

Personnel Committee

Wednesday, 29 January 2014 at 14:00

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

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(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.

Members or Officers requiring clarification on whether to make a declaration of interest are invited to contact Ruth Rimmington (Tel. 0115 9773825) or a colleague in Democratic Services prior to the meeting.

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

Meeting PERSONNEL COMMITTEE

Date Wednesday 6 November 2013 (commencing at 10.30 am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

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

Steve Carroll
John Ogle
A Ken Rigby

Tony Roberts MBE
John Wilkinson
Liz Yates

OFFICERS IN ATTENDANCE

Sara Allmond – Democratic Services Officer
Beverley Cordon – Senior HR Business Partner, Occupational Health
Gill Elder – Group Manager, Human Resources
Claire Gollin – Group Manager, Human Resources
Mark Herring – Team Manager, Facilities Management, Environment & Resources
Jas Hundall – Service Director, Environment & Resources
Kevin McKay – Group Manager, Environment and Resources
John Nilan – Acting Team Manager, Health and Safety
Ashleigh Quinn - NGDP
Marje Toward – Service Director, Human Resources
James Silveston – Catering & Cleaning Operations Manager, Environment & Resources

Mark Howard - Unison
Martin Sleath – Branch Secretary, Unison

COMMITTEE MEMBERSHIP

Councillor Steve Carroll had been appointed in place of Councillor John Wilmott for this meeting only.

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 11th September 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 Ken Rigby (medical/illness)

DECLARATIONS OF INTEREST

There were no declarations of interest.

WORKFORCE INFORMATION 2013

Marje Toward, Service Director HR and Customer Service presented the report providing the Committee with an updated summary of the profile of the workforce for Nottinghamshire County Council.

RESOLVED 2013/022

- (1) That the information contained within the report and approved the publication of the Workforce Information Report 2013 be noted.
- (2) That the priorities for improvement to be reflected in the Council's new Workforce Strategy.

WORKFORCE PLANNING – WORK EXPERIENCE AND WORKBASED LEARNING OPPORTUNITIES IN NOTTINGHAMSHIRE COUNTY COUNCIL

An update was provided by Marje Toward regarding the range of work related learning and experiential opportunities and an analysis of participation and outcomes to date.

RESOLVED 2013/023

- (1) Members noted the progress that has been made to date in developing a breadth of work related learning opportunities at the County Council and the positive comments made by those involved with the scheme.
- (2) Members supported the future development of work experience opportunities for young people and other unemployed people within the County as part of the Council's wider Workforce Strategy.

SICKNESS ABSENCE PERFORMANCE AS AT 30 SEPTEMBER 2013

RESOLVED 2013/024

The on-going trend of continuous improvement and the current level of performance in respect of sickness absence levels be noted.

REVISED CORPORATE HEALTH AND SAFETY POLICY STATEMENT

Marje Toward presented the report regarding the revised Corporate Health and Safety Policy.

RESOLVED 2013/025

That the revised Health and Safety Policy be agreed.

VACANCY CONTROL – IMPACT ON THE WORKFORCE

RESOLVED 2013/026

- (1) That the contents of the report and the impact on the profile of the Council's workforce be noted.
- (2) That the Committee receives future vacancy control update reports on a quarterly basis.
- (3) That an update on the use of agency workers be received at the next Committee meeting.

PERFORMANCE REPORT – CATERING AND FACILITIES MANAGEMENT SERVICES

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

RESOLVED 2013/027

That the Committee noted the contents of the report and that financial performance across Facilities Management meet the financial targets set for the period.

WORK PROGRAMME

A revised work programme was circulated to all Members.

RESOLVED 2013/028

That the Committee's work programme be noted.

The meeting closed at 11.54am

CHAIRMAN



Agenda Item: 4

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE

**NOTTINGHAMSHIRE COUNTY COUNCIL EMPLOYEE RESOURCING
INFORMATION**

Purpose of the Report

1. The purpose of this report is to provide Elected Members with an updated overview of the position in relation to the number of people directly employed by the County Council as at **31st October 2013** and trends relating to this data to enable members to monitor the on-going impact of the Council's service review programme and financial strategy on its workforce.

Information and Advice

Background:

2. An annual update report setting out how the overall staffing levels of the County Council had changed between August 2009 and August 2013 was considered by Personnel Committee on 11th September 2013.
3. During this first phase of service review:
 - the number of people employed by the Council reduced by 3027, an overall headcount reduction of around 24%
 - of all posts for proposed deletion, listed on a series of Section 188 notices, a total of 681 full time equivalent (FTE) were vacant and were deleted
 - 220 of all posts deleted were Senior Management roles
 - 1516 of the people leaving the Council did so due to redundancy, the majority, over 84.4% of which were voluntary
 - the remainder of these reductions reflect natural turnover, retirement or the impact of the transfer of some services to other providers.
 - The application of vacancy control measures resulted in the successful redeployment of 46% of those people at risk of redundancy being redeployed to alternative jobs within the Council.

4. The Council's recent budget proposals for the three years up to and including 2016/17 will continue to impact on the number and nature of its direct workforce.
5. The initial impact on proposed post reductions was set out in the Section 188 notice issued on 5th November 2013 which lists 758 fte posts potentially at risk as part of the 2014/15 budget savings.
6. In order that the on-going impact on overall staffing levels can be monitored and assessed, it was agreed that update reports highlighting the relative impact of redundancies and associated mitigations, natural turnover, vacancy control and TUPE transfers on the overall number of employees, be submitted to Personnel Committee on a quarterly basis.

Headcount

7. The current County Council headcount figure for non-school based staff as at 31st October 2013 is **9,460**. This includes directly employed permanent staff and staff on fixed term contracts. These figures exclude relief, supply and casual employees.
8. The trend in the overall headcount figures since July 2009 up to 31st October 2013 can be identified from the table in **Appendix A** of this report.
9. Whilst these figures indicate a headcount increase of **59** since the last reporting period, these are primarily part time employees and the actual full time equivalent (fte) is 11. Under the Council's Vacancy Control procedures, new appointments are normally made on a temporary, fixed term basis.
10. The ongoing overall reduction is due to a number of reasons including the implementation of the service review business cases and organisational re-design of the Council with resultant redundancies and transfer out of some staff, natural turnover and retirement. .
11. The impact of the implementation of the savings proposals set out in the Council's Outline Business Cases, out for public consultation until 17th January 2014, were reflected in the Section 188 notice issued on 5th November 2013. This set out a further proposed reduction of **758 fte** posts, with internal consultation running up to 19th December 2013, with outcomes subject to enabling and redundancy selection processes.
12. This ongoing process will have a significant further impact on headcount numbers over the next few months which will be reported in detail to a future meeting of this Committee once these processes have run their course and a final picture is established.

