

## Personnel Committee

**Wednesday, 29 March 2017 at 10:30**

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

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### AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 1st February 2017  | 3 - 4   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Temporary Staffing Resource - D2N2 Social Work Teaching Partnership  | 5 - 10  |
| 5 | Employee Health & Wellbeing & Sickness Absence Performance Update as at 31st December 2016   | 11 - 34 |
| 6 | Nottinghamshire County Council Workforce Planning Information as at 31st December 2016   | 35 - 50 |
| 7 | Corporate Leadership Team Business Support Arrangements  | 51 - 54 |
| 8 | Operational Report - Schools & Academies, Catering & Facilities Management Services  | 55 - 78 |
| 9 | Work Programme   | 79 - 82 |

### Notes

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Julie Brailsford (Tel. 0115 977 4694) or a colleague in Democratic Services prior to the meeting.

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



## Minutes

Meeting	PERSONNEL COMMITTEE
Date	Wednesday 1 <sup>st</sup> February 2017 (commencing at 10.30am)

### Membership

Persons absent are marked with an 'A'

### COUNCILLORS

Sheila Place (Chairman)  
Nicki Brooks (Vice Chairman)

A	Maureen Dobson	Stuart Wallace
	Darren Langton	Yvonne Woodhead
	Tony Roberts MBE	Liz Yates
A	Rachel Madden	

### OFFICERS IN ATTENDANCE

Julie Brailsford	Assistant Democratic Services Officer
Gill Elder	Group Manager HR
Helen Fifoot	Team Manager Schools Catering
Claire Gollin	Group Manager HR
John Hughes	Group Manager Catering & Facilities
Jas Hundal	Service Director Transport, Property & Environment
James Minto	Unison
Helen Richards	Senior Business Partner HR
Marje Toward	Service Director, HR and Customer Service

### MINUTES OF THE LAST MEETING

The minutes of the meeting held on 30<sup>th</sup> November 2016, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Rachel Madden and Councillor Maureen Dobson.

### MEMBERSHIP

It was reported that Councillor Stuart Wallace had been appointed in place of Councillor John Ogle.

### **DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **IMPLICATIONS OF THE IMPLEMENTATION OF THE APPRENTICESHIP LEVY FOR NOTTINGHAMSHIRE COUNTY COUNCIL**

#### **RESOLVED 2017/01**

1. To note the workforce implications of the new Apprenticeship Levy and Public Sector Duty for the County Council.
2. To agree the proposed approach to implementation set out within the report within the context of a constantly changing and slowly emerging picture at a national level.
3. To agree the establishment of 2fte Band B posts of Project Officer for a fixed term of 12 months initially to develop and deliver the Council's response the range of mitigating measures and support provisions that continued to be used to minimise the impact in respect of compulsory redundancies.

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

#### **RESOLVED 2017/02**

To note the information contained within the report.

### **WORK PROGRAMME**

#### **RESOLVED 2017/03**

That the Committee's work programme be noted.

Marje Toward, Service Director, HR and Customer Services informed the committee that the County Council had achieved the Platinum Award for the Wellbeing at Work scheme. The formal presentation would be made at a future County Council meeting. The committee requested that their congratulations on achieving the award were recorded.

The meeting closed at 11.05am.

### **CHAIRMAN**

1<sup>st</sup> February 2017

**JOINT REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN  
RESOURCES AND THE SERVICE DIRECTOR, CHILDREN’S SOCIAL CARE**

**TEMPORARY STAFFING RESOURCE - D2N2 SOCIAL WORK TEACHING  
PARTNERSHIP**

**Purpose of the Report**

1. The purpose of this report is to seek the approval of Personnel Committee to the establishment of the post of Partnership Practice Educator Lead, working with the D2N2 Teaching Partnership, for a temporary period of 12 months.

**Information and Advice**

**Background**

2. Funded by the Department for Education (DfE) and Department of Health (DoH), Teaching Partnerships are being rolled out nationally to help raise the quality of Social Work trainees and the teaching they receive.
3. Led by Nottinghamshire County Council as the accountable body working through a Board chaired by the Council’s Service Director, Children’s Social Care, the D2N2 Teaching Partnership brings together six local employers of Social Workers in the Derbyshire/Nottinghamshire local area.
4. The Partnership will work in a joint endeavour with two local universities, Nottingham Trent University and the University of Nottingham to develop a sustainable model for the provision of high quality social work placements.
5. The participating Partners are:
  - Nottinghamshire County Council
  - Nottingham City Council
  - Derbyshire County Council
  - Derby City Council
  - Rampton Hospital
  - Framework Housing Association.
6. Government funding for the project has been awarded, for the period 1<sup>st</sup> November 2016 to 31<sup>st</sup> March 2018.

