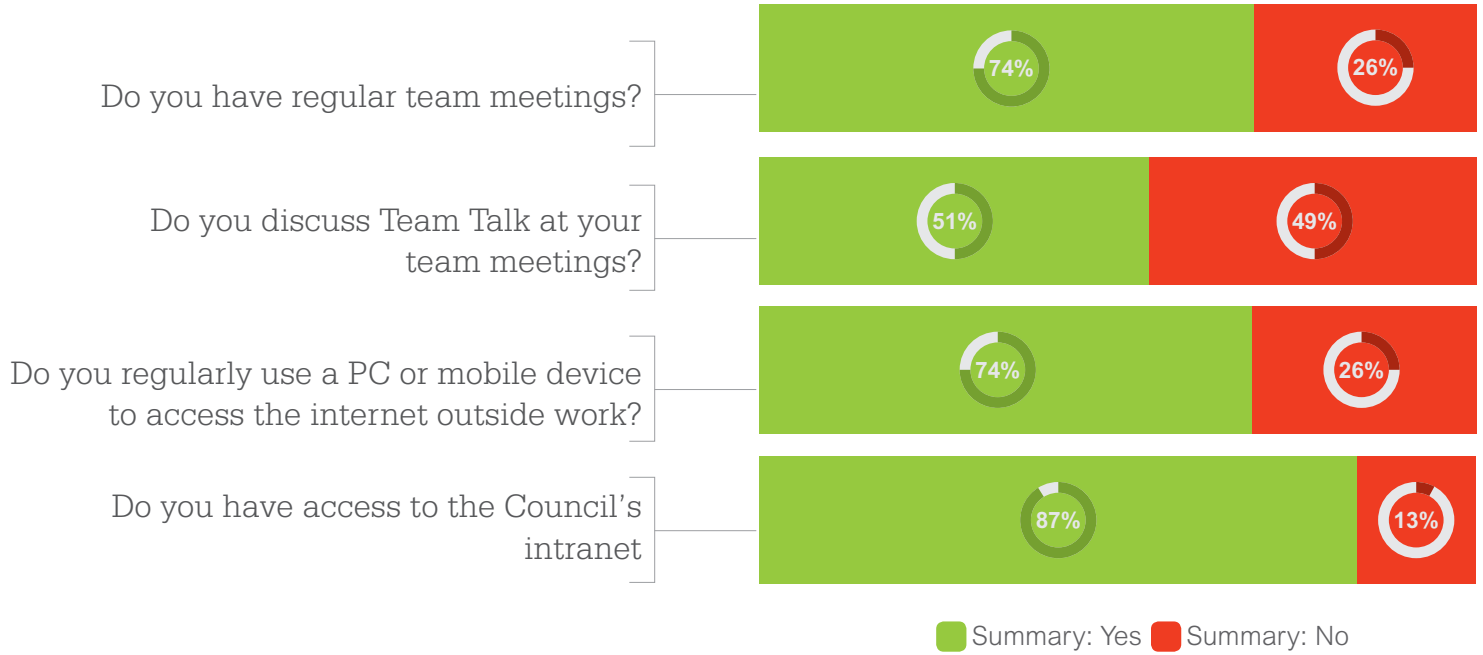
- In an organisation of the size and complexity of the County Council making sure that we communicate effectively with everyone can be challenging but is critical to our success. The questions in the survey on communication were designed to gather your views on what works well currently; what is less effective and your preferred methods and channels for communication. We intend to use this to refine our communications approach going forward to ensure that we improve the information flow through the organisation and communicate with you and give you the opportunity to make your views known in the most effective ways.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Communication - Access



Analysis

- Access to the intranet was high at 87% with 74% of you having regular team meetings and the same percentage having access to a PC or mobile device outside of work. This was helpful feedback which we intend to use to enable us to communicate with you more effectively going forward.
- The statistics around usage of Team Talk in team meetings are more concerning.