Turnover:

13. In addition to those leaving the organisation as a result of staffing reductions; natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other reasons.
14. In these situations a vacancy occurs and due consideration is given through the Council's Vacancy Control Process, introduced in June 2013, to deleting or filling the vacant post with a redeployee in order to minimise the impact of service change on existing employees.

15. The Council is committed, for effective workforce planning reasons, to retaining key skills and experience whilst ensuring the continued supply of new skills and ideas where vacant posts are released for advertising to supplement those already within the existing workforce.
16. For the 12 months up to 31st October 2013 the Council's turnover rate was at 10.62%. This is in the context of the Local Government average turnover for 2011/12 of 12%. Updated figures across Local Government for turnover rates for 2012/13 are still awaited.
17. It is anticipated that the development of new operating models and organisational service review and redesign will continue to impact on natural turnover with some employees opting to leave the organisation or retiring earlier than they might otherwise have done.

Redundancies:

18. Of the 758 fte posts listed as being potentially at risk on the most recent published Section 188 notice, **268 fte** were already vacant and will be deleted from the Council's structure.
19. As set out in paragraph 11 above, the final impact of the post reductions listed in respect of voluntary and compulsory redundancies cannot yet be fully reflected in this report.
20. When redundancies are proposed, all reasonable mitigations are considered in order to reduce the impact of post deletions arising from service review on individuals, including vacancy control, redeployment, effective workforce planning (including retraining / reskilling), and wherever possible volunteers for redundancy are given priority consideration.
21. The trades unions continue to work closely with management at a corporate level through a Joint Redeployment and Redundancy Working Group to ensure that the potential to reduce the number of compulsory redundancies is fully and consistently explored.
22. The following table provides an update on the redundancies arising as a result of the implementation of Section 188 notices issued by the Council since 2009.

	2009 / 10	2010 / 11	2011 / 12	2012 / 13	2013/14*	Total*	%
Voluntary Redundancy	119	402	535	199	47	1302	84.4 %
Compulsory Redundancy	62	63	94	11	11	241	15.6 %
Total redundancies						<u>1543</u>	

*2013/14 figures as at 31st October 2013, subject to year-end update.

23. The table confirms that the majority of redundancies arising to date continue to be achieved through voluntary means.
24. It is likely that as the impact of the most recent post reductions are felt, the proportion of redundancies which are compulsory will rise given the age profile of the current NCC workforce, which is currently age 47, and the reduced number of available vacancies for redeployment. That is despite the re-launch of the Voluntary Redundancy Provisions on 6th

November 2013. To address this as far as possible, a range of mitigations, described below, including the refreshed Vacancy Control Process to reserve vacancies for staff at risk of redundancy and associated redeployment search, retraining and job search support remain in place to help manage and minimise the impact on individuals.

Redeployments:

25. Every effort continues to be made to support employees at risk of redundancy by seeking redeployment into suitable alternative employment opportunities. The following table provides an in year update on the number of employees redeployed since 2010/11 when redeployment data began to be captured:

Year	Number of employees redeployed
2010/11	34
2011/12	86
2012/13	27
2013/14*	7
Total*	154

*2013/14 figure subject update

26. In comparison to the number of potential compulsory redundancies from 2010/11 onwards, there has been an overall 46% success rate. This figure should be viewed in the context of an overall decrease in the number of posts available and available job vacancies.
27. The Council aims to offer every reasonable support to engage redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into suitable alternative posts.
28. Consideration has been given to how this might be extended and improved and the range of current provision is reflected in the table at **Appendix B** to this report. This has been developed in conjunction with trades union colleagues and reflects feedback from employees and is constantly reviewed and added to on a demand led basis.

Other support for employees at risk of redundancy:

29. In order to pro-actively assist staff at risk of redundancy to remain in employment wherever possible, a dedicated intranet site offers a range of on-line support and guidance covering a wide range of topics. Since the last headcount report this has been improved and consolidated into a more accessible format in response to feedback from managers and employees.
30. These support provisions, which range from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management, continue to be very well utilised. Between April 2013 and October 2013, employees made a further 1761 views of information and associated support guides and documents.
31. Initial response analysis following the publication of the most recent section 188 notice in November indicates that there were 2752 views of this information in November alone. A

newly developed on-line redundancy payment calculator also received 9415 views during this month.

32. Managers are requested to facilitate access to this information or to bring this to the attention of employees who do not routinely have access to a computer during the course of their employment. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.
33. Since 31 October 2013 there have been 41 further training and support sessions offered, including some run in partnership with external providers including Job Centre Plus and Futures.
34. These were attended by an additional 80 employees and 35 further events have already been arranged for the rest of the financial year to support those employees identified as being at risk as result of the most recent proposals. Access to the support package has also recently been extended to all employees facing change at work (**see appendix B**) but those at risk are prioritised. Additional events will be arranged according to demand.

Vacancy Management:

35. Revised Vacancy Control arrangements, reported to Elected Members in detail at the Personnel Committee meeting in June, were implemented from 3rd June 2013. The new measures will ensure a greater robustness and consistency of vacancy management to enable further post reductions to be made with the minimum number of compulsory redundancies by deleting vacant posts and providing redeployment opportunities for employees at risk of redundancy.
36. Of the general posts listed on all the Section 188 notices issued to date since 2009, **681** in total were identified as vacant at the time the notices were served. That is, their deletion did not place an employee at risk of redundancy.
37. In addition, post reductions were identified across the board in business support and management and supervision posts. A number of these posts were also vacant but were not individually identified on the Section 188 notices. These vacancies contributed to the implementation of the redesigned business support functions and overall **27%** reduction in the number of management and supervision posts across the County Council to date.

TUPE Transfers:

38. The overall impact of staffing reductions needs to be considered in the context of fluctuations in the workforce due to the implementation of transfers of staff in and out of the authority under the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
39. As reported to Personnel Committee in September 2013, **414** NCC staff had transferred out of the authority and **60** into the authority, a net reduction of **354** heads. This figure has not changed over the last quarter.

