

## **Personnel Committee**

**Wednesday, 12 June 2013 at 14:00**

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

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### **AGENDA**

- 1 To note the appointment of Councillor Sheila Place as the Chairman  
and  
Councillor Nicki Brooks as Vice-Chairman of the Committee
- 2 To note the Membership of the Committee as follows:-  
Councillors John Ogle, Ken Rigby, Tony Roberts MBE, John Wilkinson, John  
Wilmott, Yvonne Woodhead and Liz Yates  
  
Ex-officio member (non-voting) - Councillor Alan Rhodes
- 3 Minutes of last meeting held on 20 March 2013 3 - 4
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note  
below)  
(a) Disclosable Pecuniary Interests  
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Terms of Reference 5 - 8  
  
Presentation on service areas covered by Committee
- 8 Sickness Absence Performance as at 31 March 2013 9 - 36
- 9 Vacancy Control Process 37 - 42
- 10 2012/13 Performance Report - Catering & Facilities Management  
Services 43 - 60

## Catering & Facilities Management presentation

11 Work Programme

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### **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.



## **minutes**

Meeting      **PERSONNEL COMMITTEE**

Date          Wednesday 20 March 2013 at 2.00pm

### **membership**

Persons absent are marked with `A`

### **COUNCILLORS**

Andy Stewart (Chairman)  
Michelle Gent (Vice-Chairman)

John Allin  
Vincent Dobson      A  
Sybil Fielding

Kevin Rostance  
Mel Shepherd MBE  
June Stendall  
Lynn Sykes

### **OFFICERS IN ATTENDANCE**

David Forster – Democratic Services Officer  
Gill Elder – Service Head, Human Resources  
Claire Gollin – Group Manager, Human Resources  
Mandy Steel – Group Manager, Human Resources  
Kevin McKay – Environment and Resources  
Helen Fifoot – Environment and Resources

Mark Howard - Unison

### **MINUTES**

The minutes of the last meeting of the Committee held on 23 January 2013, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

### **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Vincent Dobson (due to illness).

## **DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS**

There were no declarations of interest.

## **APPRENTICESHIP SCHEME**

### **RESOLVED 2013/009**

That the current levels of performance, improvements and achievements by the County Council in implementing the Councils Apprenticeship Scheme be noted.

## **PERFORMANCE REPORT CATERING SERVICES**

### **RESOLVED 2013/010**

That the positive performance of Catering Services, with all targets either being met or progressed towards, as set out in the appendix to the report, be noted.

## **WORK PROGRAMME**

### **RESOLVED 2013/011**

That the Committee's work programme be noted.

The meeting closed at 2.35 pm.

**CHAIR**

M\_20Mar13

**REPORT OF THE CHIEF EXECUTIVE****TERMS OF REFERENCE****Purpose of the Report**

1. To note the Committee's terms of reference.

**Information and Advice**

2. County Council previously agreed the following terms of reference for Personnel Committee:-
  - 2.1. The exercise of the powers and functions set out below are delegated by the Full Council in relation to personnel:
    - 2.1.1 All decisions within the control of the Council including but not limited to those listed in the Table below
      - 2.1.2 Policy development in relation to personnel, subject to approval by the Policy Committee or the Full Council
      - 2.1.3 Review of performance in relation to the services provided on at least a quarterly basis
      - 2.1.4 Review of day to day operational decisions taken by officers
      - 2.1.5 Approval of consultation responses
      - 2.1.6 Approving all Councillor attendance at conferences, seminars and training events including any expenditure incurred, within the remit of the Committee and to receive quarterly reports from Corporate Directors on departmental officer travel outside the UK within the remit of this Committee.
    - 2.2. If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy Committee.
    - 2.3. As part of the detailed work programme the Committee will receive reports on the exercise of powers delegated to officers.

- 2.4. The Committee will be responsible for its own projects but, where it considers it appropriate, projects will be considered by a cross-committee project steering group that will report back to the most appropriate Committee.

Table
Responsibility for the pay, terms and conditions of service and training of employees except for approving the annual Senior Officer Pay Policy Statement which is reserved to the Full Council
Responsibility for employee relations including arrangements for consultation/negotiation with Trades Unions
Responsibility for health and safety related matters
Reviewing and recommending Staffing Regulations to the Council for adoption
Reviewing annually the overall staffing structure of the Council
Considering any matters relating to Trade Union recognition
Responsibility for the Council's catering and facilities management internal trading organisation

- 2.5 It should also be noted that the following change to the procedure rules for Personnel Committee was agreed at the Full Council meeting of 17 May 2012:-

That Trade Union representatives be entitled to speak but not vote at meetings of Personnel Committee.

### **Other Options Considered**

3. None.

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

4. To inform the committee of its terms of reference.

### **Statutory and Policy Implications**

5. 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**

- 1) That the report be noted.

**Mick Burrows**  
**Chief Executive**

**For any enquiries about this report please contact: Christine Marson, Assistant Democratic Services Officer**

### **Constitutional Comments**

6. As the report is for noting only, no constitutional comments are required.

### **Financial Comments**

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

### **Background Papers**

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

- a) Reports to County Council – 29 March 2012 and 17 May 2012 (published).

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

All







**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE**

**SICKNESS ABSENCE PERFORMANCE AS AT 31<sup>ST</sup> MARCH 2013**

**Purpose of the Report**

1. To provide a 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 strategic priorities is to reduce the number of working days lost to employee sickness absence. At the Personnel Committee meeting on 20<sup>th</sup> March 2013 Members received updated data and analysis of the Council's performance against this key corporate performance indicator which set out that the situation as at 31<sup>st</sup> December 2012 was **8.22 days** absence on average, per employee, per annum.
3. The target for 2012/13 was **8.25 days** by 31<sup>st</sup> March 2013, with a stretch target for incremental improvement to **8.17 days** absence per employee per annum by 1<sup>st</sup> April 2014.
4. The on-going trend of performance improvement has been supported by the introduction of the Council's new Business Management System in November 2011 which enabled the majority of managers to directly undertake real time reporting of sickness absence amongst their teams.
5. In order to ensure that all absences are being appropriately reported, all managers are now regularly reminded through the Managers Resource Centre and the Attendance Management training programme of their responsibility to ensure all absence is recorded in a timely and consistent manner.

**Performance:**

6. The data set out in detail in **appendix A and B** to this report reflects the current, known, position at year end 2012/13, which is the end of the fourth quarter (Q4), 1st January to 31<sup>st</sup> March 2013.
7. For the final time this report combines data for the majority of direct services who now report absence through the SAP system with the figures for schools and a small number

of direct services still reported through the Cyborg system prior to the implementation of BMS Phase 2 in April 2013.

8. The validated data Q4 2012/13 indicates that the current level of sickness absence is **8.25 days** sickness per employee on average per annum. Whilst this represents a slight increase of **0.03 days** on the previous quarter it achieves the level of performance which delivers the in –year target which is **8.25 days**.
9. Overall there has been a continuing trend of improvement evidenced since the introduction of a more strategic approach to proactive, preventative employee well-being initiatives in 2010/11.
10. The recent increases in absence levels in Quarters 3 and 4 of 2012/13 are indicative of the usual prevalence of winter illness and, based on previous years; the trend is expected to “level out in quarter 1 of 2013/14.
11. Compared to the same period (Q4) in 2011/12, when it stood at **8.50 days**, an overall improvement of **0.25 days** is maintained, a reduction employee absence of 2% over the year and a 15% overall reduction since the start of the current Strategic Plan in 2010/11.
12. The charts attached to this report (**see appendix A and B**), illustrate that, whilst on an individual basis there are departments which are currently on, or over, target overall and others that remain below, the aggregate performance across the council continues to meet and exceed its established performance target.
13. Year-end regional benchmarking data reported for 2012/13 (31<sup>st</sup> April 2013), as set out in **appendix E** to this report, indicates that Nottinghamshire County Council’s current performance of 8.25 days (8.60 days when schools are excluded), is better than the average for East Midlands authorities, which is **9.05 days**.
14. The HR service will continue to work with the relevant managers at local level to develop tailored interventions to effect improvements which take into consideration and respond to the main causes of and reasons for absence in the service area concerned.
15. The next report to the next meeting of Personnel Committee will set out the known situation as at the end of the first quarter of 2013/14 that is as at 30<sup>th</sup> June 2013. This will be the first report in which all data will all be drawn from one system, SAP, following the completion of the programme of implementation of the Business Management System with schools going live in April 2013.

#### **Stress:**

16. The absence reasons report for Quarter 4 2012/13 (**Appendix C**), shows that, in common with all local authorities, during the on-going programme of organisational change and the uncertainties associated with this, absence attributed to stress and stress related illness has been, and continues to be, the single greatest cause of sickness absence in the Council.

17. Over the past few years this has fluctuated at around 20% of all recorded absence which is around the national average for County Councils.
18. In Q4 of 2012/13 stress and stress related illness accounted for **20.24 %** of all recorded absence, an increase of **1.13% %** from **19.11%** at the previous quarter.
19. In acknowledgement of stress as an issue, the Council's current Employee Health and Wellbeing Action Plan for 2012/13, which was considered and agreed at the Personnel Committee meeting on 26<sup>th</sup> September 2012, therefore had a significant emphasis on building individual resilience and preventing and managing stress as part of the Council's wider Workforce Strategy.

#### **Long term absence:**

20. Quarter 4 data indicates that **54.23%**, of all absence is currently long term (four weeks or more in duration (see **appendix D**).
21. Whilst overall the position compared with year end 2011/12 has improved by **2.81% overall**, there remains a need to reinforce HR support for managers to ensure that absent employees are facilitated to return to work at the earliest possible opportunity.

#### **Employee Health and Wellbeing Action Plan 2012/13:**

22. The outcomes of the action plan, the achievement of which has been critical to securing the council's in year sickness absence target for 2012/13, are set out in detail in **Appendix F** of this report.
23. The key indicators that can be derived from the outcomes set out in the attached plan highlight that:
  - Developing an understanding of organisational and individual resilience across the Council's workforce is likely to have a positive impact on reducing the causes of stress and ensuring that the potential for change to impact negatively on employee health and productivity is minimised
  - The programme of wellbeing information and support for employees has been successful and should be built upon
  - Nottinghamshire County Council's initial approach to proactive and preventative health and wellbeing interventions has been appropriately focussed, as evidenced by its accreditations against the "Wellbeing at Work" Workplace Health Scheme award
  - The Council should continue to invest in the wellbeing of its employees as its transformation programme gains momentum in order to maximise employee engagement and productivity.
24. The outcomes also evidence that managers are not maximising their usage of the wider toolkit of information and support available to them to effectively prevent and manage ill health and promote good health wellbeing:
  - Whilst the overall attendance rate has improved since 2011/12, 17% of NCC managers have not, as yet, undertaken the corporate attendance management training programme.

It is hoped that making this available as an eLearning package during 2013/14 will address this shortfall

- The numbers of managers accessing the eLearning package on stress management is currently below target, although initial uptake in 2011/12 was relatively high. It is anticipated that a refresh and refocus on content to include a focus on resilience building will re-engage managers
  - Use of the “Well Worker” stress audit tool by managers has fallen from the previous year and is generally not being followed through with the development of action plans to address and improve on the issues identified. This indicates that managers are finding this particular tool to be of limited value. However the tool is only one of a range of means available to managers, including policy, guidance and learning materials which, with HR support, should be accessed by managers as appropriate to identify and address actual and potential causes of stress for their teams. This message will now be more clearly communicated and promoted through leadership teams.
25. The positive outcomes arising from the action plan will be further developed and that outstanding actions arising carried forward. It is proposed that this will be undertaken as part of an employee health and wellbeing work stream forming part of a wider Workforce and Organisational Development Plan for 2013/14, closely aligned to and supporting the delivery of the objectives set out in the Workforce Strategy.
26. Having entered into effective partnership working with Public Health colleagues to successfully deliver the seasonal flu campaign for winter 2012/13 and the training of Workforce Health Champions. It is proposed build on this and work even more closely with Public Health who are now part of the Council’s own workforce, to develop, deliver and resource the other deliverables of the wider action plan.
27. Through joint working, the trade unions will continue to be involved in developing appropriate responses to the workforce challenges facing the council in the immediate future, to date this has been undertaken through the Joint Redundancy and Redeployment Working Group.

### **Other Options Considered**

28. A range of different actions have been considered and discussed with trades union colleagues over a period of time. The adoption of a more proactive, preventative approach is having a positive impact and it is therefore recommended that this approach continues. The details of this will continue to be the subject of discussion with trades union colleagues as part of a joint working group.

### **Reason for other Options Considered**

29. Stress, in particular, is a complex issue which requires a carefully considered holistic approach encompassing a range of different activities which will need to be supported by the HR team, managers and trades union colleagues working together.

### **Reasons for Recommendations**

30. The recommendation in this report will enable 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**

31. 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**

The human resources implications are implicit in the body of the report. The trades unions are engaged in the delivery of the Employee Health and Wellbeing Action Plan through the Joint Wellbeing and Attendance Management Working Group

### **Equalities Implications**

The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is separate policy which is applicable to all Community 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.

### **Financial Implications**

The financial cost of sickness is significant and, along with increased productivity and engagement, there are significant savings to be drawn down from further reducing absence rates.

Establishing the true cost of absence to the Council is a complex calculation which needs to take into account a range of related factors, including the cost of providing cover in front line service areas.

Following the successful migration of all employee data into the Business Management System, during 2013/14, work will be undertaken through the SAP system to provide the full range of information necessary to inform a detailed analysis and accurate breakdown of the actual cost of absence to the authority.

## **RECOMMENDATIONS**

It is recommended that Members:

1. Note the current levels of performance in respect of sickness absence levels and the trend of continuing performance improvement
2. Note the achievements of the Employee Health and Wellbeing Action Plan for 2012/13.

3. Approve the proposal to develop this work further in 2013/14, working with the recognised trades unions, integrating it with a wider Workforce and Organisational Development Action Plan.