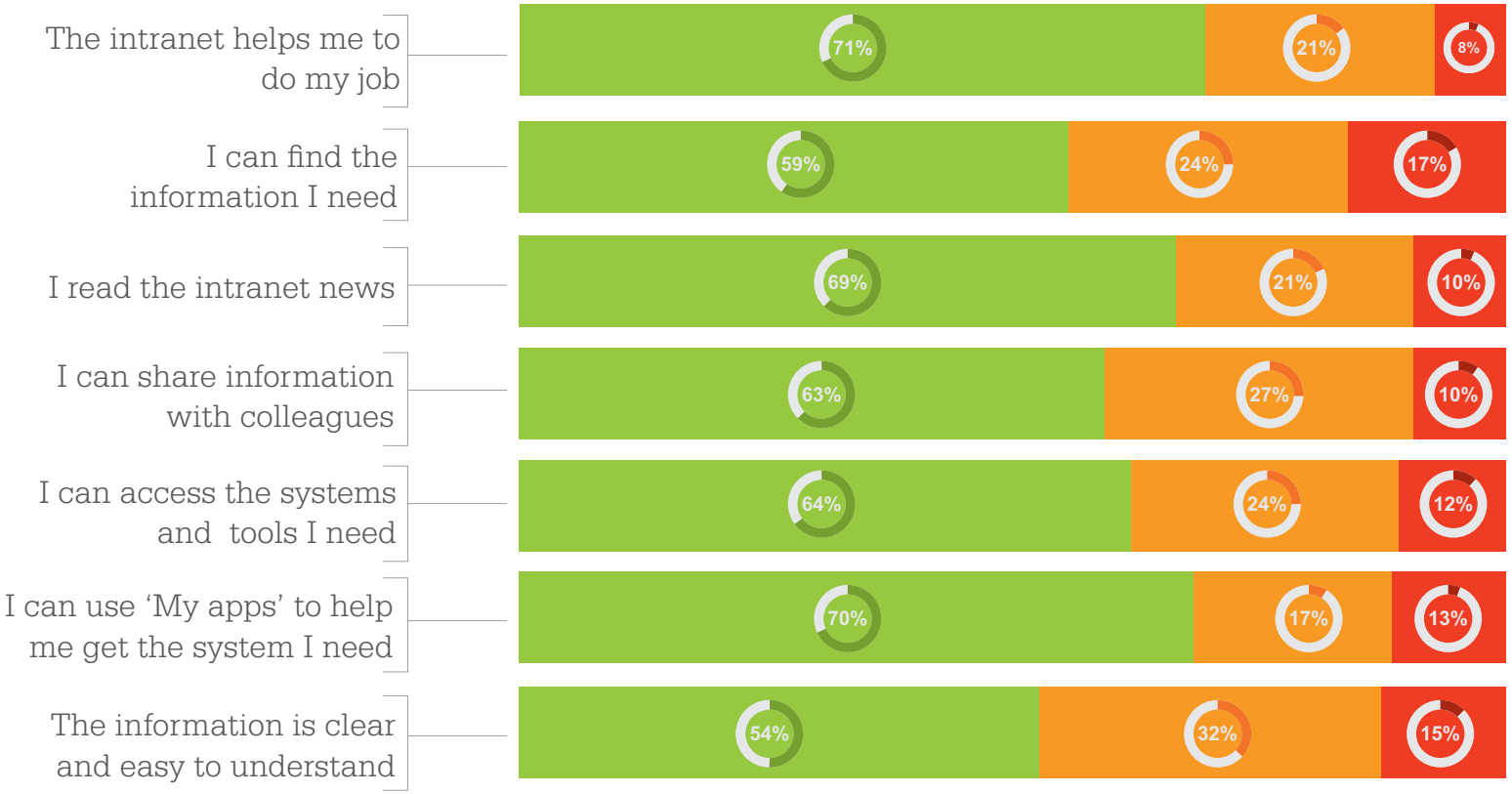
Actions

- Workshops to take place with managers and employees to identify the most effective communication tools and encourage their usage by managers. This will be enforced by the Council's Leadership Development programme.

Nottinghamshire County Council

2013 Corporate employee survey

Communication - Intranet



Analysis

- We asked a detailed set of questions about the intranet which received strong positive responses indicating that the intranet is a key workplace resource. The lowest scores related to your ability to find the information you need and the clarity of the information itself.

Actions

- Implement a digital development plan to improve the intranet look and content and available functionally including the search facility.