Agency Workers

40. It was agreed by Personnel Committee that a report identifying the level of agency worker usage would be supplied on a quarterly basis. The use of agency workers requires the same level of approval as the recruitment of permanent or temporary staff through the vacancy control process. Details of the snap shot report of levels of agency usage can be found at **Appendix C**.
41. The changing ratio between permanent and temporary workers, including those supplied through agencies, creates new management challenges but also presents a real opportunity for genuine flexibility in our resourcing model both in the short and medium term. This requires further exploration as part of the Council's developing Workforce Strategy for 2014 - 18.
42. The figures indicate that there were **247** agency workers in the organisation on 31 December 2013. Analysis is currently being undertaken directly with managers to understand how many of these were providing essential cover or additional capacity over and above the agreed establishment for the procuring service. The use of agency workers across the Council is usually in response to the need to provide essential expertise and flexibility to support the permanent workforce on a fluctuation basis in certain high profile services, often to ensure statutory compliance, for example in Children's Social Care. Further work will be undertaken to more fully understand the reasons and patterns for use of agency workers across the board in order to inform our resourcing and workforce development strategies going forward.
43. Having identified the reason for the agency worker, discussions are then taking place to ensure that effective exit strategies and timescales are in place as appropriate. This approach will enable front line service delivery to continue whilst minimising costs and ensuring that posts are available for redeployment of employees at risk going forward
44. Analysis of the snap shot agency placement report as at 31 December 2013 also indicates that there are a significant number of agency workers covering business support roles in some parts of the Council. Given that a significant number of this type of post are potentially at risk across the Council, work is in hand to review these arrangements in the context of the new locality based operating models being developed across Children's and Adult's services and the savings proposals in other areas of the Council.
45. At Personnel Committee on 23rd January 2013, Members agreed proposals to rationalise the manner in which agency workers are procured moving forward and this work is in progress across the Authority. We are moving towards a managed service provider model which is being tendered through the Eastern Shires Purchasing Organisation (ESPO), framework. In addition to reducing costs this approach is intended to provide greater control and more overview and effective control of agency workers across the board.

Next Steps

46. Every effort will continue to be made to use new and existing requests for voluntary redundancy; to prioritise vacancies for use as redeployment opportunities for staff at risk of

redundancy and to retrain and reskill displaced employees to improve their chances of successful redeployment

47. In common with all Local Government employers, in order to respond to the increased financial challenge facing the County Council over the next three years and into the future, this Council will need to find new ways of ensuring that it has the right skills sets deployed in the right places in a flexible model that transcends traditional organisation boundaries, including through the exploration of potential for shared services and commissioning.
48. This model will create a more flexible workforce that may be employed across a range of entities, responsive to workforce supply and demand, often across a range of employing organisations. This will be driven through the Council's Workforce Strategy for 2014-18 and will inevitably impact on the headcount of directly employed staff.

Other Options Considered

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

Reasons for Recommendations

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

Statutory and Policy Implications

51. 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

52. The human resources implications are implicit in the body of the report. The trades unions are actively engaged through a Joint Redundancy and Redeployment Working Group and the Council's Joint Consultative and Negotiating framework in ensuring that appropriate mitigations reduce the number of redundancies, particularly compulsory redundancies.
53. Trades union colleagues have commented at length on the specific contents of the report. These matters will be discussed in more detail at the Joint Redundancy and Redeployment Working Group which trades union colleagues indicate that they value as a forum. It has also been agreed that further discussions will take place at the appropriate time at the Central Joint Consultative and Negotiating Panel on the development of the Council's future operating model and Workforce Strategy to support this.

Equalities Implications

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

Financial Implications

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

RECOMMENDATIONS

It is recommended that Elected Members note:

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

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

Constitutional Comments (KK 23/12/13)

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

Financial Comments (NR 23/12/13)

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

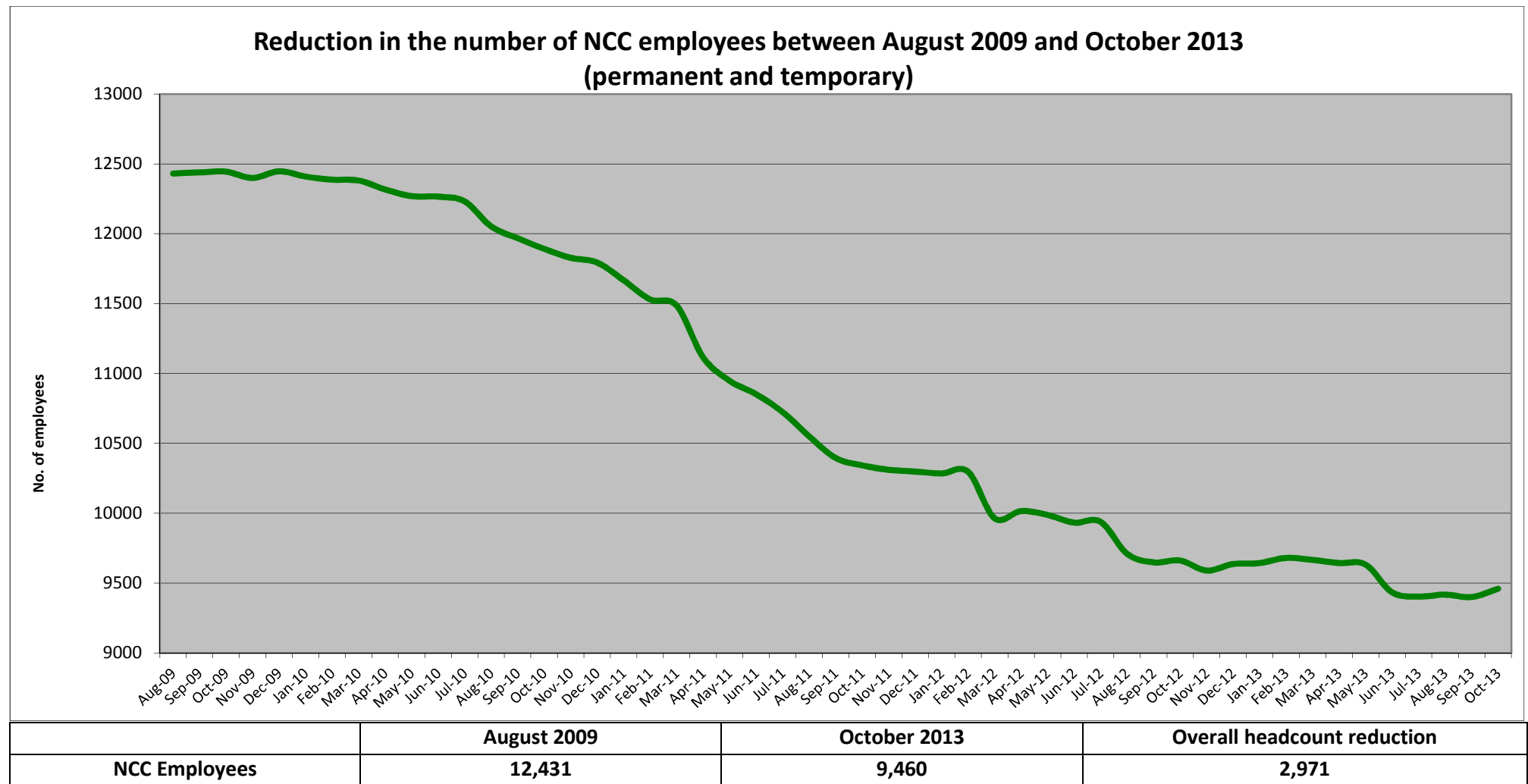
Background Papers

Trade union side comments.