**Marjorie Toward**

**Service Director HR and Customer Service**

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

#### **Constitutional Comments (KK 01/05/13)**

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

#### **Financial Comments (SEM 24/04/13)**

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

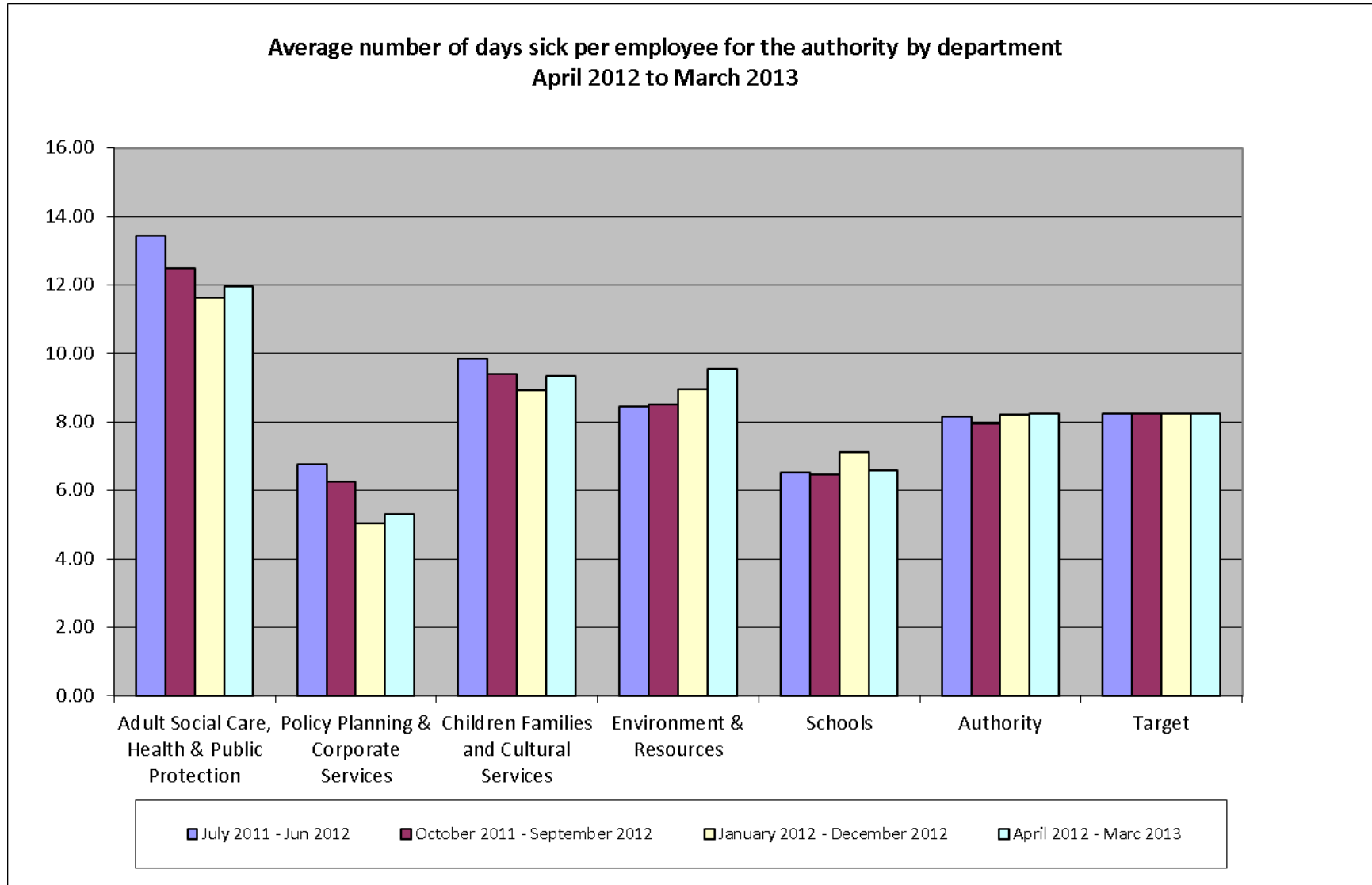
#### **Background Papers**

None

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

All

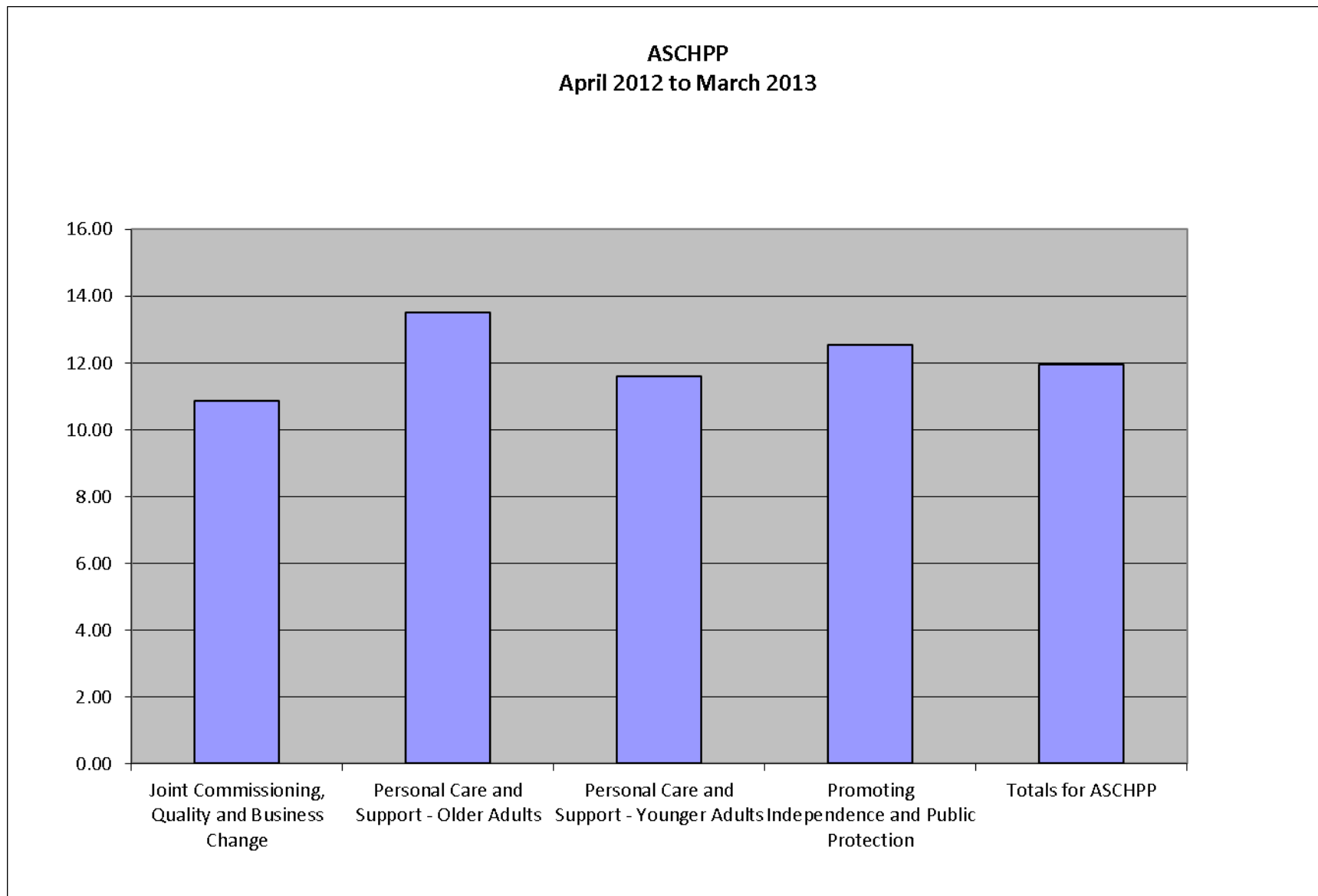
## Appendix A: Overall Performance (rolling basis)



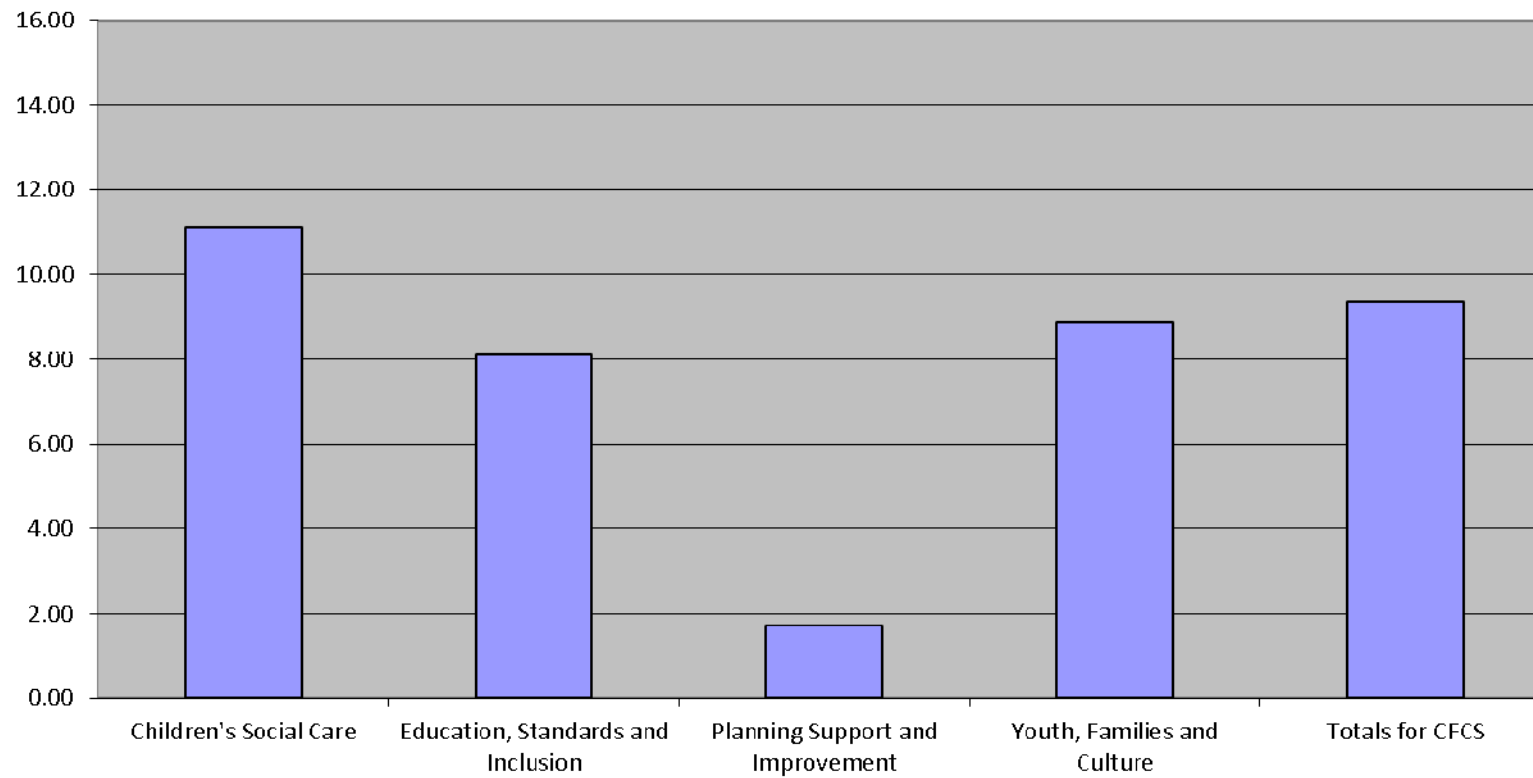
Department	July 2011 – June 2012	October 2011 - September 2012	January 2012 - December 2012	April 2012 – March 2013
<b>Adult Social Care, Health &amp; Public Protection</b>	13.45	12.48	11.63	11.96
<b>Policy Planning &amp; Corporate Services</b>	6.75	6.27	5.05	5.32
<b>Children Families and Cultural Services</b>	9.84	9.40	8.93	9.36
<b>Environment &amp; Resources</b>	8.45	8.52	8.94	9.56
<b>Schools</b>	6.54	6.48	7.12	6.59
<b>Authority</b>	8.16	7.94	8.22	<b>8.25</b>
<b>Target</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>



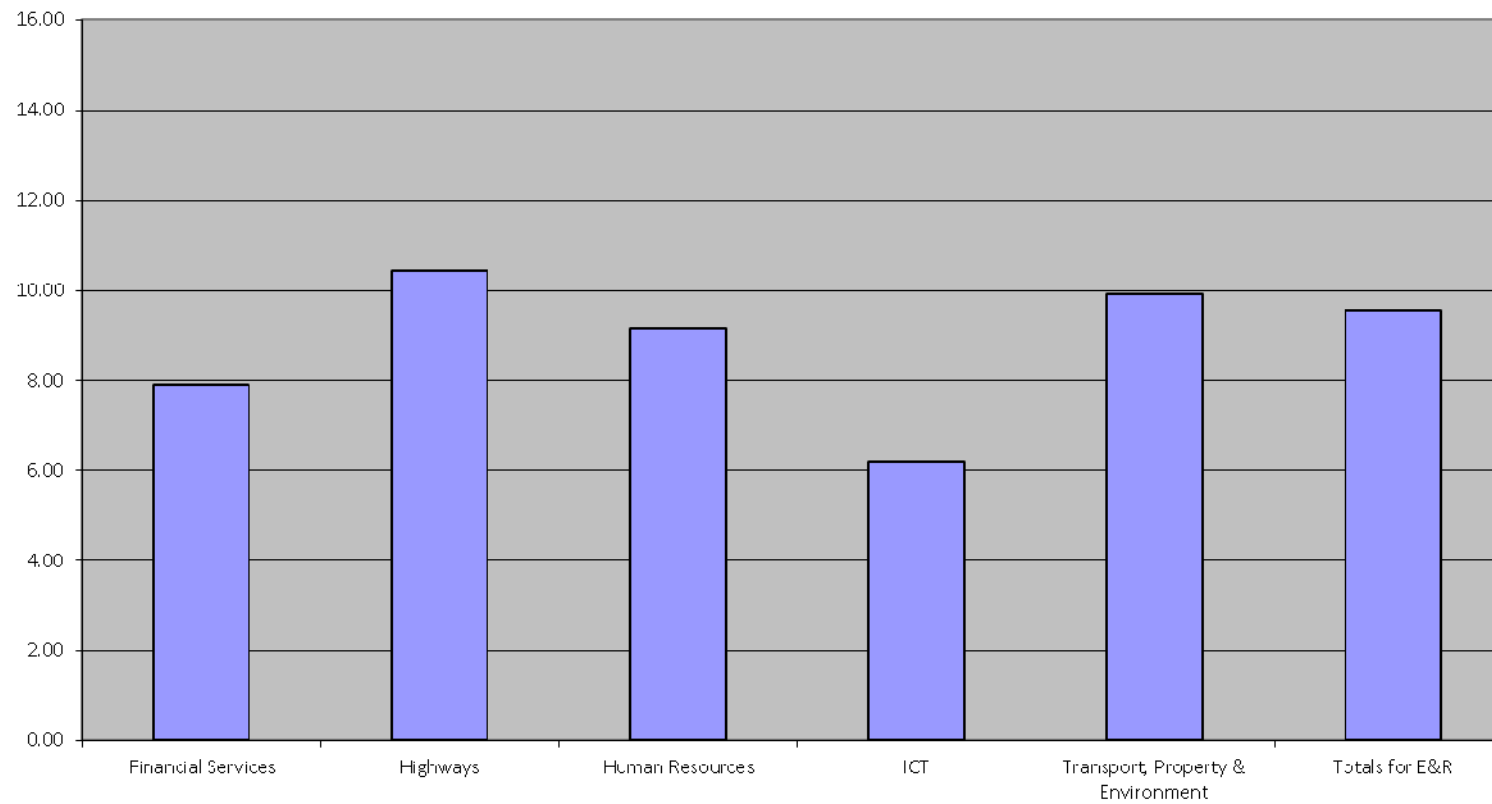
## Appendix B: By department (rolling basis)