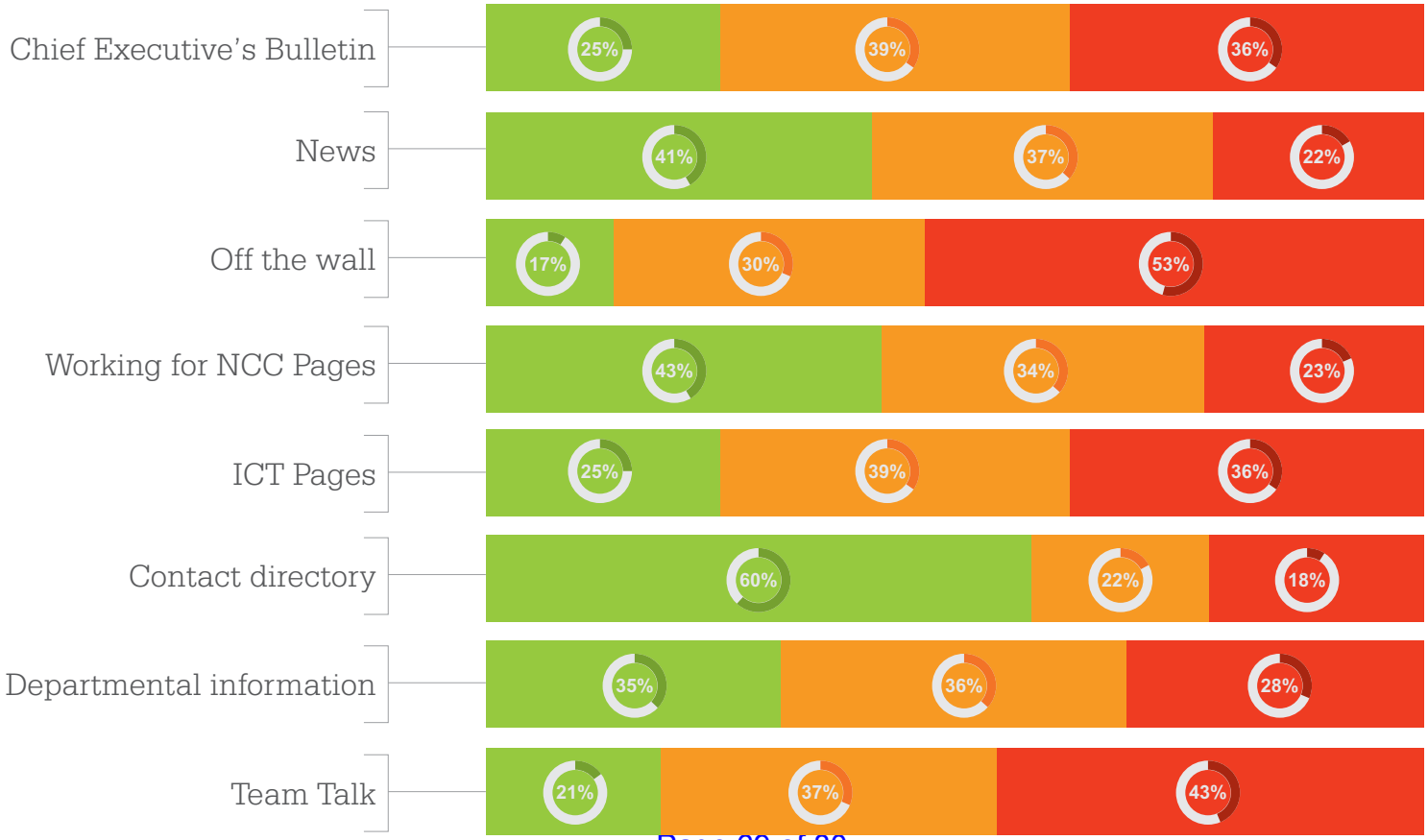
Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Communication - What's of value on the Intranet?