Electoral Division(s) and Member(s) Affected

All

Appendix A:



Appendix B:

PACKAGE OF SUPPORT FOR NCC EMPLOYEES FACING CHANGE (as at December 2013):	
Redeployment Support/ Job Search:	
<ul style="list-style-type: none"> • Vacancy Control process to maximise redeployment opportunities • Vacancy Control process includes potential for fixed term posts to become permanent for redeployees, subject to service needs • Nominated HR Business Partner to provide individual casework support and advice throughout job search period • Transferable skills identified to maximise opportunities across NCC • Re-training/shadowing/ coaching opportunities identified • Job vacancy preview alerts sent to redeployees on daily basis • New redeployment jobs portal being developed to enable redeployees easier access to full job details , upload skills profile and apply on-line • Ongoing dialogue on support measures with the trades unions through the Joint Redundancy and Redeployment Working Group • Pay protection applicable in accordance with current policy. 	
Up skilling / retraining/ training: Comprehensive range of support events delivered in-house and with partners county-wide(see below)	
1. Existing Partnership Working with other agencies: free of charge and delivered county-wide.	a) Job Centre Plus (JC+): <ul style="list-style-type: none"> • How to Access JC+ Services, Benefits and other financial help including Job Seekers Allowance • Finding Work: using agencies, websites, newspapers, networking etc. • Professional and Executive Job search

b) Futures:

- Established working relationship for provision of career management advice on one to one basis
- New workshop developed on Career Planning to supplement our in-house offer.
- Writing a Winning CV: when to use a CV, what to put on it, how to highlight and evidence key skills including help to amend/develop a CV
- Improving Self Awareness and Opportunity Awareness through career management and decision making methods
- Identifying personal skills, strengths, aims, and values: Job Hunting Techniques.

c) NBV /Barclays

NBV is a non-profit organisation which offers business start-up advice in Nottinghamshire in conjunction with Barclays, including:

- ✓ how to write a good business plan
- ✓ sourcing finance
- ✓ taxation and VAT
- ✓ managing cash flow
- ✓ meeting legal obligations
- ✓ marketing.

These seminars are free and delivered county-wide

d) Affinity (Independent Financial Advisors)

	<ul style="list-style-type: none"> • Planning Ahead for Retirement Course, one to one basis • Financial Advice for Those at Risk of Redundancy.
2. In House, learning and retraining support provision	<ul style="list-style-type: none"> • Demand led response to provision of additional events • Employee skills gaps being scoped to provide re-training opportunities E.g. minute-takers • Social Worker conversion courses being developed to enable move from Adults to Childrens social work for experienced practitioners • “Dealing With Change” course • “Confidence in Presenting Myself at Interview” course • Range of other courses -circa. 90), including practical skills updating such as minuting skills • ELearning packages • European Computer Driving Licence (ECDL) training to enhance employees’ ICT skills to improve redeployment chances -currently in transition to an external provider • Basic Skills English and Numeracy qualifications. - an Adult Certificate in Business English or numeracy which is a nationally recognised qualification equivalent to GCSE grade C, currently provided by Loughborough college and publicised through UNISON.
Information and guidance, useful links and contacts	<p>Support for staff facing change intranet /internet portal developed with support of trade unions, includes:</p> <ul style="list-style-type: none"> • Preparation and Downloadable fact-sheets/info/links- e/g Good Practice Guides on Interview Skills, Interview Assertiveness • Frequently Asked Questions (FAQ’s) on a range of topics – regularly updated • Job Vacancies on intranet • Links to LGPS and pension calculator

	<ul style="list-style-type: none"> • Links to Redundancy pay calculator • Links to trades union support and trades union run courses • TUPE guide • Dealing with Change Guide • Links to Careers Guidance and Career Change websites.
3. Management Guidance/ Learning Materials(MRC)	<p>Through intranet based Managers Resource Centre:</p> <ul style="list-style-type: none"> • Effective employee consultation – developed jointly with trades unions • Managing redundancy consultation processes • Voluntary Redundancy – policy, process, standard templates, check lists, proformas • Enabling process • Redundancy Selection • Support for employees at risk of redundancy • Pay Protection • Redundancy payments and pensions • Previous Section 188 notices • HR contacts list • Links to relevant policies and procedures
1. Personal support to cope with change	<ul style="list-style-type: none"> • Employee Counselling • Intranet based employee wellbeing pages includes advice on managing stress; resilience building and healthy lifestyles; also regular wellbeing features in Front Line Magazine • Workplace Wellbeing Champions • Joint Wellbeing and Attendance Management Group • Employee Wellbeing action plan.

Appendix C:

Agency Staff employed at 31 December 2013

Department	No of Agency staff
PPCS	
Improvement Programme	5
Communications Team	3
Legal Services	6
Total	14
ASCH&PP	
ACFS	2
JCQBC (Business Support)	4
Older Adults	7
Older Adults Hospital Assessment Team – QMC & City Hospital	1
Promoting Independence & Public Protection	3
Safeguarding Adults Strategic Team	3
Younger Adults	2
Younger Adults Day Services	6
Trading Standards	1
Total	29
CFCS	
Children's Disability Service	2
Children's Social Care	77
ESI – Business Development and Support	28
YFC	7
Libraries, Archives and Information	4
Total	118
E & R	
County Supplies	3
Finance	6
Highways	26
ICT	40
Property	7
Transport & Travel	4
Total	86
Total all Departments	247

Agenda Item: 5**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE****VACANCY CONTROL – IMPACT ON WORKFORCE****Purpose of the Report:**

1. To provide Personnel Committee with a second quarterly update, as at 30th November 2013, on the implementation of the Council's Vacancy Control Process. This data has been drawn from the monitoring data held by the HR Service.

Information and Advice:

2. As previously highlighted, the revised Vacancy Control Process was introduced in June 2013 with an overall aim of helping to ensure that the Council can respond to the increasing financial challenges facing it over the next three years whilst minimising the need for compulsory redundancies as far as possible.
3. The intention of the process is that the Council is better able to plan for and achieve necessary future staffing reductions arising from the current programme of service reviews with the minimum of service disruption and risk, whilst also minimising the number and cost of redundancies arising.
4. Vacancy Control is one of a set of measures that have been put in place by the Council (including redeployment and seeking expressions of interest in voluntary redundancy), 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 Vacancy Control Process covers all permanent and temporary posts across the Council with a number of designated post exceptions predominantly in key front line service areas as detailed in paragraph 12 below.
6. Requests for agency workers or consultants should also be routed through the process.
7. The process requires managers to initially consider whether the post can be deleted as part of budgetary savings and aims to fill posts on a fixed term, temporary basis wherever possible.

Monitoring of the Vacancy Control Process:

8. Managers are required to send all Vacancy Control Decision Records signed off directly by their Corporate Director or a designated Service Director, to the HR Service, prior to advertising or deleting the post.