7. In order to deliver its key objective to improve the quality of social work student placements, each of the 4 local authorities within the wider Teaching Partnership has committed to identify one full time equivalent post holder to lead on supporting and facilitating the development and on-going availability of high quality placements in the role of Partnership Practice Educator Lead (PPEL).
8. As a result of delays to the receipt of Partnership funding (due to the impact of the 2016 Referendum on Government activity), the work of the Partnership will need to be progressed within quite demanding timescales, and therefore there is a need to have all 4 Council's PPELs, including Nottinghamshire's, in post from 1<sup>st</sup> April 2017.

## **Proposal**

9. Partnership funding covers the whole period during which the PPEL will be in post (from 1<sup>st</sup> April 2017 until 31<sup>st</sup> March 2018), and incorporates full salary costs for the PPEL role, there will therefore be no direct cost implications to the Council.
10. The PPEL job description has been evaluated as a Band C position under NCC's job evaluation.
11. To ensure alignment with the Council's wider workforce planning and development priorities, it is proposed that Nottinghamshire's PPEL will be located within the corporate HR Workforce and Organisational Development team. This team has the strategic lead on Workforce Development and as such currently supports both the ASCHPP and CFCS departments with existing Social Work traineeship schemes.
12. It is therefore proposed that the existing W&OD Business Partner with lead responsibility for supporting current Social Work traineeships across both the CFCS and ASCHPP be seconded to the PPEL role within Nottinghamshire County Council for the remainder of the available funding, that is for one year with effect from 1st April 2017.
13. The post holder will continue to report to the Senior HR Business Partner, W&OD, for line management and supervision purposes, a revised structure chart is attached as **Appendix A** to this report.
14. The work undertaken by the PPEL on behalf of the Teaching Partnership will be matrix managed by the Project Manager, Teaching Partnerships (a post hosted by Nottingham Trent University, but operating across the Partnership).
15. The proposed secondment has already been presented in principle as part of a wider report on the Teaching Partnership to the Children and Young People's Committee at its meeting on 20<sup>th</sup> March 2017. In order to facilitate the proposed secondment, there is a need to formally establish a temporary post within the corporate Human Resources Workforce and Organisational Development team structure.

## **Other Options Considered**

16. Consideration has been given to advertising the position more widely, however it was recognised that, within each local authority there are likely to be suitable

candidates, in similar roles, who, given the timescale pressures would be able to move quickly on a secondment basis with minimal requirements around induction and training. Equally, given the short-term nature of the role itself, secondment enables the Council to ensure that it can secure a post holder with a suitable calibre of experience and qualification to this key post.

### **Reasons for Recommendation**

17. The proposed secondment is for a fixed term only, and will be fully funded by DfE and DoH grant payments. There are, therefore, no direct cost implications for the Council. Neighbouring authorities, who are part of the Teaching Partnership, are in the process of seconding to their own PPEL roles, this Council needs to ensure that it is well placed to keep up with the programme of work by having Nottinghamshire's PPEL in post by 1<sup>st</sup> April 2017.

### **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.

### **Financial Implications**

19. The Government have awarded £475,000 over the next two years to the wider D2N2 teaching partnership. A key role within the teaching partnership is the role of Partnership Practice Educator Lead (PPEL) and Government funding will cover the entire cost of these roles. There will therefore be no financial implications arising from the secondment of an existing member of the Council's workforce to the PPEL role, as the post will be fully funded from DfE and DoH grant payments. The post carries the same grading as the secondee's substantive post and based on their spinal column point as at 1.4.17, the cost of the Band C post is **£49,535** (including on-costs). Funding arrangements will enable backfill capacity to be available for the W&OD function for the duration of the secondment as required.

### **Human Resources Implications**

20. The proposals within this report comply with the Council's policy on internal secondments.

### **Safeguarding of Children and Adults at Risk Implications**

21. The person seconded to the PPEL role will be a qualified social worker, with all appropriate checks already in place.

### **Implications for Service Users**

22. The creation of this secondment opportunity will enable the Council to provide better quality placements for social work students and, consequently, ensure that the

quality of newly qualified Social Workers coming through from our partner universities is enhanced.

## **RECOMMENDATION**

It is recommended that Personnel Committee approve the establishment of the post of temporary Partnership Practice Educator Lead Grade C, working with the D2N2 Teaching Partnership, within the HR Workforce and Organisational Development team structure, for a period of 12 months, from 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018.