Q. Rank the following sections of the intranet of being of value to you

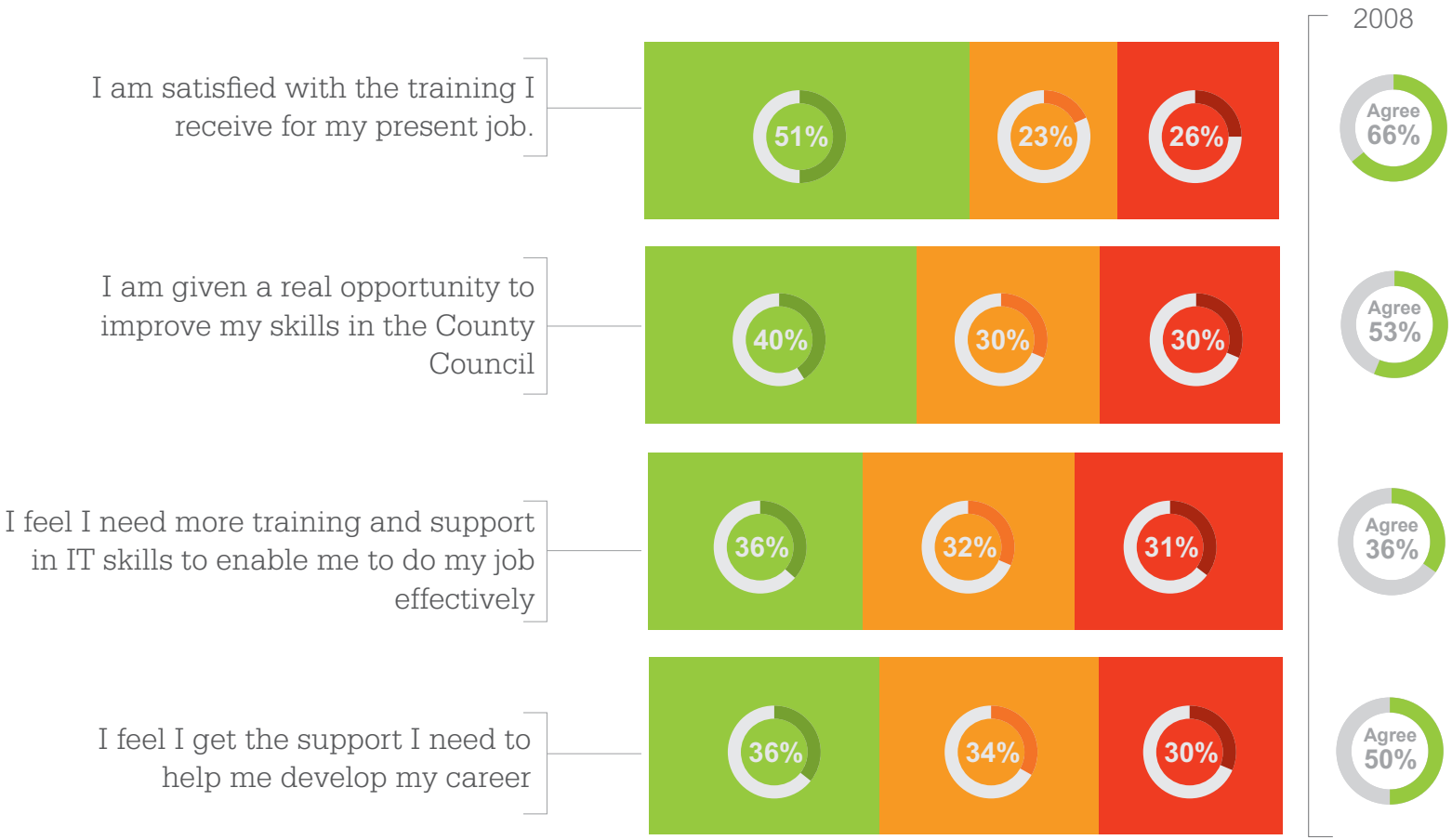


Summary: 4 and 5 (Valuable) 3 (average value) Summary: 1 and 2 (less valuable)