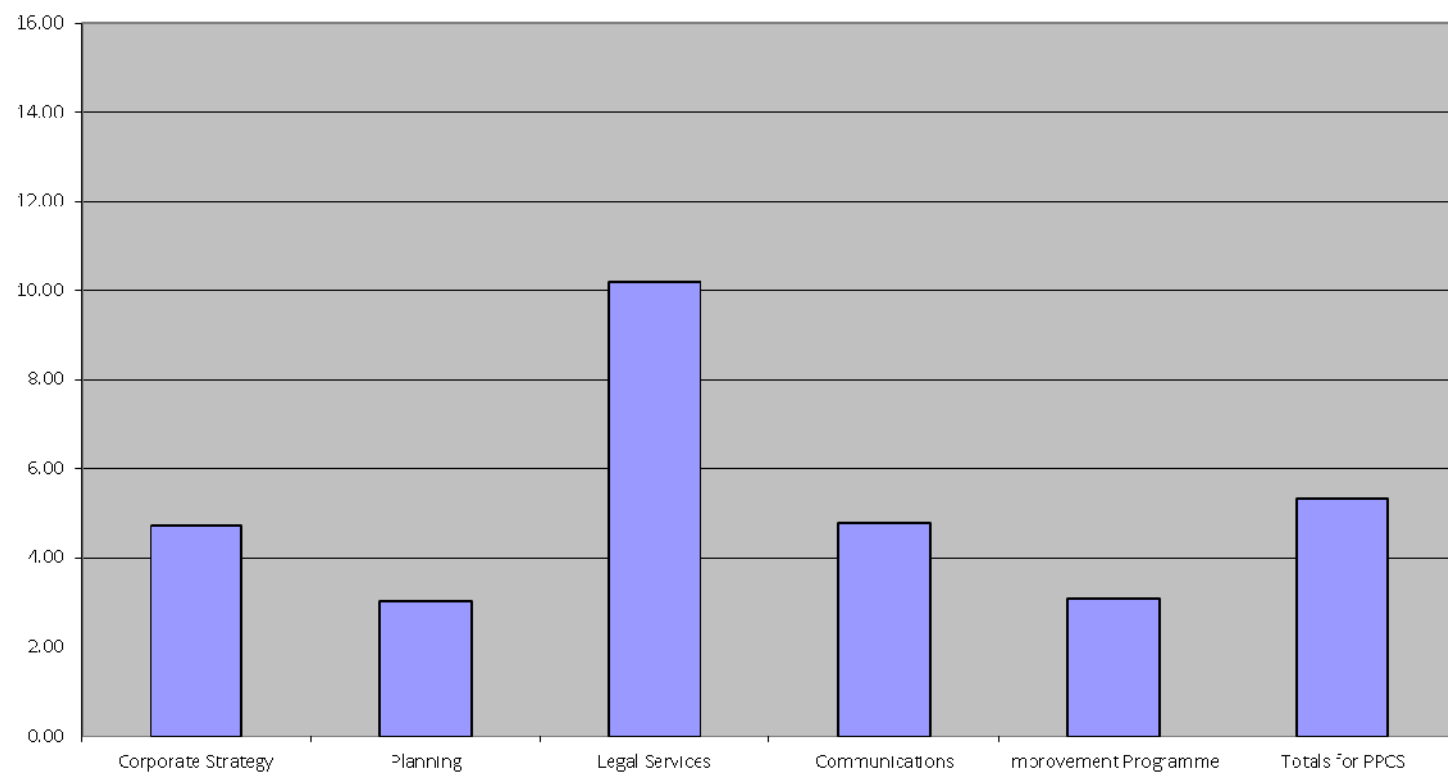
**CFCS**  
**April 2012 to March 2013**



**Environment & Resources**  
**April 2012 to March 2013**



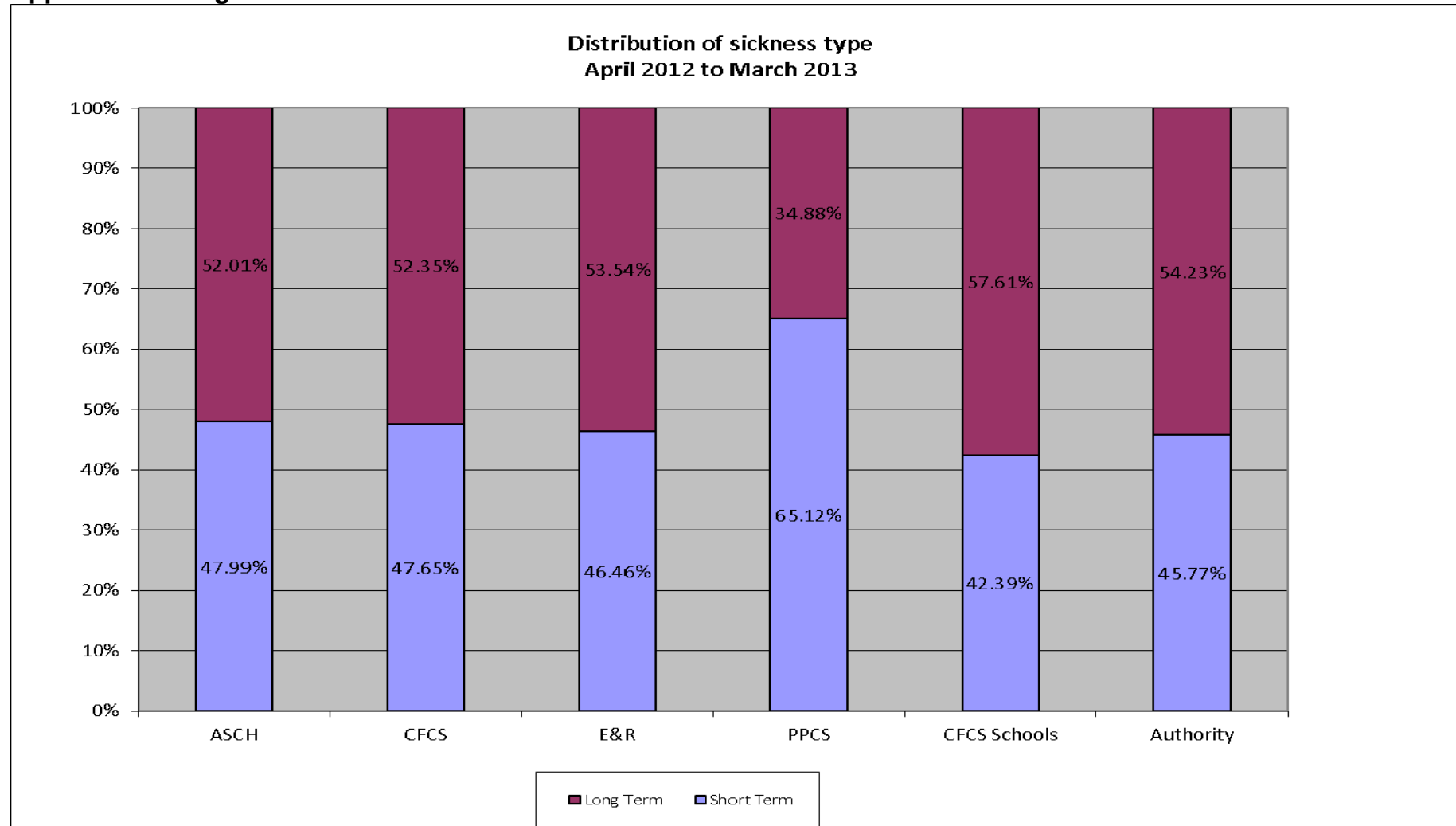
**PPCS**  
**April 2012 to March 2013**



**Appendix C: Reasons for Absence 1<sup>st</sup> January – 31<sup>st</sup> March 2013**

Sickness Absence Description (reported)	BACK PROBLEM	OTHER MUSC PROBLEM	STRESS / DEPRESSION	COLD / FLU / SORE THROAT	HEADACHE / MIGRAINE	OPERATION / POST OP	CHEST / RESPIRATORY	PREGNANCY RELATED	STOMACH / DIGESTION	HEART / BLOOD PRESSURE	INFECTION	SKIN DISORDER	OTHER	NOT SUPPLIED
<b>Department</b>														
Adult Social Care & Health	7.74%	10.58%	22.97%	8.98%	1.51%	17.26%	3.41%	1.09%	7.61%	1.29%	2.71%	0.38%	14.45%	0.01%
Child Families & Cultural Services	5.81%	10.05%	28.45%	10.16%	1.97%	14.29%	3.00%	1.44%	6.94%	1.35%	2.20%	0.38%	13.95%	0.01%
Environment & Resources	9.09%	17.06%	14.80%	7.72%	1.78%	16.11%	1.86%	1.01%	8.19%	2.64%	3.16%	0.47%	16.00%	0.11%
Policy, Planning & Corp Services	6.74%	3.65%	42.09%	20.29%	2.50%	1.96%	2.85%	0.76%	9.26%	0.32%	6.25%	0.00%	3.33%	0.00%
Schools	4.87%	8.61%	18.42%	12.86%	2.81%	18.68%	3.21%	2.14%	12.08%	1.12%	3.50%	0.19%	9.08%	2.43%
<b>Totals</b>	6.81%	11.73%	20.24%	10.21%	2.12%	16.67%	2.79%	1.48%	9.14%	1.65%	3.04%	0.34%	12.95%	0.84%

## Appendix D: Long and Short Term Absence



## Appendix E: Year End Out-turn Data 2012/13 – East Midlands Region

<b>Authority</b>	
Rutland County Council	5.63
High Peak Borough Council	6.59
West Lindsey District Council	7.03
Boston Borough Council	7.53
Derby City Council	7.60
<b>Nottinghamshire County Council</b>	<b>8.25</b> inc schools( <b>8.60</b> ex schools)
Wellingborough BC	8.49
North West Leicestershire DC	8.86
Hinckley and Bosworth BC	8.94
<b>Northamptonshire CC</b>	<b>9.14</b>
<b>Derbyshire County Council</b>	<b>9.14</b> ex schools
Bassetlaw District Council	9.36
Mansfield District Council	9.51
Lincoln City Council	9.70
North Kesteven District Council	10.21
<b>Lincolnshire County Council</b>	<b>10.23</b> ex schools
X District Council	10.23
Gedling Borough Council	10.49
<b>Nottingham City Council</b>	<b>10.62</b> ex schools
Leicester City Council	10.71
North East Derbyshire District Council	11.69
<b>Average</b>	<b>9.05</b>

Appendix F:

## Outcomes of Employee Health and Wellbeing Action Plan 2012-13:

**OVERALL AIM:**

To improve employee health and reduce sickness absence rates to reflect average levels for County Councils by promoting working relationships and environments that encourage wellbeing and build resilience, with a particular focus on preventing and managing stress and reducing long term absence.

**OBJECTIVE 1 - PROACTIVE PREVENTION OF ABSENCE:**

Protecting employees from harm, reducing and managing physical and mental illness at source to avoid absence:

**a) Building Competency:**

Action	Expected outcome / target:	Risks	Actual Outcomes/ impact	Year-end Status (31.3.13)
Ensure <b>linkages into organisational development and transformation agenda</b> to enable NCC managers to be properly and measurably accountable for managing change, including effective and proactive sickness absence management to support on-going improvement.	<p>All managers take responsibility for proactively promoting a healthy and safe working environment.</p> <p>Understanding of the concept of individual and organisational resilience is reinforced through the management and leadership development programmes</p>	<p>Lack of management , engagement</p> <p>Subject to monitoring and evaluation</p>	<p>Incorporated into the NCC Leadership Development Programme November 2012 – February 2013.</p> <p>Re- focussed stress management learning materials and guidance to include dealing with change and resilience – 150 managers attended,</p>	<p><b>Moving forward for 2013/14:</b></p> <p>Develop further as a key strand of a wider Workforce Development Plan for 2013/14.</p>



	<p>commencing in Autumn 2012.</p> <p>Managers engaged in effectively planning and prioritising workloads to reduce stress at source.</p> <p>Linked into wider work on cultural change to support mitigation of the impact of staffing reductions on remaining employees( workload)</p>		<p>positive feedback.</p> <p>Linked into the Risk Management, Safeguarding and Health and Safety Competency in competency framework for use in EPDR processes.</p>	
<b>b) Building Resilience:</b>				
<b>Action</b>	<b>Expected outcome / target:</b>	<b>Risks</b>	<b>Actual Outcomes / impact</b>	<b>Year-end Status (31.3.13)</b>
<p>Reposition reactive approach to Stress Management through a <b>proactive re-focus on organisational “Resilience Building”</b> to ensure that employees have learnt resilient skills and have an increased change of coping with uncertainty and maintaining good health and attendance at work.</p>	<p>Employees engaged in identifying and managing their own, individual; reaction to the pressures of change and to changing demands at work, strengthening their individual resilience and well-being.</p> <p>On-going</p>	<p>Lack of employee and/or trade union engagement</p>	<p>Concept of individual resilience launched on Wellbeing site on NCC intranet and article in/ Front line magazine, September 2012.</p> <p>Promotion of stress awareness to coincide with National Stress Awareness Day and Wellbeing Road show with focus on maintaining good mental health ( see addendum)</p>	<p><b>Moving forward for 2013/14:</b></p> <p>Develop further as a key strand of a wider Workforce Development Plan for 2013/14.</p>

			<b>20.24%</b> of cases attributable to stress as at year end 31.03.13 compared with <b>20.65%</b> at 31.03.12 = <b>0.41% improvement.</b>	
Action	Expected outcome / target:	Risks	Actual Outcomes / impact	Year-end Status (31.3.13)
<b>Planned programme of activity</b> delivered during 2012/13 to coincide with national campaigns and awareness weeks: <b>for examples see Addendum.</b>  Continued use of external resources Inc. links to web-based sources of expert wellbeing advice and support e.g. NHS.	Employees are given regular and proactive information and support on how to prevent, identify and respond to common health conditions and guided towards external professional sources of help and support.  On-going programme, continually updated	Lack of budget - reliance on cost neutral external / voluntary resources  Low level of employee engagement.	2011/12 programme added to and refreshed (see addendum)	<b>Moving forward for 2013/14:</b>  Maintain and build on programme as part of employee wellbeing agenda
<b>C) Promoting Healthier Lifestyles and Proactive Health Surveillance:</b>				
Action	Expected outcome / target:	Risks	Actual Outcomes / impact	Year-end Status (31.3.13)
Appoint and train 6 additional <b>Workplace Health Champions</b> from a wide range of job types countywide, to build on and develop the existing cohort of Workplace Health Champions,	<b>6</b> additional Champions recruited and trained in -year.  Employees are directly informed by peers about healthy lifestyle	Failure to recruit sufficient Champions with required aptitudes	<b>Target exceeded:</b> total of Champions and trained and actively engaging increased by 8 to 21 with on-going programme to continue to recruit and train more Champions.	<b>Moving forward for 2013/14:</b>  Maintain and build on this resource

Accredit to Royal Society for Public Health Level 2 qualification in Understanding Health Improvement.	choices and encouraged to make positive changes.	Low level of employee engagement		
Programme of activity accredited through NHS Change for Life <b>Wellbeing at Work Workplace Health Scheme award</b> through NHS Bassetlaw. Including baseline Employee health and lifestyle questionnaire to inform future targeting of well-being initiatives	Positive benchmarking of the Council's performance against requirements of a national standard.  Bronze level award by Sept 12  Silver award by Feb 13.	Required criteria not assessed as met	Bronze award achieved January 2013  Silver level award achieved April 2013	<b>Moving forward for 2013/14:</b>  Evidence collated for assessment for Gold level award, by Sept 13 as part of 13/14 action plan.
<b>d) Preventative intervention</b>				
Action	Expected outcome / target:	Risks	Actual Outcomes / impact	Year-end Status (31.3.13)
<b>Seasonal Flu vaccination campaign</b> for all NCC employees, Winter 2012/13.	Campaign launch and promotion August 2012 for commencement in October.  Improved Duty of Care: Higher numbers of NCC employees are protected from contracting flu (no numerical target set).  Reduced impact of risk of	Lack of employee engagement  No comprehensive or accurate data on uptake.	Launched August 2012 (following unanticipated delay due to national shortage of vaccine re-launched 5 <sup>TH</sup> November 2012).  Campaign delivered in successful partnership with Public Health, NHS Nottinghamshire and NHS	<b>Moving forward for 2013/14:</b>  Build on effective partnership working with Public Health.

	infection to members of the public with whom NCC staff come into contact, including vulnerable service users.  Fewer incidences of sickness absence attributable to flu.	Insufficient budget to meet demand.	Bassetlaw.  Total of <b>1162</b> NCC employees vaccinated.  Absence attributed to Colds/Flu over “winter” 2012/13 (Q3 and 4 October 12 – March 13) fell by <b>0.7%</b> overall compared to the same two quarters in 2011/12.	Review approach to seasonal flu campaign 2013/14.
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## **OBJECTIVE 2 – MANAGEMENT AND REDUCTION OF ABSENCE :**