9. Decision Records are logged in HR and the HR Business Partner responsible for advising the respective service area will check the form to ensure it complies with the process endorsed by this Committee and provide challenge if it does not. The form requires HR sign-off before a copy is sent as approval to advertise together with the recruitment documentation.

Outcomes to date:

10. The data set out in the **appendix** to this report highlights the number of decision records that were received in the second quarter of the operation of the process, between 1st September 2013 and 30th November 2013.
11. During this period 339 vacancies were processed with the following outcomes:
- Permanent – 108 posts (32%)
 - Fixed Term – 213 posts (63%)
 - Agency workers – 18 posts (5%)
 - Deleted posts – 0 posts (0%)
12. It should be noted that in accordance with the Vacancy Control Process, decision records are not required for front-line posts in the following areas, but only if they are fixed term in nature and advertised by the BSC:
- Front line qualified child protection social work and child protection social work team managers
 - Children's residential care
 - Regulated services in ASCH
 - School based catering and cleaning staff.
13. Under the provisions of the Vacancy Control Process, when a vacancy arises, the first decision for managers is to determine if the post can be deleted, either now or in the future, to contribute to budgetary savings. The data set out in the **appendix** to this report highlights that in the second reporting quarter no posts considered under this process were put forward for deletion (only 2 were deleted in the previous quarter).
14. This is reflective of the need to maintain continuity of service delivery during this period whilst the proposals to restructure and redesign services to deliver the savings set out in published Outline Business Cases were under development.
15. Further comparison with the previous report (which reflected only 3 months of data from the date of implementation of the new process), indicates:
- A lower number of vacant posts advertised being subject to a Vacancy Decision Record, 43 fewer than in the previous quarter and 59% overall compared to 61%, indicating that a higher proportion of vacancies arising met the exception criteria set out in 12 above.
 - A higher number of posts being released for advertising on a permanent basis (predominantly in Children's Social Care where a recent recruitment campaign highlighted over 40 substantively vacant Children's Social Work posts), equating to 28 more overall than in the previous quarter and 31% overall compared to 19%.
 - A 25% diminishment in the number of posts filled by agency workers, although the total number of posts filled in this way remains comparatively low overall.

16. In light of the Council's proposals to reduce staffing numbers as part of its current service review and budget setting process, as detailed in the Section 188 notice issued on 6th November 2013, the on-going application of the Vacancy Control process will be critical to identifying as many substantive vacancies as possible to effect the redeployment of displaced permanent employees.
17. An inevitable consequence of the need to maintain service continuity whilst service reviews are implemented could result in some elements of the Council's workforce, for example its support functions, becoming increasingly temporary and flexible in nature.
18. Other key front line service areas such as those in Transport, Property and Environment are likely to find it increasingly difficult to sustain temporary arrangements over the longer term, a trend which is beginning to become apparent after 6 months of operating the Vacancy Control process.
19. In critical service areas such as Children's Social Care, a further consequence will be some ongoing degree of reliance on agency workers to maintain key specialist service provision. The impact of this is highlighted as part of the Employee Resourcing Information report also submitted to this Committee.

Other Options Considered

20. 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 robust and consistent corporate control and monitoring is necessary to effectively manage and minimise the impact of increased financial pressures on staffing levels and the potential for compulsory redundancies and this was the model agreed by Personnel Committee on 12th June 2013.

Reasons for Recommendations

21. To monitor and review the effectiveness of the Vacancy Control measures put in place 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

22. This report has been compiled after consideration of implications in respect of finance, the 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.

Human Resources Implications

23. The human resources implications are implicit in the body of the report. A commitment has been given to the recognised trade unions to provide them, through the Central Joint Consultative and Negotiating Panel, with the data set out in this report, updated thereafter

on a quarterly basis.

24. Trades union colleagues have commented on the contents of the report and welcomed the ongoing monitoring of the impact on the workforce and the production of the information. Trades union colleagues have commented specifically on the potential impact of the vacancy control process on the number of temporary fixed term employees and agency workers and potential impact on promotional opportunities for employees.

Equalities implications

25. 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

26. The proposals within this report will help to ensure that the Council can respond to the increasing financial challenges facing it over the next three years whilst containing the impact on redundancies as far as possible.

RECOMMENDATIONS

It is recommended that Personnel Committee:

1. Note the contents of this report and the impact on the profile of the Council's workforce.
2. Receive future vacancy control summary information reports (as set out in the appendix to this report), as part of, and in synch with, the overarching employee resourcing information report.

Marjorie Toward
Service Director HR and Customer Service

For any enquiries about this report please contact:

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

Constitutional Comments (KK 17/12/13)

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

Financial Comments (SEM 16/12/13)

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

Background Papers and Published Documents

Trade union side comments.

Electoral Division(s) and Member(s) Affected

All

Appendix: Outcomes from Vacancy Control Process 1.9.13 to 30.11.13

By Department:

	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
ASCHPP	36	55	4	49	2	0
CFCS	113	220	81	126	13	0
E&R	56	60	23	35	2	0
PPCS	4	4	0	3	1	0
Public Health	0	0	0	0	0	0
Total	209	339	108	213	18	0

By Division:

	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
ASCHPP						
Joint Commissioning, Quality, Business Change	13	15	0	13	2	0
Personal Care and Support Older Adults	14	29	3	26	0	0
Personal Care and Support Younger Adults	6	6	1	5	0	0
Promoting Independence and Public Protection	3	5	0	5	0	0
Total	36	55	4	49	2	0

CFCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Education Standards & Inclusion	39	53	0	50	3	0
Children's Social Care	47	129	80	40	9	0
Youth, Families and Culture	27	38	1	36	1	0
Total	113	220	81	126	13	0
Environment & Resources	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Finance and Procurement	5	5	0	4	1	0
Highways	3	3	1	2	0	0
HR and Customer Service	3	3	0	3	0	0
ICT	15	16	1	14	1	0
Transport Property and Environment	30	33	21	12	0	0
Total	56	60	23	35	2	0
PPCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Communications	0	0	0	0	0	0
Improvement Programme	1	1	0	0	1	0
Corporate Strategy	0	0	0	0	0	0

Planning	0	0	0	0	0	0
Legal and Democratic Services	3	3	0	3	0	0
Safer and Engaged Communities	0	0	0	0	0	0
Total	4	4	0	3	1	0
Public Health	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Total	0	0	0	0	0	0

**REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY &
ENVIRONMENT****THE SCHOOL FOOD PLAN****Purpose of the Report**

1. This report provides information to the Committee on the recent development and proposed introduction of the National School Food Plan.