**Marjorie Toward**  
**Service Director, Customers & Human Resources**

**Steve Edwards**  
**Service Director, Children's Social Care**

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

Claire Gollin, Group Manager HR, [Claire.gollin@nottsc.gov.uk](mailto:Claire.gollin@nottsc.gov.uk) Tel: 0115 977 3837  
Liz Maslen, Children's Workforce Development Manager, CFCS,  
[liz.maslen@nottsc.gov.uk](mailto:liz.maslen@nottsc.gov.uk) Tel: 0115 977 3004

### **Constitutional Comments (KK 07/03/17)**

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

### **Financial Comments (SES 03/03/17)**

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

### **Human Resources Comments (CG 17/2/017)**

25. These are contained within the body of the report

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

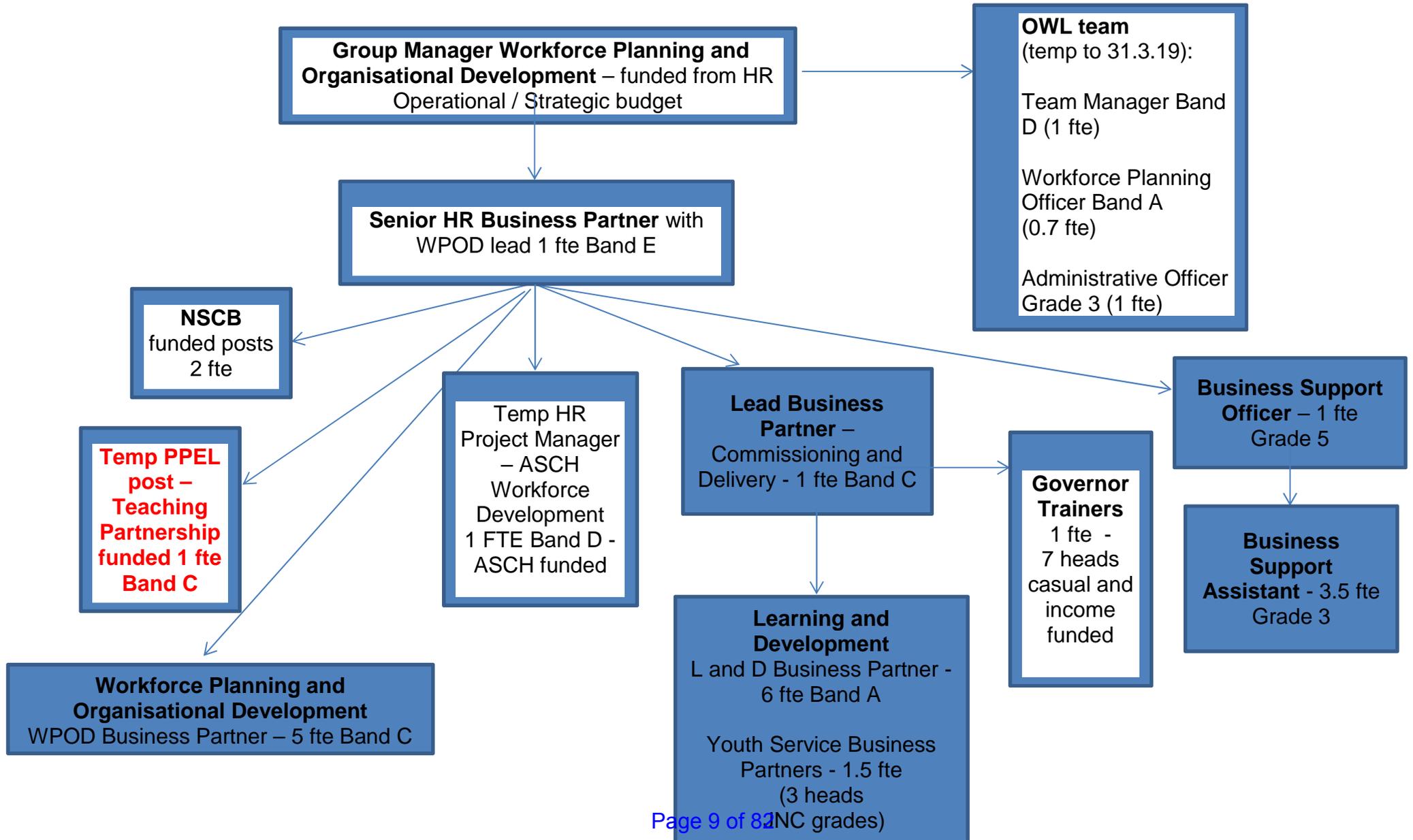
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972:

- Grant Offer Letter from Department for Education & Department of Health
- Report to Children and Young People's Committee 20<sup>th</sup> March 2017