Managing the workplace environment and developing coping mechanism in employee groups and teams:

### **a) Managing Attendance Effectively :**

<b>Action</b>	<b>Expected outcome / target:</b>	<b>Risks</b>	<b>Actual Outcomes / impact</b>	<b>Year-end Status (31.3.13)</b>
Further review <b>Attendance Management training for managers</b> to include a focus on building resilience. Provide additional training dates and remind managers of the requirement to attend on a mandatory basis. Develop complimentary eLearning materials  Corporate Directors to ensure	<b>100%</b> of all NCC managers are trained by March 2013  All managers take a consistent approach to the management of sickness absence in accordance with the established policies  A reduction in the number of ‘Did Not Attends’ for mandatory Attendance Management training events for managers by <b>80%</b> .	Lack of organisational commitment to enforcing / monitoring mandatory nature of training	9 extra course provided  <b>83%</b> of NCC managers trained as at 31.3.13 = <b>48.1% improvement</b> on previous year  “Did Not Attend” rate reduced to 17% from 30% in previous year = <b>56% improvement</b>  <b>Improvement</b> in absence rates by <b>0.25 days</b> as at 31.3.13,	<b>Moving forward for 2013/14:</b>  Online training package to be developed with complimentary seminars as more effective way of engaging managers.

that all managers are required to attend linked to Competency Framework and EPDR process.	Employees are supported to remain productively in work wherever possible  Continuing trend of falling absence rates.		compared to 31.3.12	
<b>b) Proactive management of risk from workplace stress and stressors:</b>				
Action	Expected outcome / target:	Risks	Actual Outcomes / impact	Year-end Status (31.3.13)
<p>Relaunch the on line <b>Stress Audit Tool</b>, currently “Well worker”, which focuses on the six wellbeing indicators set out in the HSE standards to managers and Head teachers (positioned with revised policy, guidance and learning materials focussing on resilience),</p> <p>Guide and encourage all managers to complete stress survey questionnaire to identify the key stressors in their workplace and to develop and implement an action plan to prevent reduce and manage the stressors identified in their</p>	<p>Re-launch Autumn 2012</p> <p>Number of surveys completed <b>increases by 20%</b> during 2012/13 and number of action plans produced following completion of survey <b>increases</b> by end March 2013.</p> <p>The proportion of absence attributable to stress to no more than <b>19.40%</b> (the local authority average).</p> <p>Reduction in number of claims against the authority related to stress in the work place.</p>	<p>Lack of management / Head teacher engagement</p> <p>Action plans not delivered</p> <p>Liabilities arising from failure to with Health and Safety Executive (HSE) standards</p>	<p>Re-launched Autumn 2012 - 6<sup>th</sup> Nov to coincide with National Stress Awareness Day 7<sup>th</sup> Nov 2012.</p> <p>31% decrease (corporate) and 22.7% decrease (schools), in stress surveys completed since 2011/12. No action plans reported as produced following completion of these surveys.</p> <p><b>0.41% overall reduction in stress related absence at year end 12/13.</b></p> <p>No ET cases directly related to stress 2 stress insurance claims</p>	<p><b>Moving forward for 2013/14:</b></p> <p>Continue to highlight to managers and Head teachers that Well Worker stress audit survey is one part of the wider stress management / resilience building toolkit available to managers.</p>

workplace accordingly.			registered any baseline comparator information for 11/12.	
Re-launch and promote Skillport <b>eLearning package on the Management of Stress</b> , produced for managers and Head teachers (as part of the Services for Schools offer), in a more accessible format, to help them understand stress, their responsibility for dealing with it, and how to prevent it.	<p>By end March 2013:</p> <p>Level of uptake of eLearning <b>increases by a further 50%</b> over whole year</p> <p>The proportion of absence attributable to stress is reduced to <b>less than 19.40%</b>.</p> <p>Compliance with Health and Safety Executive (HSE) Stress Management Standards across the authority</p> <p>Reduction in number of claims against the authority related to stress in the work place.</p>	Lack of management / Head teacher engagement	<p>Relaunched 6<sup>th</sup> Nov to coincide with National Stress Awareness Day 7<sup>th</sup> Nov</p> <p><b>25.6% increase</b> in uptake of stress management eLearning package during 31.3.13</p> <p>Stress related absence at year end <b>12/13 stands at 20.24%</b>, compared to 20.65% at year end 11/12 = <b>a 0.41% reduction</b></p> <p>No ET cases directly related to stress 2 stress insurance claims registered any baseline comparator information for 11/12.</p>	<p><b>Moving forward for 2013/14:</b></p> <p>HR and Health and Safety continue to promote the eLearning package to managers and Head teachers as part of the wider toolkit of training and guidance available to them.</p>
<b><u>OBJECTIVE 3- SUPPORT AND REHABILITATION BACK TO WORK:</u></b>				
Enabling employees experiencing ill health to remain in work and where absent return to work productively at the earliest opportunity				
<b>a) Further improve and benchmark Occupational Health standards:</b>				
<b>Action</b>	<b>Expected outcome / target:</b>	<b>Risks</b>	<b>Actual Outcomes / impact</b>	<b>Year-end Status (31.3.13)</b>







Accredit the Council's Occupational Health service against the national <b>Safe Effective Quality Occupational Health Service Standards</b> (SEQOHS), through the Clinical Standards Department of the Royal College of Physicians.	Quality of specialist OH advice and support ensured to better enable managers to support early return and sustainable rehabilitation back into work where absence occurs.  Fully accredited by end March 2013	Lack of accreditation / failure to maintain accreditation	Registered for accreditation.  Multi disciplinary project team including property, Finance and HR actively working towards accreditation. .	<b>Moving forward for 2013/14:</b>  Progress work on collating evidence for submission accreditation by end July 2013
<b>Review of Occupational Health service delivery options</b> to schools and more widely, including opportunities to link into Public Health provision during 2013/14.	Delivery model ensures sustainable, customer focussed, value for money service provision  By end 2012/13 for further review during 2013/14.	As per wider service review project  Customer expectation management.  Staff engagement	Improved customer feedback.  Reduced number of complaints	<b>Moving forward for 2013/14:</b>  Link into wider Service Review Programme during 2013/14
<b>b) Targeted HR support</b>				
Action	Expected outcome / target:	Risks	Actual Outcomes / impact	Year-end Status (31.3.13)
Further work with managers and Head teachers to <b>action plan support for employees on long term sickness absence</b> to return to and be rehabilitated back into work taking into	The percentage of cases of long term absence is <b>reduced by 8.7% to 50%</b> (or less) by 1 <sup>st</sup> April 2013.  Improved management	Lack of managerial engagement  Data validity – incomplete	<b>54.23 %</b> long term absence cases as at 31.3.13 compared to <b>57.04%</b> at 31. 3.12 = <b>2.81% improvement overall</b>	<b>Moving forward for 2013/14:</b>  Managers to be encouraged to use data from

<p>account recommendations from GP Fit Notes</p> <p>Structured use of holistic data and information to support actions and decisions, taken from the following sources:-</p> <ul style="list-style-type: none"> <li>• Stress Audits</li> <li>• the EPDR process</li> <li>• sickness absence data by department, section, teams and groups</li> <li>• information from Grievance &amp; Harassment cases</li> <li>• data from counselling and OH referrals</li> <li>• feedback from managers, HR teams and Trade Unions</li> </ul>	<p>reporting through management self-service element of BMS</p>	<p>management information entered onto BMS</p>		<p>BMS directly to identify specific issues and engage with HR in improvement plans.</p>
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**Note:** figures quoted for national average for local government taken from Local Government Association Workforce report 2011 (2012 report pending)

**Status key:**



Exceeded target	
Achieved target	
On track to achieve target	
At risk of not achieving target	
Missed target	
No information available (pending)	

**Addendum:**

Indicative examples from the planned programme of activities delivered during 2012/13, to coincide with national campaigns and awareness raising weeks:

**Healthier Lifestyle:**

- Further Well-being Road Shows, 12 September at County Hall, 19th December 2012 (with a mental health focus) and March 2013 , at other county venues TBD
- Promotion of national Walk to Work Week May 2012
- 6 week weight loss sessions linked to national Eat Well for Life campaign, April – June 2012 at Countywide locations (73 employee participants enrolled)
- Additional after work physical activities including. Zumba classes starting 25th June at County Hall and Lawn View House (43 attendees at taster session).
- Promotion of Food and Health day 28th July 12, working with County Catering to launch healthy choices in NCC staff restaurant/snack bars.
- Smoking Cessation : June 12 onwards, one to one support for employees with NHS support team
- Promotion of national Stress Awareness Day, November 2012
- Mental Health awareness seminar 12<sup>th</sup> December 2012.

**Health surveillance:**

Osteoporosis and Bone Density screening sessions countywide c December 2013.

- Intranet promotion of Men's Health week 11-17 June 12
- Promotion of seasonal Flu vaccination in partnership with Public Health / NHS Occupational Health service – Winter 2012/13.
- “Movember”- localised events promoting prostate cancer awareness – November 2012
- Supporting the promotion of International day of Persons With Disability within NCC - 3<sup>rd</sup> December 2012
- Step Challenge “Get fit for 2013’ physical promotional event in partnership with National Water Sports Centre and DW Sports Fitness at County Hall and Lawn view House
- Smoking Cessation: 13<sup>th</sup> March 2013 event in partnership with New leaf. Promoting one-one sessions at County Hall and Lawn View House to coincide with National Stop Smoking Day
- Women's Cancer awareness in partnership with Macmillan Cancer Support 19<sup>th</sup> March 2013 at County Hall and Lawn View House
- Pedometer walking challenge at Mercury House on 15<sup>th</sup> March 2013.
- Blood pressure monitoring campaign 8<sup>th</sup> and 9<sup>th</sup> May 2012 County Hall and May Lawn View House
- Targeted wellbeing event for Highways staff, 15<sup>th</sup> May 2012.



**Agenda Item: 9****REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE.****VACANCY CONTROL PROCESS****Purpose of the Report**

1. To update Elected Members on proposals for a set of revised and strengthened Vacancy Control measures for implementation across the Council.

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

2. Nottinghamshire County Council implemented a "Vacancy Protocol" in July 2009. This process focuses on not filling vacant posts, or only doing so on a temporary, fixed term, basis, wherever possible.
3. Whilst this vacancy management process covered all permanent and temporary posts across the Council, a number of designated post exceptions were agreed, predominantly in key front line service areas.
4. This process was introduced as one of a set of measures taken by the Council (including redeployment and seeking expressions of interest in voluntary redundancy), intended to support the Council in minimising and mitigating against the impact of post deletions arising from the Council's response to its increasing financial challenges.
5. The existing Vacancy Protocol process was last updated in 2011 when it was extended to temporary vacancies of less than 12 weeks in response to continued budget pressures.
6. The overall aims of the process are to reduce the risk of compulsory redundancy for existing employees and to reduce the costs associated with redundancy whilst ensuring effective workforce planning to support on-going service delivery.

**Current Position**

7. In light of the known budgetary savings which the Council needs to find over the next three years, the Corporate Leadership Team, at its meetings on 14<sup>th</sup> and 21<sup>st</sup> May 2013, reviewed existing process and endorsed a revised vacancy management process.
8. This revised process has been strengthened to ensure greater robustness and consistency of the management consideration given to the filling of vacant posts and is intended to ensure that future post reductions can be proactively planned and achieved in a fair, legally

compliant, cost effective manner which manages and reduces the need for further redundancies.

9. The recognised trade unions have been informed of these proposals through the Central Joint Consultative and Negotiating Panel at its meeting on 22<sup>nd</sup> May 2013 and the Joint Redundancy and Redeployment Working Group on 30<sup>th</sup> May 2013.

### **Proposed Process**

10. In order to underline the reinforcement of the process, it is proposed that the revised measures are renamed the “Vacancy Control Process”.
11. The proposed Vacancy Control process focuses on a set of measures set out in the **appendix** to this report.
12. The overall impact of the above measures is that unfilled posts will remain vacant until the Vacancy Control Process is removed; a successful business case for filling the post has been agreed by the Corporate Service Director or the post is disestablished as part of the budget savings.
13. The HR team will be responsible for ensuring the appropriate and consistent application of the process, maintaining records and monitoring outcomes. This will include:
- Maintaining a record of all posts deleted, or to be deleted, and monitoring these to ensure that the necessary actions are taken.
  - Receiving copies of all business cases set out on Vacancy Control Decision Records, prior to recruitment and monitoring the application of the Vacancy Control Process across the organisation.
  - Reporting progress to Elected Members, Corporate Leadership Team and trades union colleagues quarterly, or more frequently if issues arise.
  - Producing more detailed guidance for managers on the application of the process.

### **Other Options Considered**

14. The potential to remove any form of vacancy control process and leave the management of this entirely at the discretion of individual managers was considered. It was determined that some form of consistent corporate control is necessary to effectively manage and minimise the impact of increased financial pressures on staffing levels and the potential for compulsory redundancies.
15. Consideration was also given to retaining the existing Vacancy Protocol. However experience to date has evidenced a need for tighter control over vacancy management across the Council which will also provide an opportunity to refresh and re-launch the underlying principles.

## **Reason for Recommendation**

16. To ensure that the Council is able to plan for and achieve necessary future staffing reductions with the minimum of service disruption and risk whilst also minimising the number and cost of redundancies arising and the proportion of these that are compulsory; ensuring legal compliance with regard to the employers duty towards staff at risk of redundancy.

## **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty and human resources 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**

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

## **Equalities implications**

The proposals within this report will provide a structure and level of scrutiny to ensure consistency and fairness of process application across the whole Authority.

## **Financial Implications**

The proposals within this report will help to ensure that the Council can respond to the financial challenges facing it over the coming years whilst containing the cost impact of redundancies as far as possible.

## **RECOMMENDATION**

It is recommended that Members note the implementation of the revised Vacancy Control Process set out in this report with immediate effect.

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

**For any enquiries about this report please contact:** Claire Gollin, Group Manager HR on 01159773837 or [claire.gollin@nottsc.gov.uk](mailto:claire.gollin@nottsc.gov.uk)

## **Constitutional Comments (KK 22/05/13)**

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

## **Financial Comments (SEM 22/05/13)**

19. The County Council is facing unprecedented financial challenges and has implemented a transformation programme since 2011 to deliver efficiencies and savings. Based on current assumptions, significant cumulative savings will need to be identified in the next three years.

Although a balanced budget has been delivered for 2013/14, a series of in-year measures such as strengthened Vacancy Control are being introduced to ensure the Council is able to continue to deliver a robust, sustainable and balanced budget.

## **Background Papers and Published Documents**

None

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

All



## Appendix: Vacancy Control Process

- Vacancy Protocol to be renamed Vacancy Control Process.
- The first task of any manager when a vacancy arises should be to determine if the post can be deleted, either now or in the future, to contribute to budgetary savings. A record of posts deleted, or to be deleted, will be maintained by the HR team and monitored to ensure that the necessary actions are taken.
- If the post cannot be deleted, as a default position, it is proposed that all posts, including those previously exempted and those recently transferred from Public Health, will not be exempt from this process.
- All posts will be recruited to on a temporary fixed term basis. The length of the fixed term will be linked to the timescales of the relevant service review process and agreed with the Corporate or Service Director. No post will be advertised permanently unless on an exceptional basis with a clearly signed off Vacancy Control Decision Record agreed by the Corporate Director or Service Director.
- All posts will require a Vacancy Control Decision Record to be signed off by the Corporate Director or Service Director to approve appointment to the post on a temporary basis and to confirm how the post will be advertised. This task will not be delegated below the Service Director tier. Except in cases of emergency, the only exceptions to the requirement to complete a decision record to fill a post temporarily will be:
  - a) Front line qualified child protection social work and child protection social work team managers.
  - b) Children's residential care, including Clayfields House – managers; assistant managers, deputy managers; team, unit and assistant unit leaders; residential and care workers; awake night care posts.
  - c) Regulated services in ASCH where there are statutory requirements re staffing levels
  - d) School based catering and cleaning staff (including dining room assistants, cooks, cook supervisors/unit leaders, cleaners, cleaning supervisors)

Where it is intended to recruit to the above posts permanently or directly via external advert then a Vacancy Control Decision Record will still be required.