Information and Advice

2. The Environment & Resources Department provides a school meals service to a number of Primary, Secondary and Academies across the County. 94% of primary and academies and 56% of secondary and academies buy back their catering service from the County Council.
3. A number of schools and academies have chosen to either manage the catering services directly themselves or have procured an arrangement with a private sector catering provider.
4. The responsibility for the delivery of the school food plan sits with schools. However, with NCC being the largest catering provider, the schools catering team will have a major role in supporting schools to implement the National School Food Plan. It is anticipated that a report will be required to CYPS in March 2014 (to be scheduled) to identify the funding mechanisms involved in delivery of the School Food Plan – this includes capital to ensure kitchen capacity sufficient for anticipated meal number increase, light equipment required and funding for provision of the actual meals (food and labour etc).

Background**School Food Plan Report**

5. Henry Dimbleby & John Vincent, founders of the LEON restaurant chain, were appointed by the Secretary of State for Education in 2012 to look at the issues and concerns that had been raised nationally over a number of years in respect of school food. Their findings identified that the quality of food had improved enormously since Jamie Oliver's intervention in 2005 and there was clear and measurable improvements in the nutritional quality of most food and a reduction in the sale of "junk" food.

Nutritional standards for school meals introduced in 2010 which are based around compliance with minimum and maximums allowed across 13 nutrients balanced over a 15 day (3 week) cycle.

6. The report identifies that the best schools weave food education such as cooking, growing vegetables and even animal husbandry into their curriculum and also those that promote the service are able to achieve a financially viable operation.
7. These findings are linked to national statistics which suggest that 20% of children are obese by the time they leave primary school at 11 and that obesity is costing the NHS £10bn every year. This report has led to the development of a National School Food Plan which was launched in July 2013.
8. Key actions are :-
 - i. **Put cooking into the curriculum in key stages 1 to 3 - (5 to 14 year olds) –** *Various initiatives proposed ranging from basic principles of a healthy diet to competency in a range of cooking techniques*
 - ii. **Introduce food based standards for all schools -** *Independent schools and academies were previously excluded from the nutritional regulations. The new standards will still only apply to those academies who now convert; existing academies remain outside of the regulations.*
 - iii. **Kick-start increased take-up of schools food -** *contracts are currently being let by the DFE to assist the 2,000 schools across the country (10%) who have a take-up of 25% or below. Further details are awaited of how that is going to be achieved.*
 - iv. **Set-up financially self-sufficient breakfast clubs -** *A number of breakfast clubs have been established, however they are often reliant on parents volunteering and therefore not viable if wages are being paid for staff.*
 - v. **Set-up flagship boroughs to demonstrate the impact of improving school food on a large scale –** *Early criticisms of the work that had so far been going on is that there were excellent examples of good practice in individual schools and those that were well supported, as is the case of Nottinghamshire with a local authority provision. The challenge is to see how ALL schools within an area can improve take-up and what those benefits are, ie impact on obesity, educational attainment and attendance issues.*
 - vi. **Investigate the case for extending free school meals entitlement –** *The price of a school meal is an issue for low income families especially those with more than one child. Consideration is being given to the cost benefits of free meals to wider criteria of pupils.*
 - vii. **Train head teachers in food and nutrition –** *From a survey carried out, 91% of head teachers agreed that eating healthy, nutritious food improves attainment and pupil behaviour. The National College for Teaching and Leadership that sets standards for head teacher training, has agreed that content on food and nutrition should be included in their head teacher programme.*
 - viii. **Public Health England to promote policies which improve children's diets in schools -** *Support will be provided by Public Health England to the local health & wellbeing boards to promote effective practice in improving children's diets in schools.*
 - ix. **Ofsted inspectors to consider the way a school promotes healthy lifestyles** – *The Chief Inspector of Schools is planning to revise inspection guidelines to cover schools leadership in promoting healthy lifestyle and the overall*

management of the lunch time process. In recent years less and less time particularly in secondary schools, has been devoted to providing an adequate period in the day to serve and consume food in a way that promotes good behaviour.

- x. **Measure success to ensure school food plan is working** – *These will include take-up, quality of food, (number of schools meeting the standards), proportion of sixteen year olds who can cook a repertoire of savoury dishes, morale of the workforce, proportion of schools with a quality award e.g. Food for Life Partnership award.*
- xi. **Develop a website to share best practice** – *Both the Guardian and the Times Educational Supplement now have dedicated areas on their websites to school food and what works well.*
- xii. **Improve the image of school food** – *A number of commercial industry experts are now working on how the image can be improved so pupils can be encouraged to eat school meals.*
- xiii. **Bring school cooks closer to the rest of the catering sector and improve the skills of the school food workforce** - *There are currently 60,000 people working in the delivery of school food, qualification based off-the-job training is seldom provided. Greater emphasis will be placed on both training and involvement in high profile media events.*
- xiv. **Small schools taskforce and ensure small schools are fairly funded** – *Small rural schools face a significant challenge in ensuring adequate funding to support a lunchtime service. A suggestion will be made from the Secretary of State to Councils identifying an appropriate amount required to deliver a food service.*

9. Recommendation was:

- a. “The government should embark upon a phased roll out of free school meals for all primary school children, beginning with local authorities with the highest percentage of children eligible for free school meal”.

This recommendation has now been largely adopted and free school meals will be available for primary school children Key Stage 1 (5-7 year olds) from September 2014.

Nottinghamshire County Council Challenges

Universal Free School Meals Key Stage 1

10. It is estimated that an additional 10,000 meals per day (a 45% increase on current meals served), will be served costing schools £4m per year. As yet the funding amount going to schools has yet to be calculated. Nottinghamshire has been awarded £1.9m capital funding to implement the scheme. Work is currently being undertaken with schools to identify what additional equipment requirements there are including ovens, fridges & freezers and cutlery etc. It is estimated we shall need to recruit and train an additional 500 hours per day of staffing to deliver the increase meal sales. (This equates to approx 67 FTE. However, the posts will be part time, term time only contracts and in some cases will be additional hours for existing employees). With this roll out happening across the country there are additional pressures on the supplies of both equipment and food.

11. Preliminary consultations have taken place with schools and the common concerns raised are lack of available dining space, adequacy of equipment, increased costs of lunchtime supervision, extra furniture requirements and possible changes to school timetables to say allow for 2 sittings. Additionally kitchen size and ventilation compliance are problems in a number of schools that will require technical support and advice.