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

All

**Appendix A: Proposed Service Structure – Workforce Planning and Organisational Development 1.4.17**







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

**EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE  
PERFORMANCE UPDATE AS AT 31<sup>st</sup> DECEMBER 2016**

**Purpose of the Report**

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

**Background**

2. Sickness absence performance data and reasons reporting is drawn down from the information input by line managers into the corporate Business Management System (BMS), its analysis is reported to Members at regular quarterly intervals.
3. The data in this report reflects the third quarter of 2016-17, that is the position **as at 31st December 2016**. At this date the headcount of direct NCC employees was **7,528**.
4. **Appendix A** to this report sets out current performance and comparison between departments and service divisions, **Appendix B** illustrates the reasons for absence across the Council as at 31<sup>st</sup> December 2016 and **Appendix C** sets out the relative distribution of short and long term absence.
5. This data is available through the Manager Self Service element of the BMS to all NCC managers. It enables them to focus on improving workplace wellbeing to prevent and reduce absence in their service area and, where absence occurs, to respond to individual issues and identify any reasonable adjustments to enable the earliest possible return to work.
6. Sickness absence performance information also informs the development of the Council's Employee Health and Wellbeing Action Plan which identifies a series of actions to effectively address the actual and potential impact of ongoing and significant organisational change on employee wellbeing and minimise its impact on levels of attendance.

7. Regular updates are provided to Members on the development and implementation of this Action Plan, setting out the current status of ongoing and completed actions. An updated plan showing progress against current priorities as at 31<sup>st</sup> December 2016 is attached as **Appendix D**.

## Overall Performance and Trends

8. The average (or Mean) days sickness per employee per annum as at 31<sup>st</sup> December 2016 at **8.42 days** overall, an increase of **0.12 days** on the previous quarter.
9. The overall trend within this authority remains one of improvement over recent years from a high of **10.15 days** as at 30<sup>th</sup> June 2010.
10. Taking this into due consideration, Personnel Committee agreed on 28<sup>th</sup> September 2016 to retain the existing in year target of **7.00 days** by 1<sup>st</sup> April 2017.
11. **Chart 1** of the **Appendix A** sets out that absence levels in every service department. Senior HR Business Partners continue to work with departmental service managers through a “surgery” model to identify appropriate responses aimed at reducing absence levels in those service areas where it is most pronounced. It is intended to reinvigorate this approach by working through departmental leadership teams in the first instance.
12. The range of HR and Learning and Development interventions to enable departmental managers to work toward reducing absence levels in their service areas with the support of their HR Business Partner, is summarised below:
  - Targeted HR surgeries to provide advice and support to managers to improve attendance in those service areas where it is most required. For example this has recently been undertaken with the Catering, Cleaning and Facilities Management (CCFM) function in the Place department.
  - Supporting managers to focus on improved workplace wellbeing to reduce and prevent absence, including that relating to stress, and to build a culture of resilience in a climate of continuing change with a range of associated management guidance and learning materials. Additional guidance on supporting employees with terminal illnesses was added to this provision in December 2016.
  - Identifying outstanding long term absences and supporting managers to tackle these and engage with Occupational Health for appropriate professional advice.
  - The provision of a range of bespoke learning materials and training interventions on preventing and managing absence and supporting employees to be well at work covering Resilience, Stress and Mental Health awareness.

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

13. In addition the corporate Employee Health and Wellbeing Action Plan sets out a range of pro-active and preventative strategic measures, co-ordinated through the HR team, aimed at further improving the health and wellbeing of the Council's workforce, an update is provided in **Appendix D**.

### **Target for 2017/18**

14. The Council's previous in year target was retained for 2016/17 at **7.00 days average per employee per annum by 1<sup>st</sup> April 2017**. This reflected the need for a target that took into account the unknown impact of the transfer out of a number of, predominantly front-line, services into alternative service delivery models during 2016,

15. As previously reported to this Committee, in-year systems review subsequently established a new, adjusted, baseline for comparative trend analysis and performance improvement moving forward.

16. The Council's performance figure of **8.42 days** currently exceeds the Council's target of **7.00 days**. Given that the Council's performance remains better than that of its benchmark comparators, it is proposed that the target for the next financial year remains at **7.00 days** average per employee per annum.

17. Whilst this would be stretching, it is anticipated that an increased emphasis on the range of HR interventions, as set out in paragraph 13 above, to support and enable departmental managers to work toward reducing absence levels in their service areas, linked to their own performance targets, should both ensure achievability and be sustainable.