- All fixed term posts will initially be advertised internally before being released for external advert. Unless the decision record gives agreement to advertise internally and externally simultaneously. Internally advertised posts will be open to existing permanent NCC employees and temporary NCC employees with over 12 months continuous service only.
- The Vacancy Control Decision Record will also be required for permission to engage a temporary agency worker, (from the preferred supplier list), or to recruit on an internal or external temporary secondment basis.

- For newly established posts, a copy of the Committee report can be attached to the Vacancy Control Decision Record form as a prima facie case to fill the post. The Corporate or Service Director will then determine on what basis the post(s) can be advertised and filled.
- Prior to internal advertisement, posts will be considered for redeployment of displaced staff or other staff requiring redeployment. Normal redeployment processes operated by the County Council will apply. If a redeployee matches against a fixed term post, HR will contact the relevant manager to ascertain if the post can be released on a permanent basis for redeployment purposes only.
- Extensions of any fixed term appointment/secondment or agency worker engagement should require a re-submission of the Vacancy Control Decision Record for Service Director approval. This should include a review of the current workforce situation alongside the original business case to ensure the factors are still relevant.
- Posts will remain vacant until the Vacancy Control Process is removed; a successful business case for filling the post has been agreed by the Corporate Service Director or the post is disestablished as part of the budget savings.
- The HR service will receive copies of all business cases prior to recruitment and monitor the application of the Vacancy Control Process across the organisation and report to elected members, CLT and trades union colleagues quarterly or more frequently if issues arise.

**May 2013**

**REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY &  
ENVIRONMENT****PERFORMANCE REPORT - CATERING & FACILITIES MANAGEMENT  
SERVICES****Purpose of the Report**

1. This report provides information to the Personnel Committee on the performance of the Environment & Resources Department Catering & Facilities Management Services as at 31 March 2013

**Information and Advice**

2. The Environment & Resources Department provides a range of Catering & Facilities Management services across the County Council predominantly schools and academies; services provided also include the County Office Estate such as County Hall, Trent Bridge House, Lawn View House, Meadow House, Sir John Robinson Way, Sherwood Energy Village as well as Retford, Mansfield and Newark Bus Stations, Bilsthorpe Highways Depot and a countywide hospitality service. The service also delivers tailored services to Libraries, Country Parks, Childrens' Centres & Bassetlaw District Council.
3. The majority of the income to the service is derived from sold services to schools operating on a full cost recovery basis via service level agreements or contracts. With all budgets delegated schools operate within a mixed market economy and are serviced either by the County Council, private contractors or with self-managed arrangements. C&FM are sub-contractors for both Carillion and Balfour Beatty in delivering the frontline services to the East Leake and Bassetlaw PFI service arrangements.
4. C&FM manage operational budgets for the County Office estate which includes, building cleaning, grounds maintenance, facilities officers, assistants, site managers and in the newly refurbished buildings post rooms, stationery supplies. .. These budgets will be the target for cost reductions in 2014/15. As an interim measure and subject to review later in the year C&FM have taken on additional management responsibility for elements of building maintenance and property management issues.
5. C&FM employs just over 3,000 staff most of who are part time. As well as the legislatively compliance requirements covering both food safety and health & safety, with the aid of two specialist skills trainers, resources are targeted at accident and incident reduction, customer care skills together with professional knowledge and skills required in delivering frontline services.

## **Summary of Performance – Appendix 1**

### **Schools Catering**

6. Levels of buy back for 2012/13 remained relatively consistent from previous years however two secondary academies now no longer purchase an NCC provided service. Take up of meals increased this year by benefitting from a number of theme and promotional events. Although slightly below the target set meal take-up still represents an overall increase on previous years with an extra 204,000 being served and turnover increased by 1.4% to £16m
7. Particular mention should be made again of the increase in secondary school meal sales, approximately with overall take-up increased from 38.2% in 2011/2012 to 43.7% in 2012/2013. Primary Schools increased from 43.3% in 2011/12 to 44.7% in 2012/13 and are now at their highest for the last 15+ years.
8. A national action plan is due to be released in the Summer of 2013 following extensive industry and education department consultations which is likely to include the recommendation to move from rigid nutritional standards to food based standards and be extended to include academies who are currently exempt for school food regulations.
9. Financial performance has improved since the last report to Committee. The budget adjustments made which reduced expenditure in non-essential areas such as equipment replacements and sundry items to allow an increase in the food budgets to offset the above inflation food costs has greatly assisted in this process. £154k has been returned as profits to secondary and academies and £353k surplus has been returned to the Authority for future investment representing excellent overall service performance
10. Changes for schools in the budget delegation process from April 2013 have now been implemented. Of particular significance is the change from reclaiming the full free meal budget entitlements delegated to schools, to charging for free meals served linked to the selling price of a meal. The vast majority of schools will see a minimal impact on charges but for some where the level of take-up is higher than the county average then there will be a slight increase. Schools will continue to receive a charge for the delegated school meal lunch grant at £13 per pupil on roll. With an income of £675k to the school meals service this has made it possible to maintain the selling price at £2 for the fourth consecutive year.

### **County Hall & Other Catering**

11. Overall performance for the year has been satisfactory. With an overall increase in income in the Riverview Restaurant & Coffee Shop. Functions and special events catering continue to reduce. Recognising the frozen pay awards for staff over the past 4 years a selling price sensitive approach has been taken to reduce operational costs ahead of extensive price increases to customers. Both Retford Bus Station and the catering facility at Bilsthorpe Highways Depot continue to enjoy high levels of customer satisfaction and are achieving the set financial targets. Consultation is now complete with catering staff delivering services at the refurbished Adult Social Care Day Centres and will move to the line management of C&FM from June 2013. This a new area of work for C&FM and will provide cost effective catering support, financial performance monitoring and service improvements to Adult Social Care colleagues and service users.

## **Facilities Management**

12. The Building Cleaning Service completed the year with turnover of £10.6m which was 1.2% above target. This was achieved despite reducing charges to a number of internal and external customers by remodelling service arrangements. The increase has been achieved by providing additional services including caretaker management and sub-contracted services such as security, window cleaning & waste disposal management.
13. Grounds Maintenance with a turnover of £2m this came in below target due to a reduction in work construction work as a result of severe customer budget pressures. However with the tight control on expenditure and management of overheads the financial targets were achieved.
14. A customer satisfaction was conducted during the year and although only a 13% response rate was achieved 86% of respondents were satisfied with cleaning standards up from 66% in 2010. Overall 94% of respondents considered the overall service good or very good. Some comments were received over insufficient hours allocated in buildings however as these are linked directly to charges these can be increased if required.
15. In an effort to improve customer service and reduce costs the County Offices FM portfolio are now managing additional services on behalf of the Corporate Estates . For the West Bridgford Campus, County Hall & Trent Bridge House these include post rooms, stationery and printing resource hubs as well as the site management for both maintenance, building cleaning and security.
16. C&FM also manage the resource of Solutions 4 Data supported employment team who now scan invoices and other sensitive data on behalf of the Council. They completed a scan of over 1m documents in 2012/13 up from previous years.

## **Other Options Considered**

17. None -Report for information.

## **Reasons for Recommendations**

18. The monitoring of performance of the catering services supports the aspirations of the County Council to secure good quality affordable services.

## **Statutory and Policy Implications**

19. 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**

20. The monitoring of service performance will ensure that expenditure on catering services will be used efficiently and effectively.

## **RECOMMENDATION**

21. That this report is noted.

**Report Author – Kevin McKay**

**Report Author – Group Manager Catering & Facilities Management.**

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

## **Constitutional Comments**

Because this report is for noting only no Constitutional Comments are required

## **Financial Comments**

There are no direct financial implications as a result of this report..

## **Background Papers**

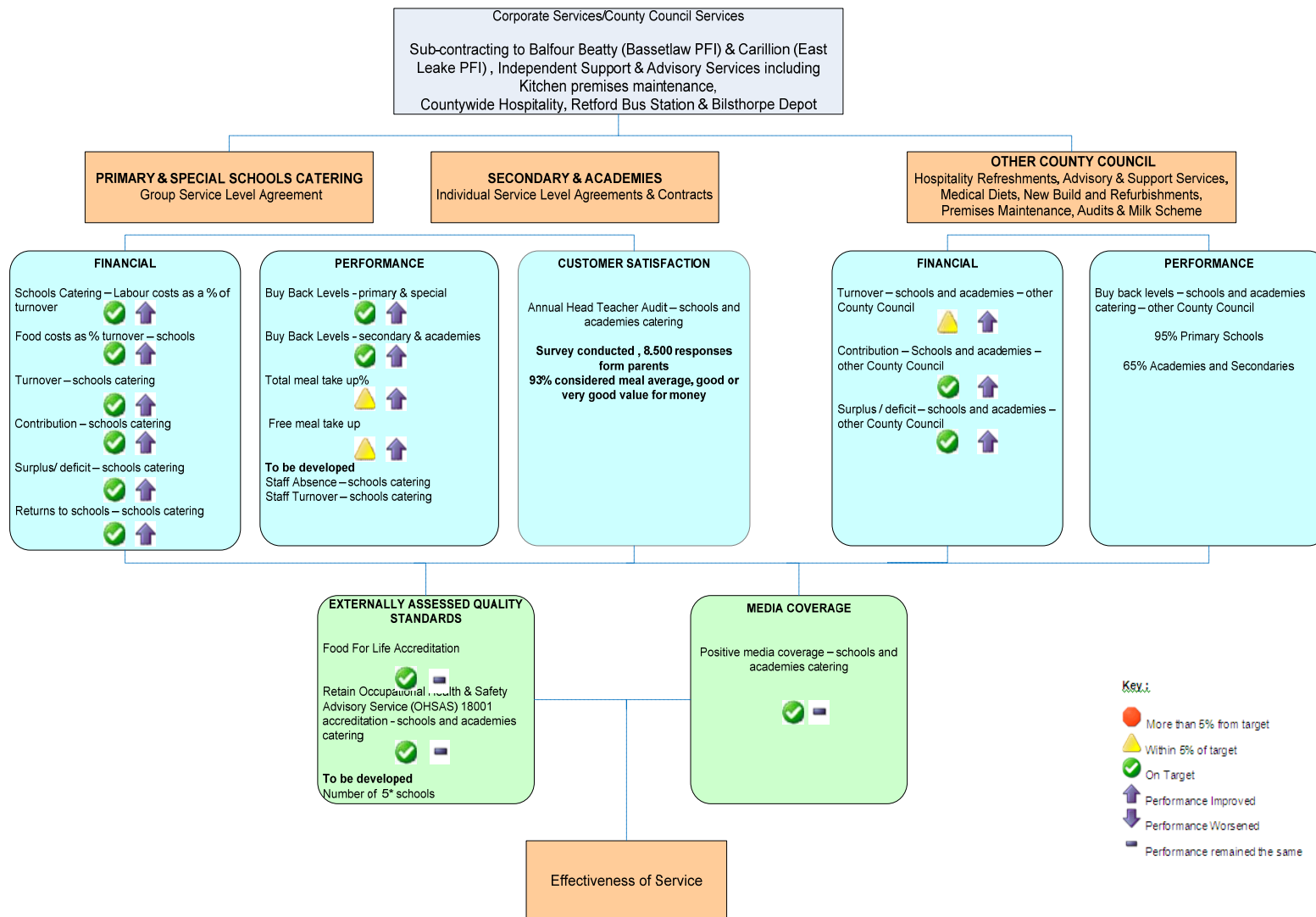
None

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

Nottinghamshire

## CATERING & FACILITIES MANAGEMENT GROUP

### SCHOOLS & ACADEMIES CATERING 2012/13



# CATERING & FACILITIES MANAGEMENT GROUP

## FACILITIES MANAGEMENT 2012/13

Schools & Academies, Library Services, Children's Centre, Bassetlaw District Council, Area County Offices, Retford & Newark Bus Stations, Sub-contracting to Balfour Beatty (Bassetlaw PFI) & Carillion (East Leake PFI)  
Independent Cleaning and Janitorial Support & Advisory Services.

**BUILDING CLEANING & CARETAKING**  
Individual Service Level Agreements & Contracts Sub Contracting for:- Waste Management, Washroom, Facilities, Window Cleaning, Security

**GROUND'S MAINTENANCE**  
Individual Service Level Agreements & Contracts for:- Day to day planned maintenance, Construction Projects

### FINANCIAL

Contribution - Landscape Services



Labour costs as % of turnover - Landscape Services



Turnover - Landscape Services



Contribution - Building Cleaning



Labour costs as % of turnover - Building Cleaning



Turnover - Building Cleaning



Contribution - Peripatetic caretaking



Turnover - Peripatetic caretaking



Direct Costs - Facilities Management-Security and Building Cleaning



### PERFORMANCE

Buy Back Levels - Building Cleaning  
Buy Back Levels - Caretaking  
Buy Back Levels - Grounds Maintenance

### CUSTOMER SATISFACTION

Annual Survey

86% of respondents satisfied with standards  
98% consider cleaning staff perform good