Nottinghamshire County Council

2013 Corporate employee survey

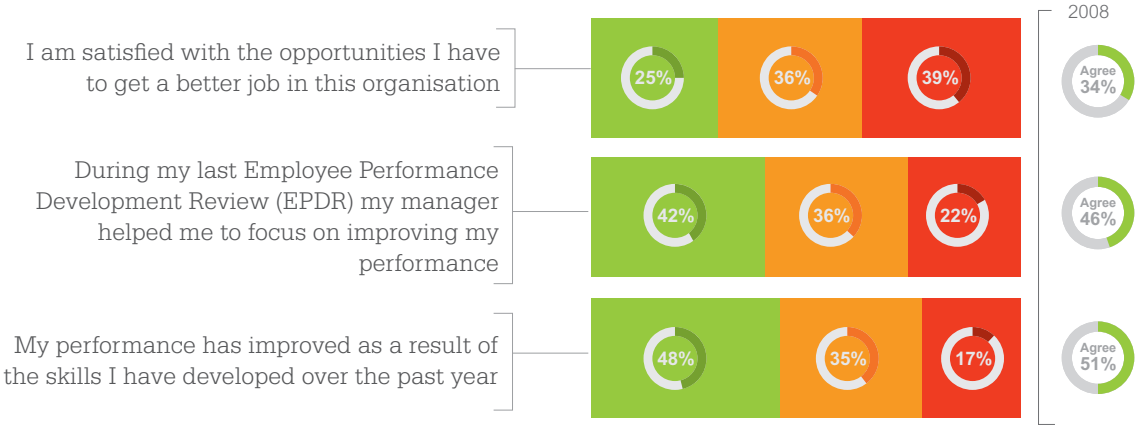
Training and Development



Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey



Analysis

- The most negative shifts in scores since 2008 related to your satisfaction with the training you receive in your present role; the opportunities you have to improve your skills, improve performance and get a better job in the organisation and the support you get to develop your career. There was also a fall in the number of employees who felt that their manager had helped improve their performance through the EPDR process. This is probably partly a reflection of the uncertainty and challenges which the Council and wider economy has faced. Another factor is that as we have prioritised front line service delivery we have had less money to spend on functions such as learning and development. This has meant that although a wide range of learning and development opportunities are still available we have increasingly moved to less costly methods of training such as e-learning and self- directed learning. These are not always accessible by employees or recognised and valued as development opportunities. We have also asked you to take greater responsibility for your own learning and development directly linked to delivery of the Council's priorities perhaps further reinforcing the perception that there has been a reduction in the Council's support for personal development and progression.

Actions

- Seek your ideas and views as to how we can improve access to learning and development opportunities across the Council within a reduced budget via Eureka!
- Use employee focus groups to drill down into particular areas as necessary.
- Use the above to enable employees to identify priority areas and develop a set of proposals for consideration by the Corporate Leadership Team.
- Link this to a review of the application of the EPDR process and performance management with more effective identification of learning and development needs linked to corporate priorities.
- Undertake work on career pathways, retraining and more flexible deployment of staffacross the Council and our partners to ensure that we have the skills we need now and for the foreseeable future as part of the development of the Workforce Strategy for 2014-18 to support the application of the Council's new operating model.

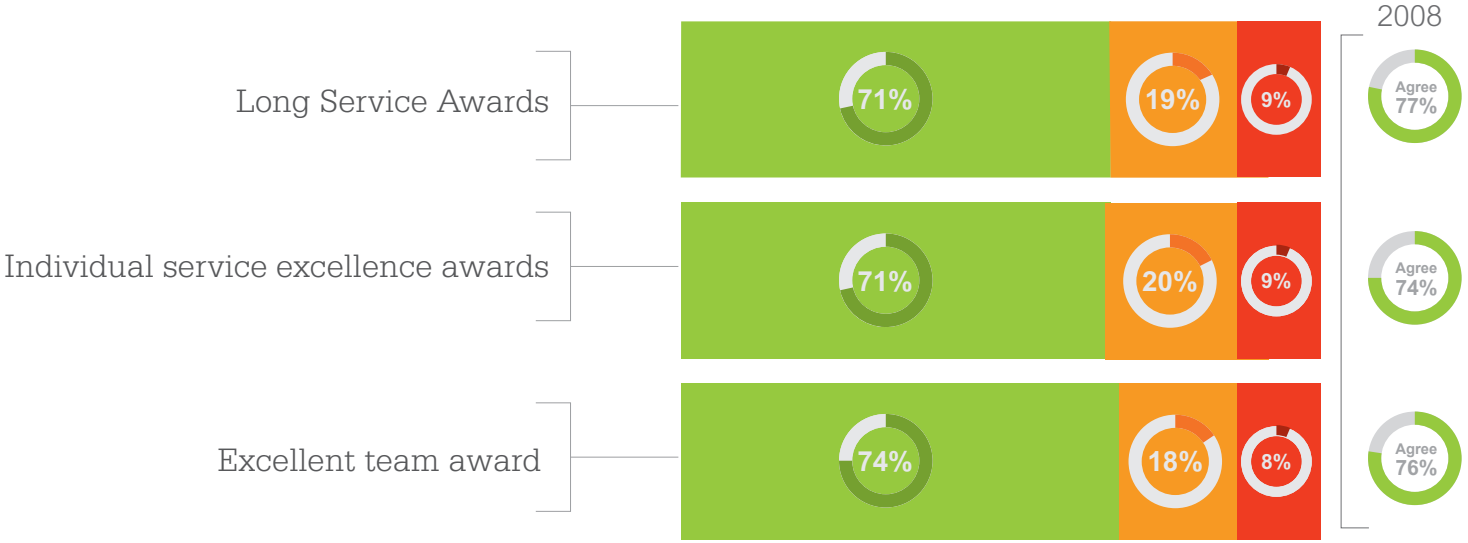
Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Awards and Rewards