### **Benchmarking**

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

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

20. This methodology of calculating the time lost to sickness absence originated from the now discontinued Best Value Performance regime as required under

the Local Government Act 1999. It continues to be used nationally as a robust and consistent calculation which takes account of the varied terms and conditions and composition of local authority workforces.

21. The Council's current average performance remains comparable to that of its benchmark comparators:
- The most recently reported (2015), CIPFA benchmark average for County Councils in the benchmark co-hort is **8.40 days**.
  - The most recently reported (2015), local government (LGA) average for County Council's is **9.00 days (8.50 days** for all local authorities).
  - The Chartered Institute of Personnel and Development (CIPD) annual. Absence Management Survey Report for 2016 records the average level of employee absence reported by its local government respondents at **9.80 days**.
  - Regionally the current reported average number of fte days lost to sickness across all East Midlands Council's is **9.30 days**.

### Reasons for Absence

22. The reason categories historically adopted by the Council for managers to attribute a reason for each occurrence of employee sickness absence when recording the absence on the BMS System, reflect those used by the Local Government Association (LGA). These allows for direct comparison with other local authorities and national performance benchmarking.
23. Absence attributable to colds and flu remains fairly constant throughout the year at around 9% and there has been no marked seasonal impact in recent years which have not seen any major UK flu epidemic, the rate during quarter 3 of 2016/17 being comparable to the same period last year at **9.24%** compared to **9.32%**. As indicated in the Employee Health and Wellbeing action plan, free vouchers for seasonal flu vaccination have been made available to front line NCC employees with Public Health funding.
24. As highlighted in the previous report, from quarter 3 of 2016/17 onward the additional reporting category of "terminal illness" is now included in reporting arrangements.
- **Stress:**
25. In recent years the most common overall cause of all absence across the local government sector has been reported as attributable to stress, depression, anxiety, mental health and fatigue. The most recently available LGA data indicates that this currently comprises of **22.20%** of all absence across the local authority sector nationally.
26. Stress also remains the most prevalent cause of sickness absence in the County Council. Reported absence attributed to stress and related conditions currently stands at **18.63%** of all reported absence as indicated in **Appendix**

**B** compared with **19.08%** at the previous quarter, a decrease of **0.45** percentage points.

27. At **26.81%** of all departmental absence, levels of reported stress remain highest in CFCS, an increase from **26.05%** on the previous quarter, reflecting the particular pressures of the front line social care operating environment. In the Resources department levels have risen from **24.45%** to **26.11%**. Levels of reported stress in the ASCHPP department have fallen from **23.33%** to **21.26%** since the previous quarter.
28. There is the potential that the financial challenges facing local authorities and uncertainty about the future is impacting on stress levels; which may be impacting more on some service areas.
29. The need to build individual and organisation resilience to prevent, proactively respond to change and manage stress, including effective workload management, with a particular focus on mental health awareness, is reflected in the Council's current Employee Health and Wellbeing Action Plan.
30. A range of learning interventions and coaching provision is available to support affected employees to maintain their resilience and attendance at work during the ongoing consultation period. Further detail is provided in the quarter 3 Workforce Planning update report to this Committee.

- **Other reasons:**

31. The next most prevalent reason for absence across the Council continues to be surgical operations and post-operative recovery which, whilst unavoidable, can usually be planned to minimise the impact on service continuity. As at the 31<sup>st</sup> December 2016 this stood at **16.35%**, a decrease from **17.73%** at the previous reporting period.
32. Across the local government sector absence caused by muscular-skeletal problems is currently reported as **15.70%**. NCC continues to perform well in comparison, the percentage of absence attributed to this reason currently stands at **12.54%**. This reflects the changing nature of the council's workforce with significant numbers of front line manual workers in Property and Highways transferring to Arc and Via respectively. There are also a significant number of front line workers in Inspire.
33. Reflecting its commitment to supporting employees diagnosed with a terminal illness, this quarter saw the introduction of the additional reporting category which enables managers to record terminal illness separately and currently stands at **0.15%** of all reported absence.

### **Long term absence**

34. Managers are supported through HR and its Occupational Health service to make early interventions and ensure that reasonable adjustments are in place

to enable those employees whose illness is “long term”, that is where continuous absence exceeds 4 weeks as indicated in **Appendix C**, to return to work at the earliest reasonable opportunity.