### EXTERNALLY ASSESSED QUALITY STANDARDS

Retain Occupational Health & Safety Advisory Services (OHSAS) 18001



Retain ISO 9001 accreditation



### Key:



More than 5% from target



Within 5% of target



On Target



Performance Improved



Performance Worsened



Performance remained the same

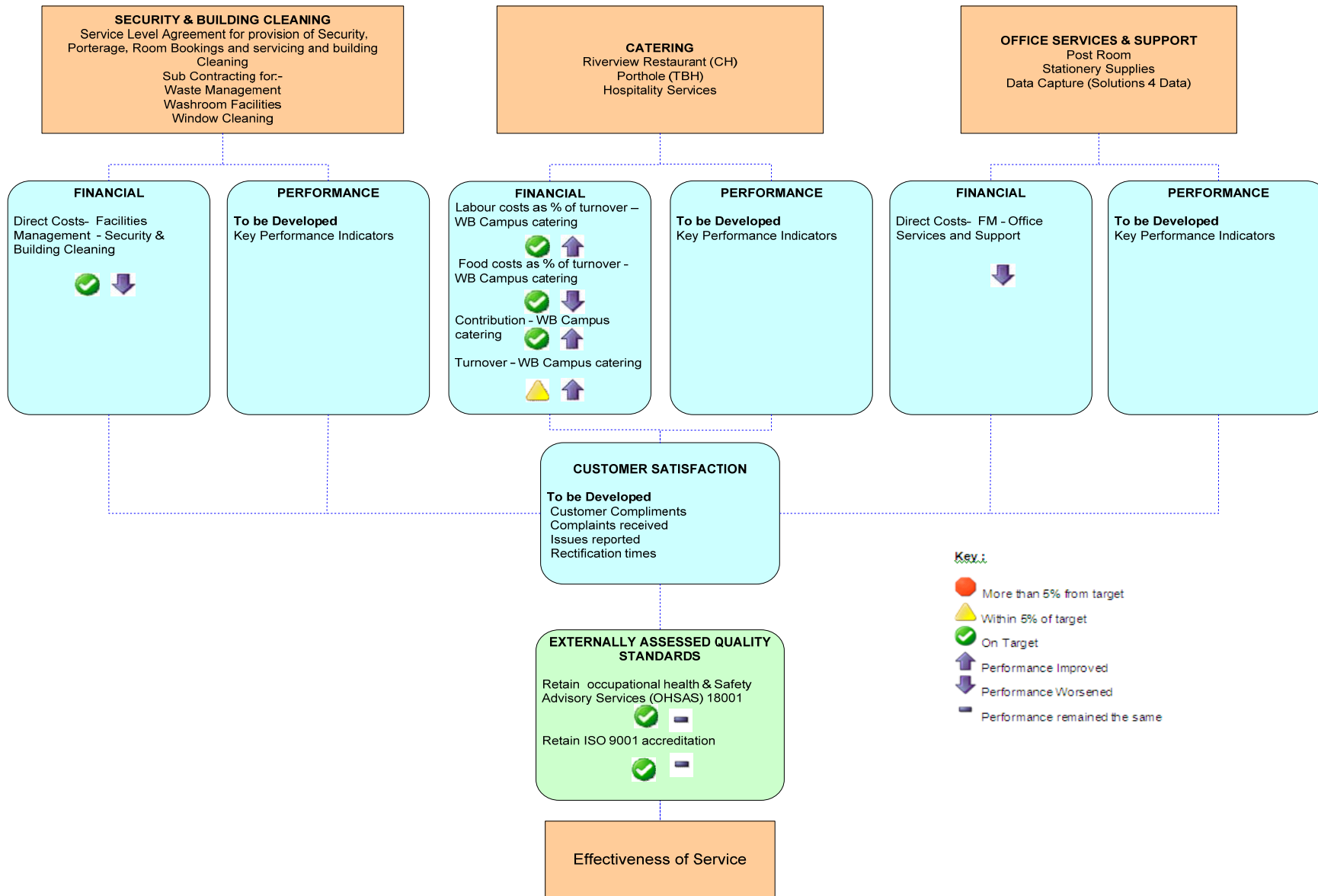
Contract Monitoring

Effectiveness of Service



# CATERING & FACILITIES MANAGEMENT GROUP


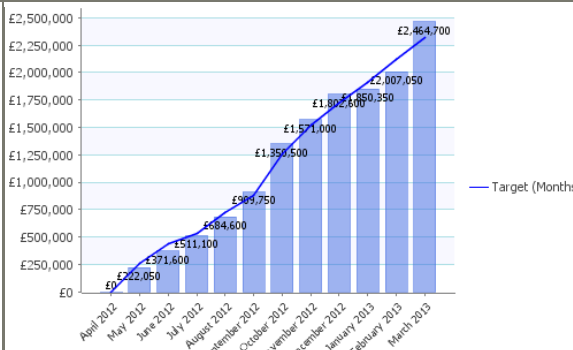
## FACILITIES MANAGEMENT (WEST BRIDGFORD CAMPUS) COUNTY HALL & TRENT BRIDGE HOUSE 2012/13




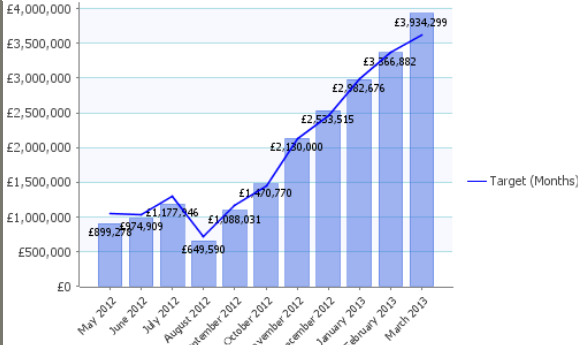


# Facilities Management Committee Report 2012/13

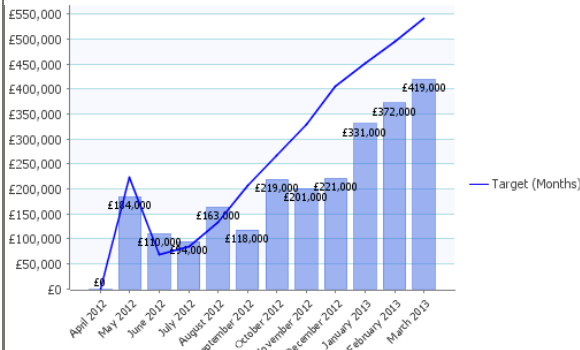
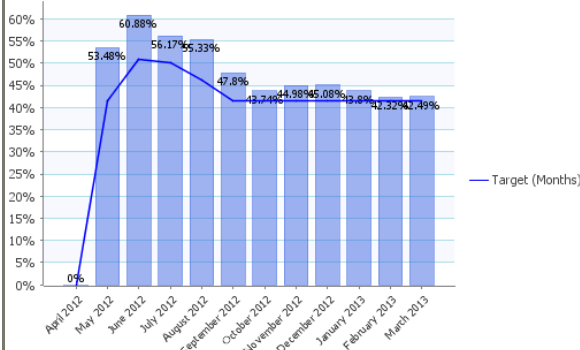
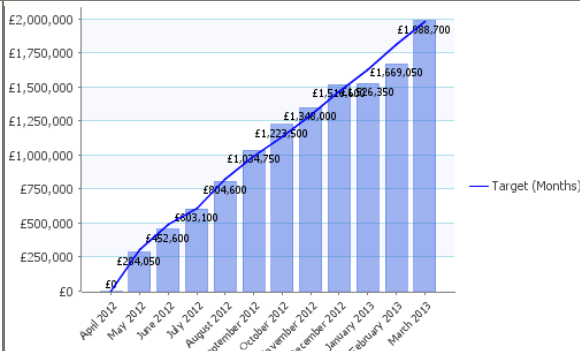
## Facilities Management - Overall Financial

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Net Expenditure - Overall Group Performance Facilities Management.	Aim to Maximise	<div><div>Actual</div><div>£2,464,700</div><div>Target</div><div>£2,317,850</div><div></div></div>	 <table><caption>Net Expenditure - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£202,050</td><td>£202,050</td></tr><tr><td>June 2012</td><td>£371,600</td><td>£371,600</td></tr><tr><td>July 2012</td><td>£511,100</td><td>£511,100</td></tr><tr><td>August 2012</td><td>£684,600</td><td>£684,600</td></tr><tr><td>September 2012</td><td>£909,750</td><td>£909,750</td></tr><tr><td>October 2012</td><td>£1,350,500</td><td>£1,350,500</td></tr><tr><td>November 2012</td><td>£1,571,000</td><td>£1,571,000</td></tr><tr><td>December 2012</td><td>£1,802,100</td><td>£1,802,100</td></tr><tr><td>January 2013</td><td>£2,007,050</td><td>£2,007,050</td></tr><tr><td>February 2013</td><td>£2,317,850</td><td>£2,317,850</td></tr><tr><td>March 2013</td><td>£2,464,700</td><td>£2,317,850</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2012	£0	£0	May 2012	£202,050	£202,050	June 2012	£371,600	£371,600	July 2012	£511,100	£511,100	August 2012	£684,600	£684,600	September 2012	£909,750	£909,750	October 2012	£1,350,500	£1,350,500	November 2012	£1,571,000	£1,571,000	December 2012	£1,802,100	£1,802,100	January 2013	£2,007,050	£2,007,050	February 2013	£2,317,850	£2,317,850	March 2013	£2,464,700	£2,317,850	
Month	Actual (£)	Target (£)																																									
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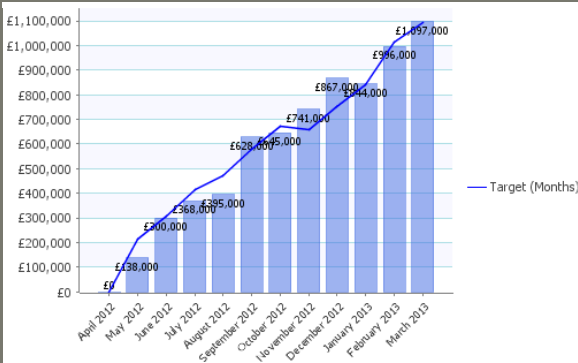
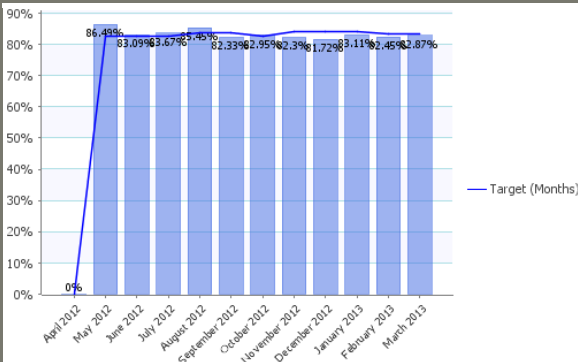
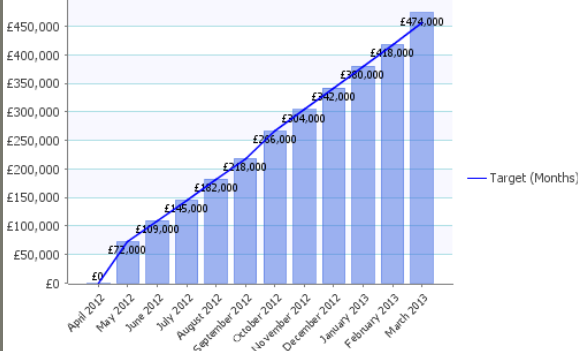
## Facilities Management – Overall Performance

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																				
Contribution - Overall Group Performance- Trading	Aim to Maximise	<div><div>Actual</div><div>£3,934,299</div><div>Target</div><div>£3,631,173</div><div></div></div>	 <table><caption>Contribution - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>May 2012</td><td>£899,250</td><td>£899,250</td></tr><tr><td>June 2012</td><td>£974,909</td><td>£974,909</td></tr><tr><td>July 2012</td><td>£1,177,946</td><td>£1,177,946</td></tr><tr><td>August 2012</td><td>£649,590</td><td>£649,590</td></tr><tr><td>September 2012</td><td>£1,088,031</td><td>£1,088,031</td></tr><tr><td>October 2012</td><td>£1,470,770</td><td>£1,470,770</td></tr><tr><td>November 2012</td><td>£2,130,000</td><td>£2,130,000</td></tr><tr><td>December 2012</td><td>£2,535,515</td><td>£2,535,515</td></tr><tr><td>January 2013</td><td>£2,982,676</td><td>£2,982,676</td></tr><tr><td>February 2013</td><td>£3,466,882</td><td>£3,466,882</td></tr><tr><td>March 2013</td><td>£3,934,299</td><td>£3,631,173</td></tr></tbody></table>	Month	Actual (£)	Target (£)	May 2012	£899,250	£899,250	June 2012	£974,909	£974,909	July 2012	£1,177,946	£1,177,946	August 2012	£649,590	£649,590	September 2012	£1,088,031	£1,088,031	October 2012	£1,470,770	£1,470,770	November 2012	£2,130,000	£2,130,000	December 2012	£2,535,515	£2,535,515	January 2013	£2,982,676	£2,982,676	February 2013	£3,466,882	£3,466,882	March 2013	£3,934,299	£3,631,173	
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## 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	<div><div>Actual</div><div>£419,000</div><div>Target</div><div>£541,000</div><div><div></div></div></div>	 <table><caption>Contribution - Landscape Services (Monthly Actuals)</caption><thead><tr><th>Month</th><th>Actual (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td></tr><tr><td>May 2012</td><td>£114,000</td></tr><tr><td>June 2012</td><td>£110,000</td></tr><tr><td>July 2012</td><td>£110,000</td></tr><tr><td>August 2012</td><td>£163,000</td></tr><tr><td>September 2012</td><td>£118,000</td></tr><tr><td>October 2012</td><td>£219,000</td></tr><tr><td>November 2012</td><td>£201,000</td></tr><tr><td>December 2012</td><td>£221,000</td></tr><tr><td>January 2013</td><td>£331,000</td></tr><tr><td>February 2013</td><td>£372,000</td></tr><tr><td>March 2013</td><td>£419,000</td></tr></tbody></table>	Month	Actual (£)	April 2012	£0	May 2012	£114,000	June 2012	£110,000	July 2012	£110,000	August 2012	£163,000	September 2012	£118,000	October 2012	£219,000	November 2012	£201,000	December 2012	£221,000	January 2013	£331,000	February 2013	£372,000	March 2013	£419,000	Mitigations for a reduction in contribution has been undertaken and will be compensated by higher than target contributions in other areas of higher than target
Month	Actual (£)																													
April 2012	£0																													
May 2012	£114,000																													
June 2012	£110,000																													
July 2012	£110,000																													
August 2012	£163,000																													
September 2012	£118,000																													
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November 2012	£201,000																													
December 2012	£221,000																													
January 2013	£331,000																													
February 2013	£372,000																													
March 2013	£419,000																													
Labour costs as % of turnover - Landscape services	Aim to Minimise	<div><div>Actual</div><div>42.49%</div><div>Target</div><div>41.45%</div><div><div></div></div></div>	 <table><caption>Labour costs as % of turnover (Monthly Actuals)</caption><thead><tr><th>Month</th><th>Actual (%)</th></tr></thead><tbody><tr><td>April 2012</td><td>0%</td></tr><tr><td>May 2012</td><td>53.48%</td></tr><tr><td>June 2012</td><td>60.88%</td></tr><tr><td>July 2012</td><td>56.17%</td></tr><tr><td>August 2012</td><td>55.33%</td></tr><tr><td>September 2012</td><td>47.8%</td></tr><tr><td>October 2012</td><td>43.74%</td></tr><tr><td>November 2012</td><td>44.98%</td></tr><tr><td>December 2012</td><td>45.08%</td></tr><tr><td>January 2013</td><td>43.8%</td></tr><tr><td>February 2013</td><td>42.32%</td></tr><tr><td>March 2013</td><td>42.49%</td></tr></tbody></table>	Month	Actual (%)	April 2012	0%	May 2012	53.48%	June 2012	60.88%	July 2012	56.17%	August 2012	55.33%	September 2012	47.8%	October 2012	43.74%	November 2012	44.98%	December 2012	45.08%	January 2013	43.8%	February 2013	42.32%	March 2013	42.49%	The reduction in turnover is mostly offset by a reduction in sub-contracting costs. With the deployment of grounds teams across the County there is limited scope to reduce direct cost labour expenditure however vacancies being held for the remainder of the financial year and seasonal downtime performance will improve against this target for the remainder of the Financial year.
Month	Actual (%)																													
April 2012	0%																													
May 2012	53.48%																													
June 2012	60.88%																													
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December 2012	45.08%																													
January 2013	43.8%																													
February 2013	42.32%																													
March 2013	42.49%																													
Direct costs - Facilities Management - Security and Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>£1,988,700</div><div>Target</div><div>£1,979,850</div><div><div></div></div></div>	 <table><caption>Direct costs (Monthly Actuals)</caption><thead><tr><th>Month</th><th>Actual (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td></tr><tr><td>May 2012</td><td>£204,050</td></tr><tr><td>June 2012</td><td>£452,600</td></tr><tr><td>July 2012</td><td>£603,100</td></tr><tr><td>August 2012</td><td>£804,600</td></tr><tr><td>September 2012</td><td>£1,034,750</td></tr><tr><td>October 2012</td><td>£1,223,500</td></tr><tr><td>November 2012</td><td>£1,348,000</td></tr><tr><td>December 2012</td><td>£1,511,000</td></tr><tr><td>January 2013</td><td>£1,669,050</td></tr><tr><td>February 2013</td><td>£1,826,350</td></tr><tr><td>March 2013</td><td>£1,988,700</td></tr></tbody></table>	Month	Actual (£)	April 2012	£0	May 2012	£204,050	June 2012	£452,600	July 2012	£603,100	August 2012	£804,600	September 2012	£1,034,750	October 2012	£1,223,500	November 2012	£1,348,000	December 2012	£1,511,000	January 2013	£1,669,050	February 2013	£1,826,350	March 2013	£1,988,700	
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March 2013	£1,988,700																													