Q. I think the following rewards are / would be valuable



Analysis

- Overall you felt that long service awards, individual service and team excellence awards were valuable.
- Unsurprisingly, the proportion of employees who favour long service awards is higher amongst those who have been with the County Council for more than 10 years.
- We asked you which format of reward would be most meaningful. Of the options presented 77% of employees favoured a voucher followed by 35% opting for an award of some kind.

Actions

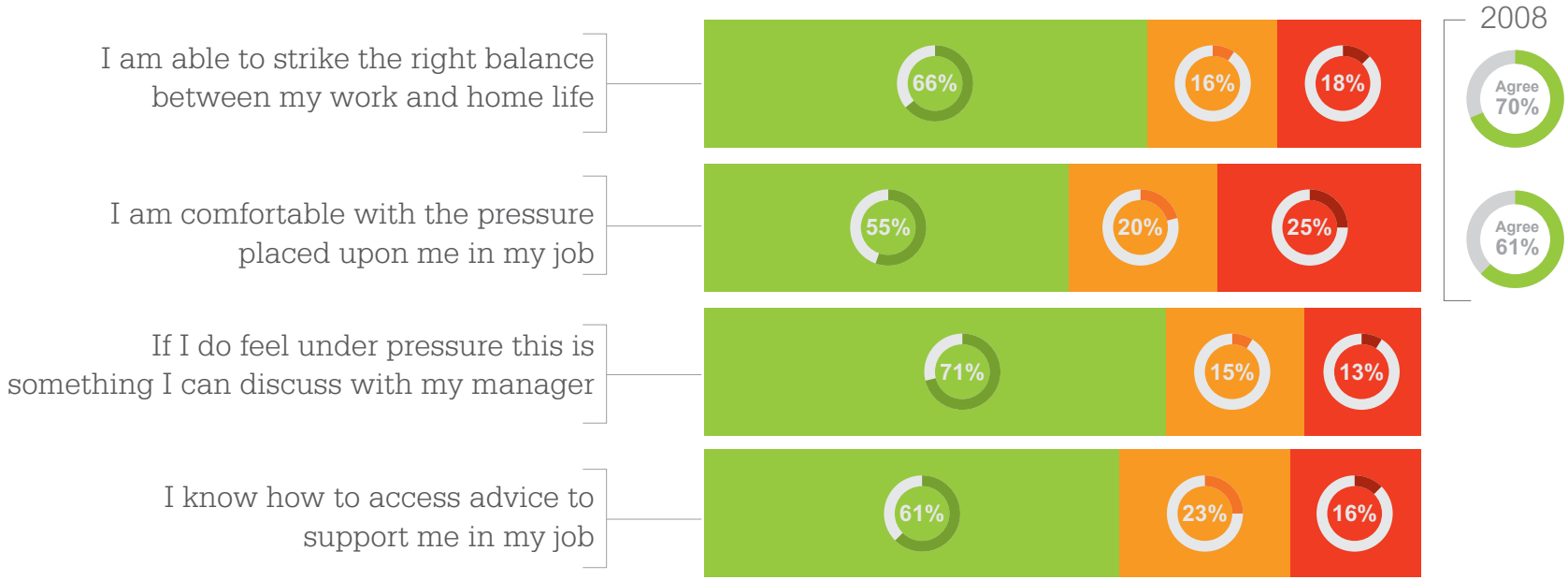
- Use your feedback to develop proposals for inclusion in the Council's total rewards package.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Work Life balance and wellbeing



Analysis

- This section represented a fairly positive picture of your views towards work life balance with 66% feeling that you are able to strike an effective balance between work and home life - although this is a reduction on the 2008 figures.
- The majority of you indicated that you were able to discuss feeling under pressure with your manager and know how to access advice and support.
- The area where you felt least positive related to being comfortable with the level of pressure you are under with a reduction from the 2008 figures.