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

### **Employee Health and Wellbeing Action Plan**

36. Supporting the Council to be a Healthy Organisation is a key theme of its current Workforce Strategy, the Employee Health and Wellbeing Action Plan sets out the actions and measures identified to achieve this.
37. Corporate responses to further improve the health and wellbeing of the Council’s workforce continue to be applied and new initiatives identified on an ongoing basis, these are set out in the current Employee Health and Wellbeing Action Plan contained in **Appendix D**.
38. The quality and breadth of the Council’s support for the improvement of the health and wellbeing of its workforce has been demonstrated by its accreditation against the Wellbeing at Work, Platinum level standard, the highest level of award under the current scheme. Nottinghamshire is the first local authority employer to be awarded this level.
39. The current action plan sets out both ongoing work as at December 2016 and progress achieved since the last update which reflected the position at September 2016.

### **Other Options Considered**

40. The Council’s approach to employee health and wellbeing is the subject of ongoing discussions with trade union colleagues through task focussed time limited joint working groups as sub groups of the Central Joint Consultative and Negotiating Panel.
41. The most recent focus of these working groups is on producing specific management guidance on supporting employees with diagnosed terminal illness and those with Dyslexia. This work is ongoing and it is anticipated that the new guide will be launched during April 2017.

### **Reasons for Recommendations**

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

## **Statutory and Policy Implications**

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

## **Human Resources Implications**

44. These are set out in the body of this report. The trades unions continue to be engaged in joint working to further develop employee health and wellbeing initiatives including joint training and guidance.

45. Trade union colleagues are supportive of the positive steps made by the authority to support and help staff; particularly in target areas where absences are higher than other departments. However trade union colleagues remain concerned that budget reductions will impact on staff resilience.

## **Equalities Implications**

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

## **RECOMMENDATIONS**

It is recommended that Personnel Committee:

1. Note the current level of performance in respect of sickness absence.
2. Note that HR Business Partners continue to work with departmental managers to reduce absence and improve the health and wellbeing of their workforce.
3. Consider and agree a performance target for 2017/18 of an average of 7.00 days absence per employee per annum.