School Food Plan Actions

12. Nottinghamshire is well placed in the delivery of other aspects of the schools food plan for example being an early pioneer of the Food for Life scheme we are accredited at Silver level and therefore compliant with the food standards. A significant number of catering staff as part of their development are trained and accredited to NVQ standards.
13. The service also where requested supports school cookery clubs and runs a number of training sessions for parents. School chefs participate on a regular basis in school councils making sure any concerns and ideas raised by pupils are addressed.
14. The issue regarding small schools like many Shire Authoritys is a challenge. Currently the group contract for Primary schools manages the service on a cross subsidised basis thereby ensuring a standard selling price can be maintained that covers all associated costs in delivering the school meals service. For Secondary Schools and Academies they are outside of this arrangement and are on a full cost recovery basis for each school. Once the funding model and financial model is developed, the increasing number of academies conversions and an increase take-up consultation should commence on moving to an individual site by site financial recovery basis. It is considered that the increase in meal sales will ensure a higher number are financially viable and for those larger schools will ensure that income generated can be used towards increased lunchtime supervision costs and other areas of expenditure.
15. In respect to take-up of meals whilst overall achieving the national average at around 43% we do have some schools who will be targeted as a part of the 2,000 national schools with less than a 25% take-up. 70 schools across the Primary & Secondary sectors have been identified in Nottinghamshire however we have yet to see a list or validate the data from the DfE Part of that criteria is based on free meal take-up against entitlement an area that has been consistently targeted with minimum impact to date it will therefore be interesting to see what proposals are suggested. Contracts are current being let by the DfE for a partner to assist in increasing take-up via direct access to schools.

Self – Managed Schools

16. Appropriate advice and guidance as well as support will also be provided to self managed schools in order to enable them to implement the Universal Free School Meals Programme.

Other Options Considered

None

Reasons for Recommendations

17. With 94% of primary schools obtaining their catering service from the County Council the service has a key role in supporting schools with the delivery of the school food plan.

Statutory and Policy Implications

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

RECOMMENDATION

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

Kevin McKay
Group Manager
Catering & Facilities Management

For any enquiries about this report please contact:
Kevin McKay, Group Manager, Catering & Facilities Management -
0115 977 4369
Helen Fifoot, Team Manager, Schools Catering – 01623 434171

Background Papers - The School Food Plan www.schoolfoodplan.com

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

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

1. This report provides information to the Committee on the performance of the Environment & Resources Department Catering Services Period 8, 31 November 2013.

Information and Advice

2. The Environment & Resources Department provides a school meals service to Primary, Secondary and Academies across the County
3. Income for the service includes cash sales from catering, free meal budget allocations and a charge to schools for equipment and premises repair , maintenance and replacement

Summary of Performance – Appendix 1**Schools Catering Service –**

4. The levels of buy back from Schools & Academies for 2013/14 remain at similar levels from previous years. No major changes in market share provision have occurred since the previous report however with delegated budgets schools do have the choice to buy-in to the County Council, manage the service themselves or contract to a private sector provider.
5. Financial performance remains on target for the year. Of particular encouragement has been the effective control of food costs in spite of turbulent market conditions. The introduction of 2 Roast Dinner days for the Autumn/Winter menu has proved extremely popular with pupils.

6. The service level agreements and contracts in place with Secondary schools and Academies require a return of any surplus income over expenditure. This amount varies and allows flexibility in pricing and a contribution towards premises and utility operating costs. Target returns are slightly down on forecast due in part to an increase in wage costs following the removal of the lowest scale point on the pay scale (SCP4) in April 2013.
7. A significant majority of schools reinvest any surpluses into improving the environment. It is estimated that over the last 10 years that over £3m has been returned in this manner allowing some excellent improvements to dining rooms without the need for major capital expenditure. **Appendix 2** shows recent examples of work undertaken. This relationship continues to work well in over 60% of the County's Academies and Secondary Schools. Testimonials from customers such as the one below recently received from the Manor emphasise the value that can be added by working in partnership to develop services.

“ The Manor Academy is a large secondary school serving the community of Mansfield Woodhouse feeding over a 1,000 hungry mouths a day. The ‘Quad Café & Restaurant’ offers a wide range of delicious, affordable and nutritionally balanced food that has been locally sourced and ethically produced to cater for all tastes and appetites.

Our partnership with Nottinghamshire County Council's School Catering Service has gone from strength to strength, having jointly invested many thousands of pounds in modern facilities, cashless payment technology and new menu options and product lines in response to the very discerning tastes of our students! We have an excellent relationship with the School Catering Team. They are professional, responsive and willing to try new things, a recipe that has helped ensure that our bottom line is very healthy in terms of trading. At the end of the day I cannot think of a more challenging clientele to please than teenagers but that said, I would put our café & restaurant up against any you find on the High Street.”

Steve Singleton (Director of Business at the Academy).

8. Christmas Dinners served in schools continue to be well supported and this year estimated to be over 35,000 in Primary Schools alone, almost double an average days meal take-up. Our 300 School Chefs roasted 6,000kgs of turkeys and over 28,000 chipolata sausages, baked 100s of mince pies, cooked just under 7,000kgs of roast potatoes, steamed almost 4,000kgs of Brussels sprouts and carrots and preparing just over 4,000 veggie Quorn roasts. NCC have sourced locally-grown ingredients, wherever possible, to help support East Midlands and Nottinghamshire farmers and suppliers, to boost our economy and to reduce food miles.

9. Work is continuing to roll out electronic returns of data to update central management information systems – half the secondary school contracts are using the new system and the plan is to roll this out to the rest of our secondary school contracts and to start a pilot in primary schools if computer access queries can be overcome. Additionally work is being undertaken with our frozen/grocery contractor to introduce web based online food ordering.
10. The programme to develop online payment for dinner money and for school monies continues. All NCC managed secondary contracts and 65 primary schools now have an online payment system– the system allows for cash and cheque payments to be made, but the level of online cash payment is rising proportionately with a number of schools not taking any cash at all now.
11. New menus have been introduced in to ASCH Day Centres as part of our partnership to support development and a more cost effective catering provision are being well received by catering teams and service users alike in the centres.
12. Preliminary research has commenced in to the mandatory requirement by December 2014 for allergen information to be available to consumers and how this will be managed within the School Catering environment for parents, pupils and schools.

Other Options Considered

13. None -Report for information.

Reasons for Recommendations

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

Statutory and Policy Implications

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

Financial Implications

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

RECOMMENDATION

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

Kevin McKay
Group Manager Catering & Facilities Management.