Actions

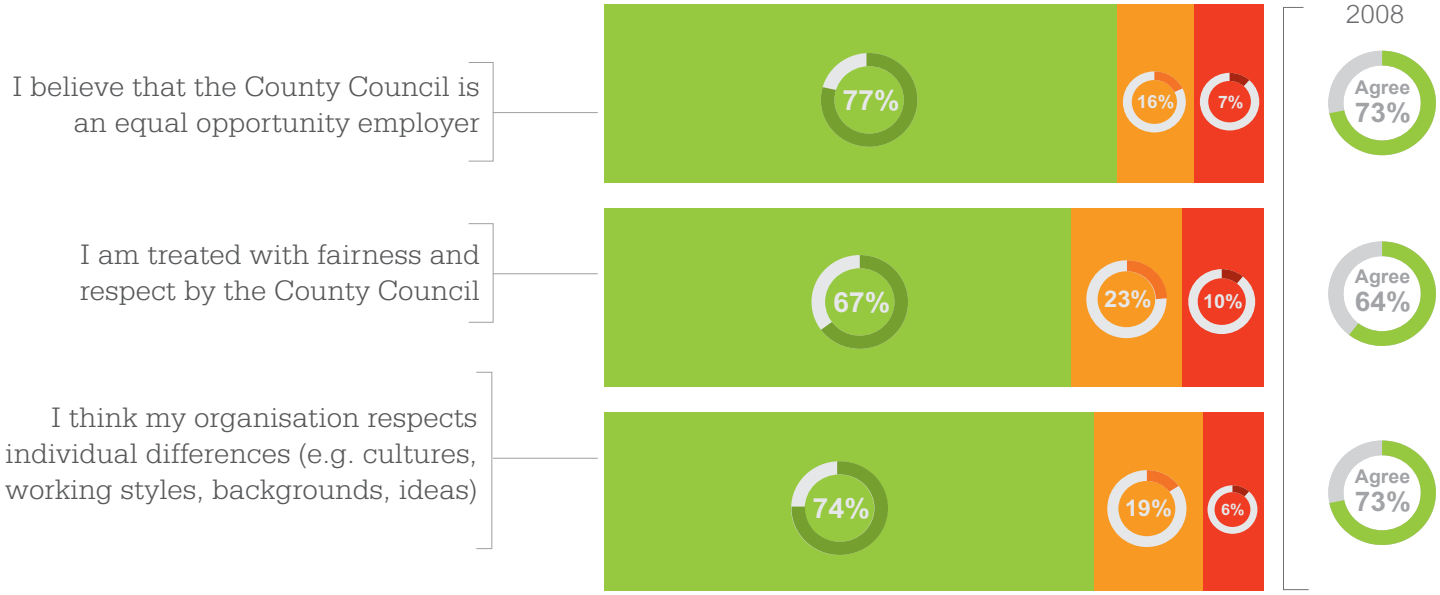
- Use feedback from employees to revise the Wellbeing Action Plan for 2014 and deliver priorities within the revised Workforce Strategy as part of working towards the gold level Wellbeing Award.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Diversity



Analysis

- These factors are important in driving overall job satisfaction and are reflected in the majority of employees who are satisfied with their work with the Council.
- On the whole, employees view the Council as an equal opportunities employer which respects individual differences and treats people with fairness and respect. Overall scores in this area have improved since 2008.
- 78% of employees indicated that no aspect of their personal profile had an adverse effect on their career with the Council. This is reflected in the Council's workforce monitoring data which shows that despite an overall reduction in the number of employees of approximately 3,000 since 2009 the proportion of employees with protected characteristics has not significantly changed.