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Landscape Services	Aim to Maximise	<p><b>Actual</b> £2,012,000</p> <p><b>Target</b> £2,171,000</p> 		Project work continues to decline which is affecting turnover however the underlining buyback of daily grounds maintenance remains stable with 56% of Primary & Special Schools and 71% of Secondary Schools continuing to retain the service provided by NCC.
Turnover - Building Cleaning	Aim to Maximise	<p><b>Actual</b> £10,665,000</p> <p><b>Target</b> £10,537,000</p> 		
Contribution - Peripatetic Caretaking	Aim to Maximise	<p><b>Actual</b> £240,000</p> <p><b>Target</b> £58,000</p> 		

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Contribution - Building Cleaning	Aim to Maximise	<div>Actual £1,097,000</div> <div>Target £1,095,000</div> <div>✔</div>	 <table><caption>Contribution - Building Cleaning (Monthly)</caption><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£438,000</td><td>£438,000</td></tr><tr><td>June 2012</td><td>£500,000</td><td>£500,000</td></tr><tr><td>July 2012</td><td>£568,000</td><td>£568,000</td></tr><tr><td>August 2012</td><td>£595,000</td><td>£595,000</td></tr><tr><td>September 2012</td><td>£626,000</td><td>£626,000</td></tr><tr><td>October 2012</td><td>£655,000</td><td>£655,000</td></tr><tr><td>November 2012</td><td>£741,000</td><td>£741,000</td></tr><tr><td>December 2012</td><td>£867,000</td><td>£867,000</td></tr><tr><td>January 2013</td><td>£944,000</td><td>£944,000</td></tr><tr><td>February 2013</td><td>£996,000</td><td>£996,000</td></tr><tr><td>March 2013</td><td>£1,097,000</td><td>£1,095,000</td></tr></tbody></table>	Month	Actual	Target	April 2012	£0	£0	May 2012	£438,000	£438,000	June 2012	£500,000	£500,000	July 2012	£568,000	£568,000	August 2012	£595,000	£595,000	September 2012	£626,000	£626,000	October 2012	£655,000	£655,000	November 2012	£741,000	£741,000	December 2012	£867,000	£867,000	January 2013	£944,000	£944,000	February 2013	£996,000	£996,000	March 2013	£1,097,000	£1,095,000	
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Labour costs as % of turnover - Building Cleaning	Aim to Minimise	<div>Actual 82.87%</div> <div>Target 83.33%</div> <div>✔</div>	 <table><caption>Labour costs as % of turnover - Building Cleaning (Monthly)</caption><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>April 2012</td><td>0%</td><td>0%</td></tr><tr><td>May 2012</td><td>86.49%</td><td>83.33%</td></tr><tr><td>June 2012</td><td>83.09%</td><td>83.33%</td></tr><tr><td>July 2012</td><td>83.67%</td><td>83.33%</td></tr><tr><td>August 2012</td><td>83.45%</td><td>83.33%</td></tr><tr><td>September 2012</td><td>82.33%</td><td>83.33%</td></tr><tr><td>October 2012</td><td>82.95%</td><td>83.33%</td></tr><tr><td>November 2012</td><td>82.3%</td><td>83.33%</td></tr><tr><td>December 2012</td><td>83.11%</td><td>83.33%</td></tr><tr><td>January 2013</td><td>82.45%</td><td>83.33%</td></tr><tr><td>February 2013</td><td>82.87%</td><td>83.33%</td></tr><tr><td>March 2013</td><td>82.87%</td><td>83.33%</td></tr></tbody></table>	Month	Actual	Target	April 2012	0%	0%	May 2012	86.49%	83.33%	June 2012	83.09%	83.33%	July 2012	83.67%	83.33%	August 2012	83.45%	83.33%	September 2012	82.33%	83.33%	October 2012	82.95%	83.33%	November 2012	82.3%	83.33%	December 2012	83.11%	83.33%	January 2013	82.45%	83.33%	February 2013	82.87%	83.33%	March 2013	82.87%	83.33%	
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Turnover - Peripatetic caretaking	Aim to Maximise	<div>Actual £474,000</div> <div>Target £456,000</div> <div>✔</div>	 <table><caption>Turnover - Peripatetic caretaking (Monthly)</caption><thead><tr><th>Month</th><th>Actual</th><th>Target</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£72,000</td><td>£72,000</td></tr><tr><td>June 2012</td><td>£109,000</td><td>£109,000</td></tr><tr><td>July 2012</td><td>£145,000</td><td>£145,000</td></tr><tr><td>August 2012</td><td>£182,000</td><td>£182,000</td></tr><tr><td>September 2012</td><td>£218,000</td><td>£218,000</td></tr><tr><td>October 2012</td><td>£266,000</td><td>£266,000</td></tr><tr><td>November 2012</td><td>£304,000</td><td>£304,000</td></tr><tr><td>December 2012</td><td>£342,000</td><td>£342,000</td></tr><tr><td>January 2013</td><td>£380,000</td><td>£380,000</td></tr><tr><td>February 2013</td><td>£418,000</td><td>£418,000</td></tr><tr><td>March 2013</td><td>£474,000</td><td>£456,000</td></tr></tbody></table>	Month	Actual	Target	April 2012	£0	£0	May 2012	£72,000	£72,000	June 2012	£109,000	£109,000	July 2012	£145,000	£145,000	August 2012	£182,000	£182,000	September 2012	£218,000	£218,000	October 2012	£266,000	£266,000	November 2012	£304,000	£304,000	December 2012	£342,000	£342,000	January 2013	£380,000	£380,000	February 2013	£418,000	£418,000	March 2013	£474,000	£456,000	
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## Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance

### Externally Assessed Quality Standards


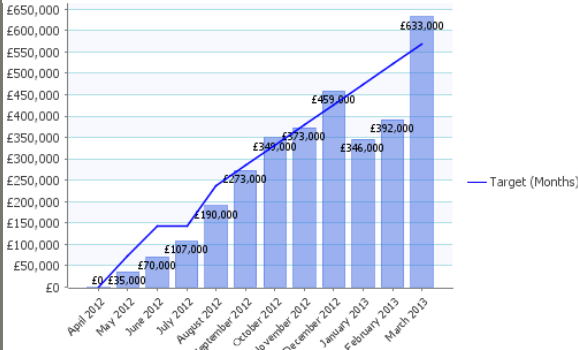
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Aim to Maximise	<b>Actual</b> Yes  <b>Target</b> Yes  		

## Facilities Management - West Bridgford Campus


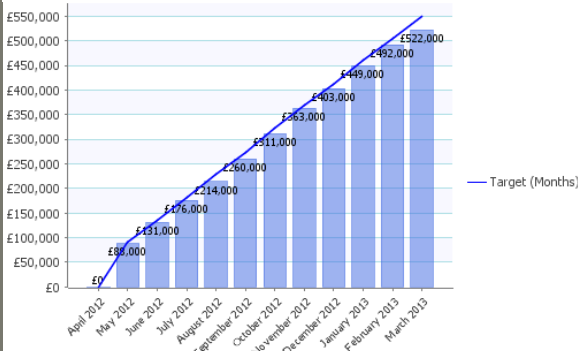
### Externally Assessed Quality Standards

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management - West Bridgford campus	Aim to Maximise	<b>Actual</b> Yes  <b>Target</b> Yes  		


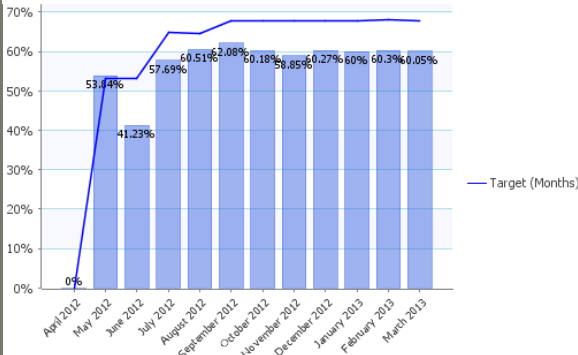

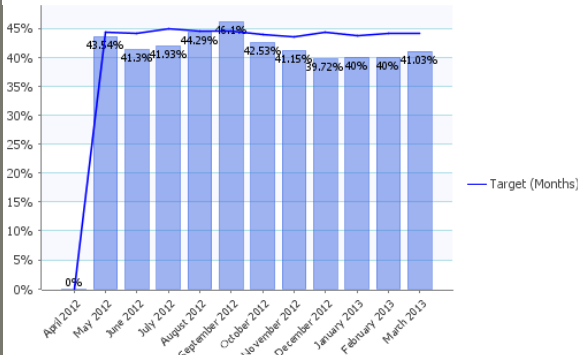

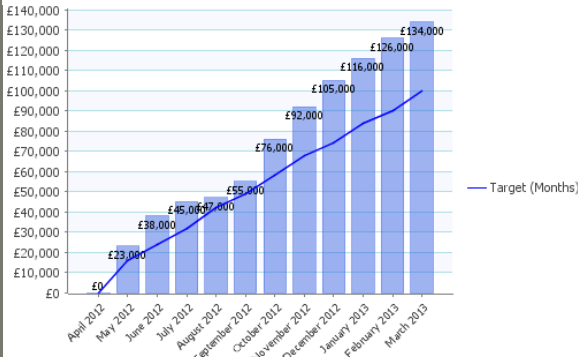
## Facilities Management - West Bridgford Campus; Facilities Management - Overall; Office Services and Support Financial

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Direct Costs - Facilities Management	Aim to Minimise	<div><div>Actual</div><div>£633,000</div><div>Target</div><div>£570,000</div><div></div></div>	 <table><caption>Direct Costs - Facilities Management Trend Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£35,000</td><td>£35,000</td></tr><tr><td>June 2012</td><td>£70,000</td><td>£70,000</td></tr><tr><td>July 2012</td><td>£107,000</td><td>£107,000</td></tr><tr><td>August 2012</td><td>£190,000</td><td>£190,000</td></tr><tr><td>September 2012</td><td>£273,000</td><td>£273,000</td></tr><tr><td>October 2012</td><td>£349,000</td><td>£349,000</td></tr><tr><td>November 2012</td><td>£373,000</td><td>£373,000</td></tr><tr><td>December 2012</td><td>£459,000</td><td>£459,000</td></tr><tr><td>January 2013</td><td>£346,000</td><td>£346,000</td></tr><tr><td>February 2013</td><td>£392,000</td><td>£392,000</td></tr><tr><td>March 2013</td><td>£633,000</td><td>£570,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2012	£0	£0	May 2012	£35,000	£35,000	June 2012	£70,000	£70,000	July 2012	£107,000	£107,000	August 2012	£190,000	£190,000	September 2012	£273,000	£273,000	October 2012	£349,000	£349,000	November 2012	£373,000	£373,000	December 2012	£459,000	£459,000	January 2013	£346,000	£346,000	February 2013	£392,000	£392,000	March 2013	£633,000	£570,000	
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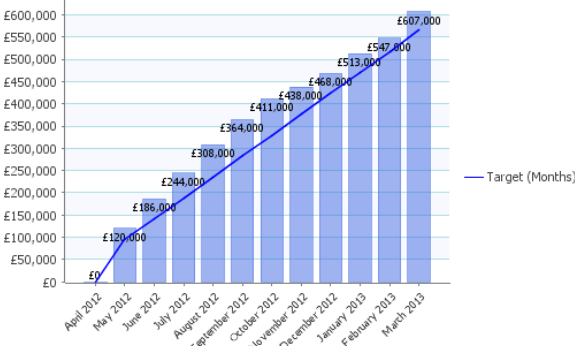
## Facilities Management - West Bridgford Campus; Catering West Bridgford Financial

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Turnover - County Hall Facilities Management - West Bridgford Campus Catering	Aim to Maximise	<div><div>Actual</div><div>£522,000</div><div>Target</div><div>£549,000</div><div></div></div>	 <table><caption>Turnover - County Hall Facilities Management - West Bridgford Campus Catering Trend Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£88,000</td><td>£88,000</td></tr><tr><td>June 2012</td><td>£131,000</td><td>£131,000</td></tr><tr><td>July 2012</td><td>£176,000</td><td>£176,000</td></tr><tr><td>August 2012</td><td>£214,000</td><td>£214,000</td></tr><tr><td>September 2012</td><td>£260,000</td><td>£260,000</td></tr><tr><td>October 2012</td><td>£311,000</td><td>£311,000</td></tr><tr><td>November 2012</td><td>£363,000</td><td>£363,000</td></tr><tr><td>December 2012</td><td>£403,000</td><td>£403,000</td></tr><tr><td>January 2013</td><td>£449,000</td><td>£449,000</td></tr><tr><td>February 2013</td><td>£492,000</td><td>£492,000</td></tr><tr><td>March 2013</td><td>£522,000</td><td>£549,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2012	£0	£0	May 2012	£88,000	£88,000	June 2012	£131,000	£131,000	July 2012	£176,000	£176,000	August 2012	£214,000	£214,000	September 2012	£260,000	£260,000	October 2012	£311,000	£311,000	November 2012	£363,000	£363,000	December 2012	£403,000	£403,000	January 2013	£449,000	£449,000	February 2013	£492,000	£492,000	March 2013	£522,000	£549,000	
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Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Labour costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<div>Actual 60.05%</div> <div>Target 67.76%</div> <div></div>	 <table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2012</td><td>0%</td><td>67.76%</td></tr><tr><td>May 2012</td><td>53.44%</td><td>67.76%</td></tr><tr><td>June 2012</td><td>41.23%</td><td>67.76%</td></tr><tr><td>July 2012</td><td>57.69%</td><td>67.76%</td></tr><tr><td>August 2012</td><td>60.51%</td><td>67.76%</td></tr><tr><td>September 2012</td><td>62.08%</td><td>67.76%</td></tr><tr><td>October 2012</td><td>60.18%</td><td>67.76%</td></tr><tr><td>November 2012</td><td>56.85%</td><td>67.76%</td></tr><tr><td>December 2012</td><td>60.27%</td><td>67.76%</td></tr><tr><td>January 2013</td><td>60%</td><td>67.76%</td></tr><tr><td>February 2013</td><td>60.3%</td><td>67.76%</td></tr><tr><td>March 2013</td><td>60.05%</td><td>67.76%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2012	0%	67.76%	May 2012	53.44%	67.76%	June 2012	41.23%	67.76%	July 2012	57.69%	67.76%	August 2012	60.51%	67.76%	September 2012	62.08%	67.76%	October 2012	60.18%	67.76%	November 2012	56.85%	67.76%	December 2012	60.27%	67.76%	January 2013	60%	67.76%	February 2013	60.3%	67.76%	March 2013	60.05%	67.76%	
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Food costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<div>Actual 41.03%</div> <div>Target 44.16%</div> <div></div>	 <table><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2012</td><td>0%</td><td>44.16%</td></tr><tr><td>May 2012</td><td>43.54%</td><td>44.16%</td></tr><tr><td>June 2012</td><td>41.3%</td><td>44.16%</td></tr><tr><td>July 2012</td><td>41.93%</td><td>44.16%</td></tr><tr><td>August 2012</td><td>44.29%</td><td>44.16%</td></tr><tr><td>September 2012</td><td>42.53%</td><td>44.16%</td></tr><tr><td>October 2012</td><td>41.15%</td><td>44.16%</td></tr><tr><td>November 2012</td><td>39.72%</td><td>44.16%</td></tr><tr><td>December 2012</td><td>40%</td><td>44.16%</td></tr><tr><td>January 2013</td><td>40%</td><td>44.16%</td></tr><tr><td>February 2013</td><td>40%</td><td>44.16%</td></tr><tr><td>March 2013</td><td>41.03%</td><td>44.16%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2012	0%	44.16%	May 2012	43.54%	44.16%	June 2012	41.3%	44.16%	July 2012	41.93%	44.16%	August 2012	44.29%	44.16%	September 2012	42.53%	44.16%	October 2012	41.15%	44.16%	November 2012	39.72%	44.16%	December 2012	40%	44.16%	January 2013	40%	44.16%	February 2013	40%	44.16%	March 2013	41.03%	44.16%	
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Contribution - Facilities Management - West Bridgford Campus Catering	Aim to Maximise	<div>Actual £134,000</div> <div>Target £100,000</div> <div></div>	 <table><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£100,000</td></tr><tr><td>May 2012</td><td>£23,000</td><td>£100,000</td></tr><tr><td>June 2012</td><td>£38,000</td><td>£100,000</td></tr><tr><td>July 2012</td><td>£45,000</td><td>£100,000</td></tr><tr><td>August 2012</td><td>£45,000</td><td>£100,000</td></tr><tr><td>September 2012</td><td>£55,000</td><td>£100,000</td></tr><tr><td>October 2012</td><td>£76,000</td><td>£100,000</td></tr><tr><td>November 2012</td><td>£92,000</td><td>£100,000</td></tr><tr><td>December 2012</td><td>£105,000</td><td>£100,000</td></tr><tr><td>January 2013</td><td>£116,000</td><td>£100,000</td></tr><tr><td>February 2013</td><td>£126,000</td><td>£100,000</td></tr><tr><td>March 2013</td><td>£134,000</td><td>£100,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2012	£0	£100,000	May 2012	£23,000	£100,000	June 2012	£38,000	£100,000	July 2012	£45,000	£100,000	August 2012	£45,000	£100,000	September 2012	£55,000	£100,000	October 2012	£76,000	£100,000	November 2012	£92,000	£100,000	December 2012	£105,000	£100,000	January 2013	£116,000	£100,000	February 2013	£126,000	£100,000	March 2013	£134,000	£100,000	
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## Facilities Management - West Bridgford Campus; Office Services and Support Financial