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

Constitutional Comments

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

Financial Comments

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




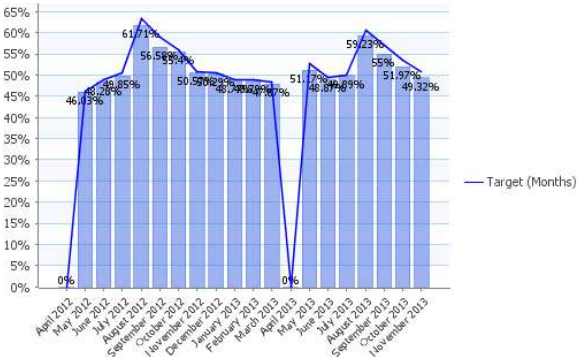
Background Papers - None
Electoral Division(s) and Member(s) Affected
All
Nottinghamshire


Schools and Academies Catering Committee Report – to Period 8 2013/14

APPENDIX 1


Primary, Special Schools and Academies Catering


Financial

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Returns to Schools - Schools Catering	Aim to Maximise	<p>Actual £158k</p> <p>Target £169k</p> 	 <p>£350k £325k £300k £275k £250k £225k £200k £175k £150k £125k £100k £75k £50k £25k £0k</p> <p>2009/10 2010/11 2011/12 2012/13 2013/14</p> <p>— Target (Years)</p>	<p>Estimates at this stage will be calculated at the end of the financial year. Some reduction due to increase in staff costs with the removal of SCP4 of the pay scale.</p>
Schools Catering - Labour costs as % of turnover	Aim to Minimise	<p>Actual 49.32%</p> <p>Target 50.87%</p> 	 <p>65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%</p> <p>April 2012 May 2012 June 2012 July 2012 August 2012 September 2012 October 2012 November 2012 December 2012 January 2013 February 2013 March 2013 April 2013 May 2013 June 2013 July 2013 August 2013 September 2013 October 2013 November 2013</p> <p>— Target (Months)</p>	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Food costs as % turnover - Schools Catering	Aim to Minimise	<p>Actual 34.14%</p> <p>Target 34.03%</p> 		


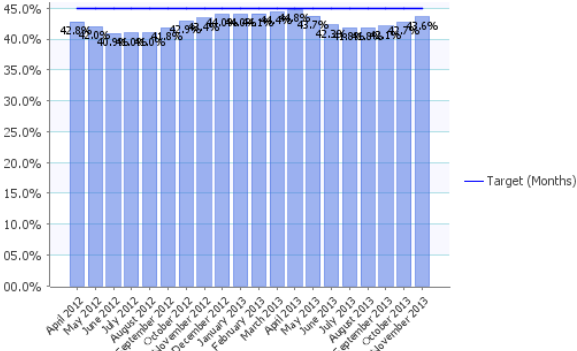
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Schools Catering	Aim to Maximise	<p>Actual £10,302,000</p> <p>Target £10,073,000</p> 		


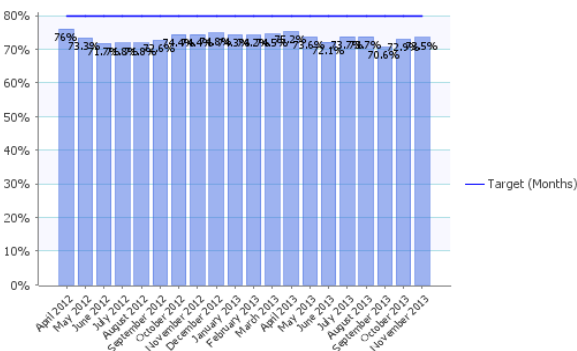
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Contribution - Schools Catering	Aim to Maximise	<p>Actual £1,044,000</p> <p>Target £983,000</p> 	<p>£2,000,000 £1,750,000 £1,500,000 £1,250,000 £1,000,000 £750,000 £500,000 £250,000 £0</p> <p>£2,054,000 £1,837,000 £1,654,000 £1,311,000 £1,076,000 £662,000 £523,000 £489,000 £459,000 £361,000 £291,000 £241,000 £115,000 £689,000 £1,044,000</p> <p>Target (Months)</p>	

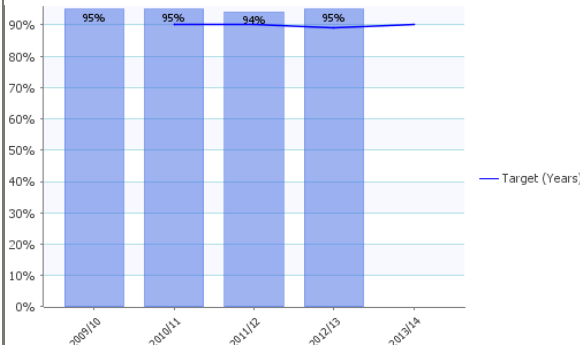
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Schools Catering	Aim to Maximise	<p>Actual -£150,000</p> <p>Target -£253,000</p> 	<p>£400,000 £300,000 £200,000 £100,000 £0 -£100,000 -£200,000 -£300,000 -£400,000 -£500,000 -£600,000 -£700,000 -£800,000 -£900,000</p> <p>£215,000 £130,000 £94,000 £422,000 £316,000 £229,000 £127,000 £48,000 £353,000 £262,000 £130,000 £0 -£150,000 -£253,000 -£150,000</p> <p>Target (Months)</p>	



Primary, Special Schools and Academies Catering

Performance

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Total Meal Take Up	Aim to Maximise	<p>Actual 43.6%</p> <p>Target 45.0%</p> 		

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Free meal take up	Aim to Maximise	<p>Actual 73.5%</p> <p>Target 80%</p> 		

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements															
Buy back Levels - Primary and Special Schools	Aim to Maximise	<div>Actual 95%</div> <div>Target 89%</div> <div></div>	 <table><caption>Buy back Levels - Primary and Special Schools</caption><thead><tr><th>Year</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2009/10</td><td>95%</td><td>89%</td></tr><tr><td>2010/11</td><td>95%</td><td>89%</td></tr><tr><td>2011/12</td><td>94%</td><td>89%</td></tr><tr><td>2012/13</td><td>95%</td><td>89%</td></tr></tbody></table>	Year	Actual (%)	Target (%)	2009/10	95%	89%	2010/11	95%	89%	2011/12	94%	89%	2012/13	95%	89%	
Year	Actual (%)	Target (%)																	
2009/10	95%	89%																	
2010/11	95%	89%																	
2011/12	94%	89%																	
2012/13	95%	89%																	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements															
Buy back Levels - Secondaries and Acadamies	Aim to Maximise	<div>Actual 64%</div> <div>Target 56%</div> <div></div>	 <table><caption>Buy back Levels - Secondaries and Acadamies</caption><thead><tr><th>Year</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2009/10</td><td>74%</td><td>56%</td></tr><tr><td>2010/11</td><td>64%</td><td>56%</td></tr><tr><td>2011/12</td><td>64%</td><td>56%</td></tr><tr><td>2012/13</td><td>64%</td><td>56%</td></tr></tbody></table>	Year	Actual (%)	Target (%)	2009/10	74%	56%	2010/11	64%	56%	2011/12	64%	56%	2012/13	64%	56%	
Year	Actual (%)	Target (%)																	
2009/10	74%	56%																	
2010/11	64%	56%																	
2011/12	64%	56%																	
2012/13	64%	56%																	

APPENDIX 2



MANOR ACADEMY – SEPTEMBER 2013



ALL SAINTS MANSFIELD - DECEMBER 2013

**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