Actions

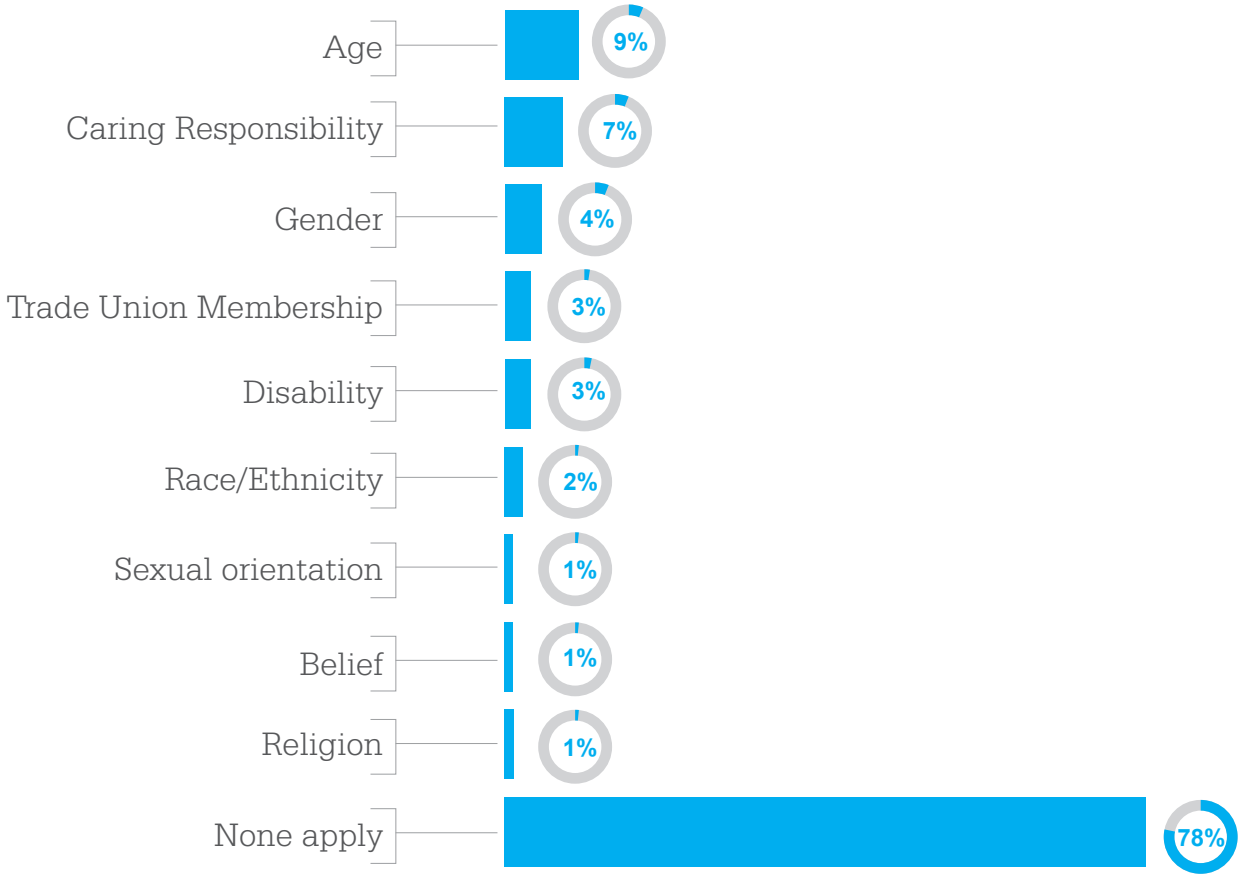
- Continue to monitor and publish workforce profile data on the internet and report to members on an annual basis to identify trends and any actions required. This information to be used as the basis for equality impact assessments in relation to the potential impact on employees of service reviews and any outline business cases going forward and to identify key areas for action.

Summary: Agree | Neither agree nor disagree | Summary: Disagree

Nottinghamshire County Council

2013 Corporate employee survey

Do you believe that any of the following have had an adverse effect on your career with the County Council?



Nottinghamshire County Council

Report to Personnel Committee

12 March 2014

Agenda Item: 9

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 9773887

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
21st May 2014				
Quarterly Sickness Absence update Q413/14	Update report	Information	Marje Toward	Claire Gollin
Catering Performance Report	Update Report	Information	Kevin McKay	Kevin McKay
School Food Plan	Update Report	Information	Kevin McKay	Kevin McKay/Helen Fifoot
Nottinghamshire County Council Employee Resourcing Information report quarterly update (31.3.14)	Update report	Information	Marje Toward	Claire Gollin/Bev Cordon
2 July 2014				
Facilities Management Performance report	Update report	Information	Kevin McKay	Kevin McKay
September 2014				
Workforce Information Report 2014 (provisional item)	?	?	?	?