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Direct Costs- Facilities Management - Office services and support	Aim to Minimise	<div><div>Actual</div><div>£607,000</div><div>Target</div><div>£565,000</div><div></div></div>	 <table><caption>Monthly Actuals vs Target (Months)</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£120,000</td><td>£120,000</td></tr><tr><td>June 2012</td><td>£186,000</td><td>£186,000</td></tr><tr><td>July 2012</td><td>£244,000</td><td>£244,000</td></tr><tr><td>August 2012</td><td>£308,000</td><td>£308,000</td></tr><tr><td>September 2012</td><td>£364,000</td><td>£364,000</td></tr><tr><td>October 2012</td><td>£411,000</td><td>£411,000</td></tr><tr><td>November 2012</td><td>£438,000</td><td>£438,000</td></tr><tr><td>December 2012</td><td>£468,000</td><td>£468,000</td></tr><tr><td>January 2013</td><td>£513,000</td><td>£513,000</td></tr><tr><td>February 2013</td><td>£547,000</td><td>£547,000</td></tr><tr><td>March 2013</td><td>£607,000</td><td>£565,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2012	£0	£0	May 2012	£120,000	£120,000	June 2012	£186,000	£186,000	July 2012	£244,000	£244,000	August 2012	£308,000	£308,000	September 2012	£364,000	£364,000	October 2012	£411,000	£411,000	November 2012	£438,000	£438,000	December 2012	£468,000	£468,000	January 2013	£513,000	£513,000	February 2013	£547,000	£547,000	March 2013	£607,000	£565,000	
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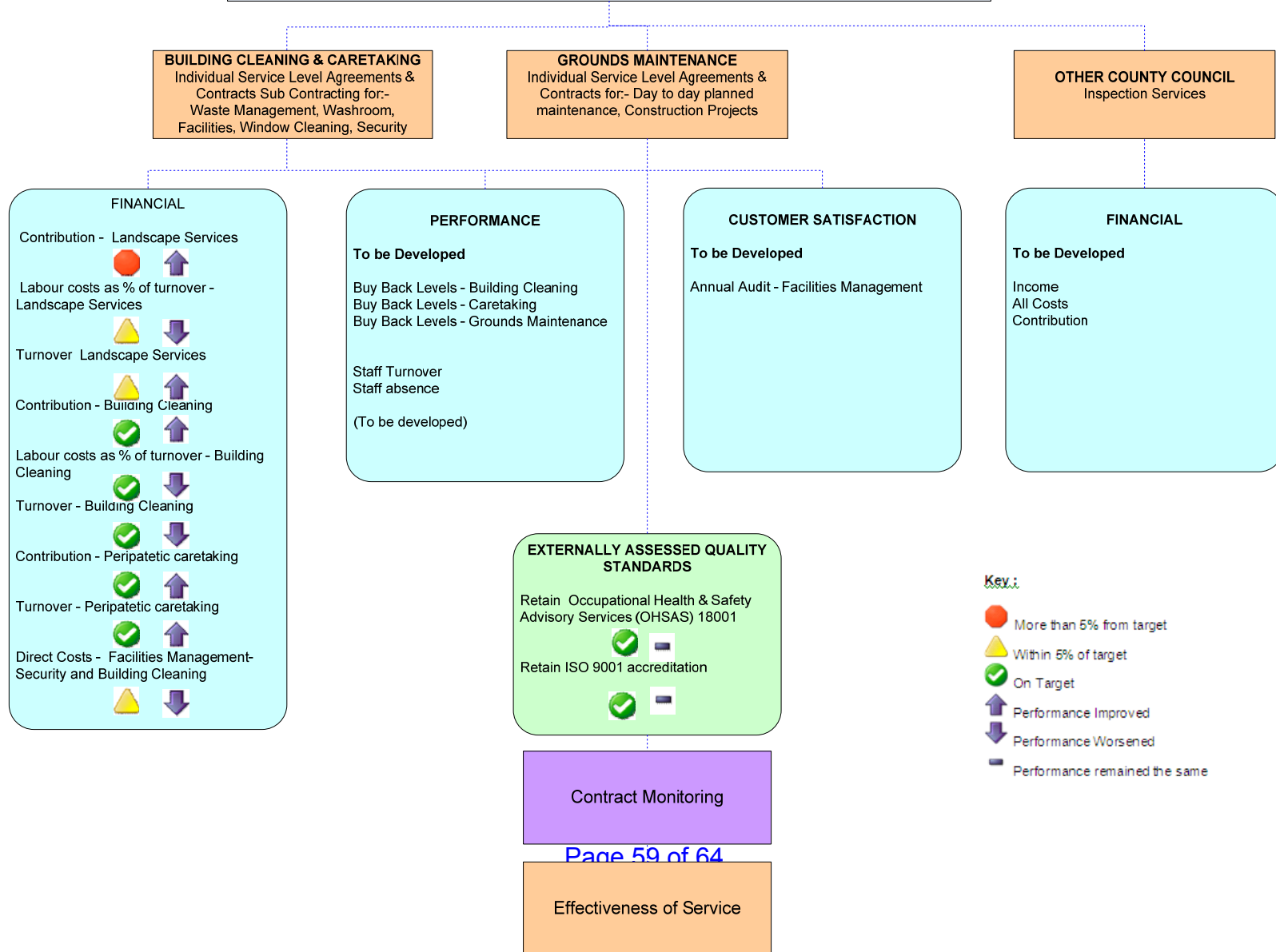
## Facilities Management - West Bridgford Campus; Security and Building Cleaning Financial

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																							
Direct Costs- Facilities Management - West Bridgford Campus - Security & Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>£623,000</div><div>Target</div><div>£716,000</div><div></div></div>	<table><caption>Monthly Actuals vs Target (Months)</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2012</td><td>£0</td><td>£0</td></tr><tr><td>May 2012</td><td>£106,000</td><td>£106,000</td></tr><tr><td>June 2012</td><td>£162,000</td><td>£162,000</td></tr><tr><td>July 2012</td><td>£206,000</td><td>£206,000</td></tr><tr><td>August 2012</td><td>£250,000</td><td>£250,000</td></tr><tr><td>September 2012</td><td>£290,000</td><td>£290,000</td></tr><tr><td>October 2012</td><td>£389,000</td><td>£389,000</td></tr><tr><td>November 2012</td><td>£452,000</td><td>£452,000</td></tr><tr><td>December 2012</td><td>£494,000</td><td>£494,000</td></tr><tr><td>January 2013</td><td>£561,000</td><td>£561,000</td></tr><tr><td>February 2013</td><td>£613,000</td><td>£613,000</td></tr><tr><td>March 2013</td><td>£623,000</td><td>£716,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2012	£0	£0	May 2012	£106,000	£106,000	June 2012	£162,000	£162,000	July 2012	£206,000	£206,000	August 2012	£250,000	£250,000	September 2012	£290,000	£290,000	October 2012	£389,000	£389,000	November 2012	£452,000	£452,000	December 2012	£494,000	£494,000	January 2013	£561,000	£561,000	February 2013	£613,000	£613,000	March 2013	£623,000	£716,000	Changes to the scope of work and identification of budgets and responsibilities for this service area during 2012/2013 continue to change hence an apparent overspend. There will be compensatory reductions in spend from other property budget headings.
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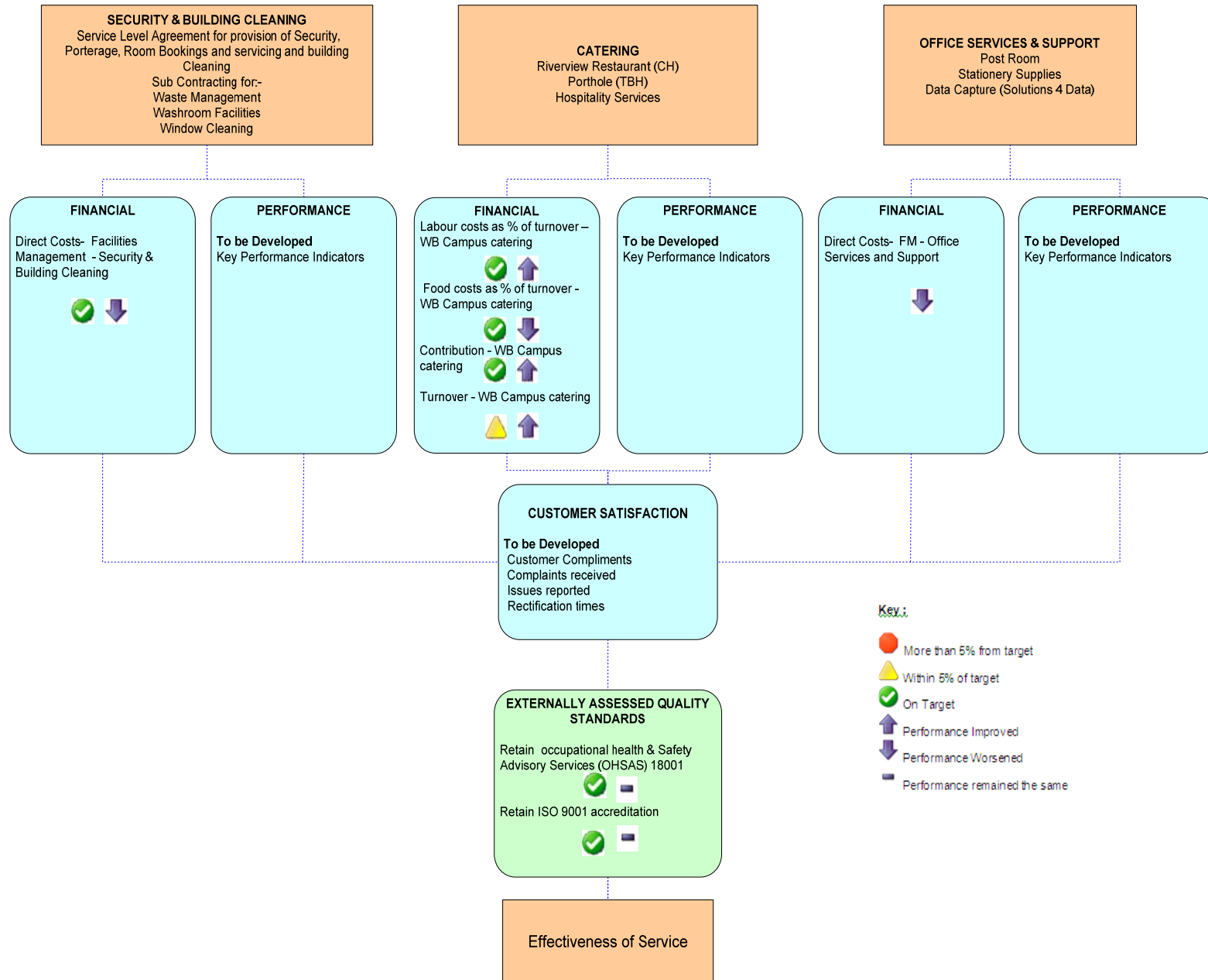
# CATERING & FACILITIES MANAGEMENT GROUP

## FACILITIES MANAGEMENT 2012/13

Schools & Academies, Library Services, Children's Centre, Bassetlaw District Council, Area County Offices, Retford & Newark Bus Stations, Sub-contracting to Balfour Beatty (Bassetlaw PFI) & Carillion (East Leake PFI)  
Independent Cleaning and Janitorial Support & Advisory Services.



**CATERING & FACILITIES MANAGEMENT GROUP**  
**FACILITIES MANAGEMENT (WEST BRIDGFORD CAMPUS)**  
**COUNTY HALL & TRENT BRIDGE HOUSE**  
**2012/13**



**Agenda Item: 11****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

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Author</u>
<b>11 September 2013</b>				
Quarterly sickness absence reporting (quarter 1 – 2013/14)	Update report	Information	M Toward	Claire Gollin
Employee headcount information (6 monthly)	Update report	Information	M Toward	Claire Gollin/ Bev Cordon
Quarterly vacancy control report	Update report	Information	M Toward	Claire Gollin/ Bev Cordon
Workforce Information Report 2013	Update report	Information	M Toward	Claire Gollin
<b>6 November 2013</b>				
Quarterly sickness absence reporting (quarter 2 – 2013/14)	Update report	Information	M Toward	Claire Gollin
<b>29 January 2014</b>				
Quarterly vacancy control report	Update report	Information	M Toward	Claire Gollin/ Bev Cordon
<b>12 March 2014</b>				
Quarterly sickness absence reporting (quarter 3 – 2013/14)	Update report	Information	M Toward	Claire Gollin
Employee headcount information (6 monthly)	Update report	Information	M Toward	Claire Gollin/ Bev Cordon
Pay Policy Statement 2014/15	Update report	Information	M Toward	Claire Gollin
<b>21 May 2014</b>				
Quarterly sickness absence reporting (quarter 4 – 2013/14)	Update report	Information	M Toward	Claire Gollin
Quarterly vacancy control report	Update report	Information	M Toward	Claire Gollin/ Bev Cordon
<b>2 July 2014</b>				
tbc				

**Dates and Deadlines for Personnel Committee**

<u>Report deadline</u>	<u>Date of pre-agenda</u>	<u>Agenda publication</u>	<u>Date of Committee</u>