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

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

**Constitutional Comments (KK 28/02/17)**

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

**Financial Comments (SES 28/02/17)**

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

**Human Resources Comments (CLG 7/2/17)**

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

**Background Papers and Published Documents**

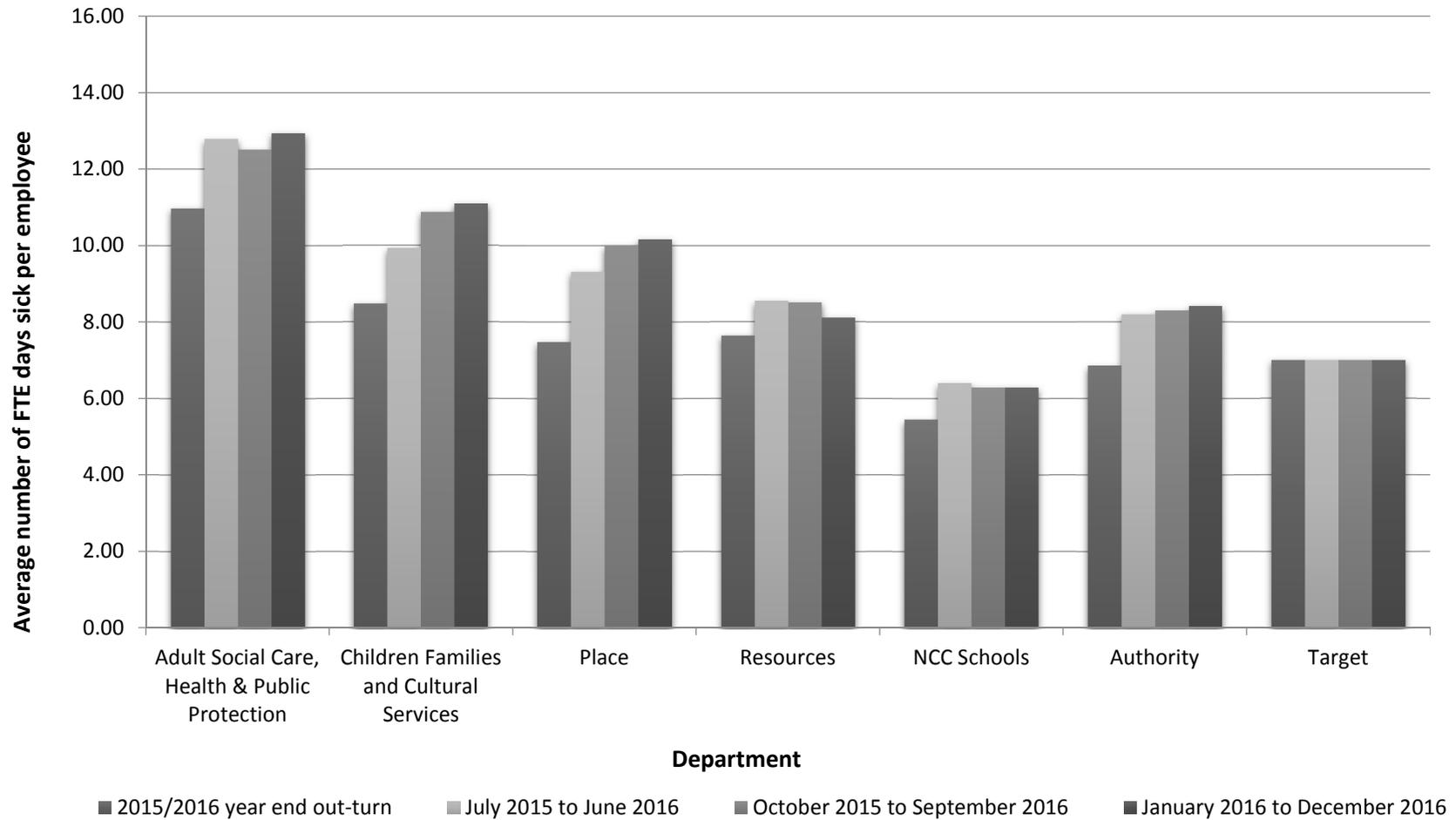
None

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

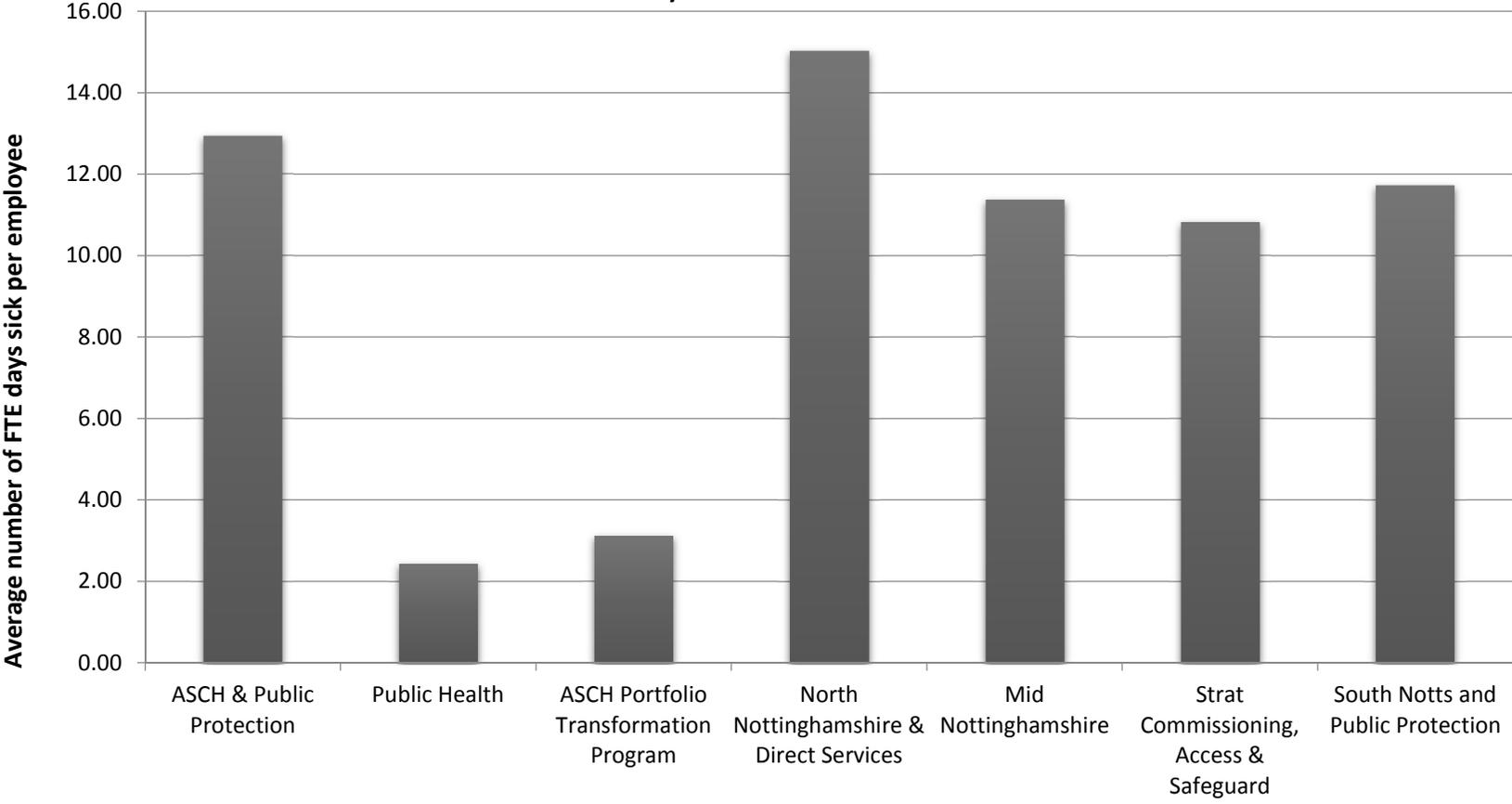
All

## Appendix A: Absence Levels

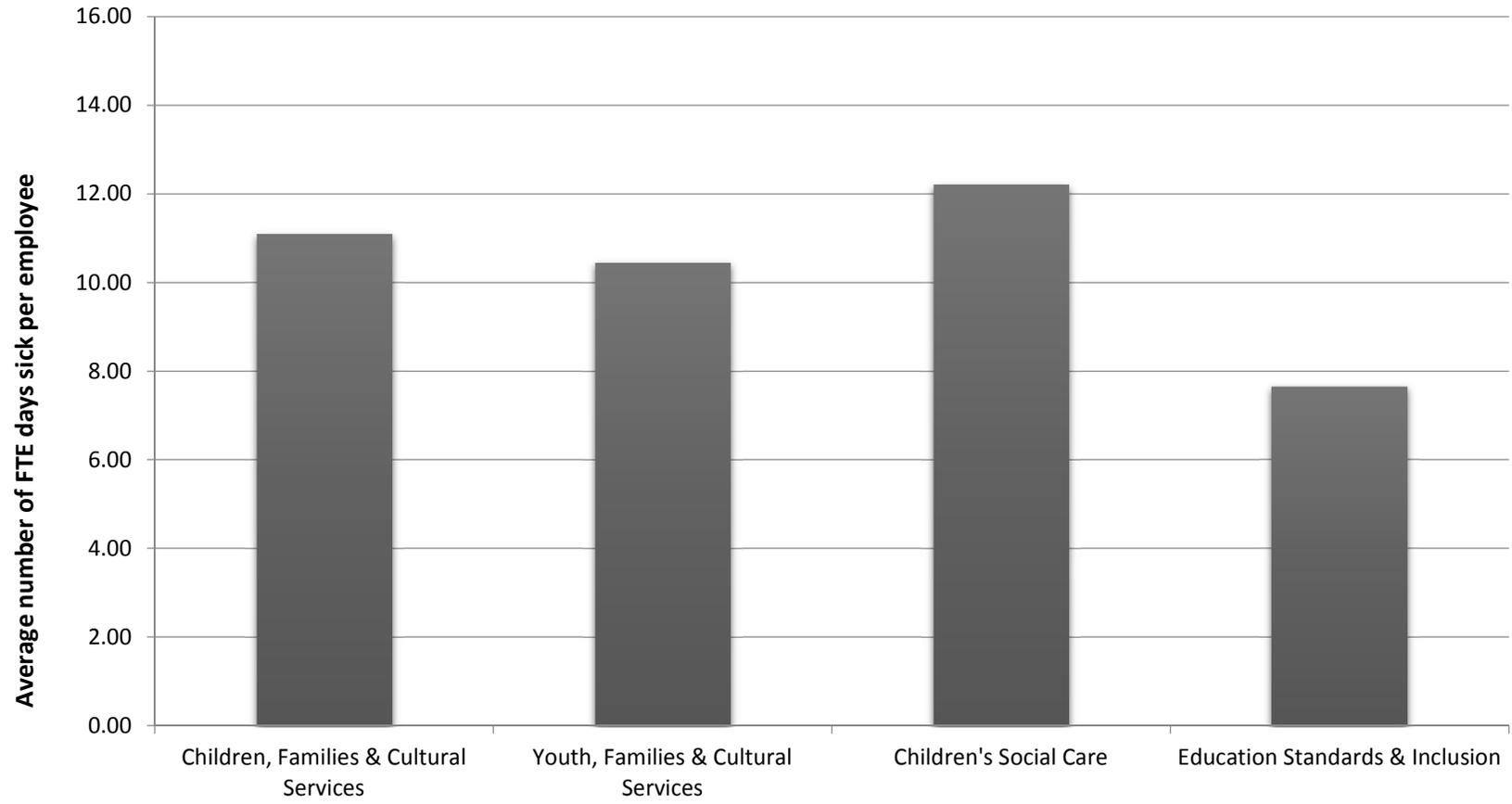
Chart 1. Average number of days sick per employee for the authority by department



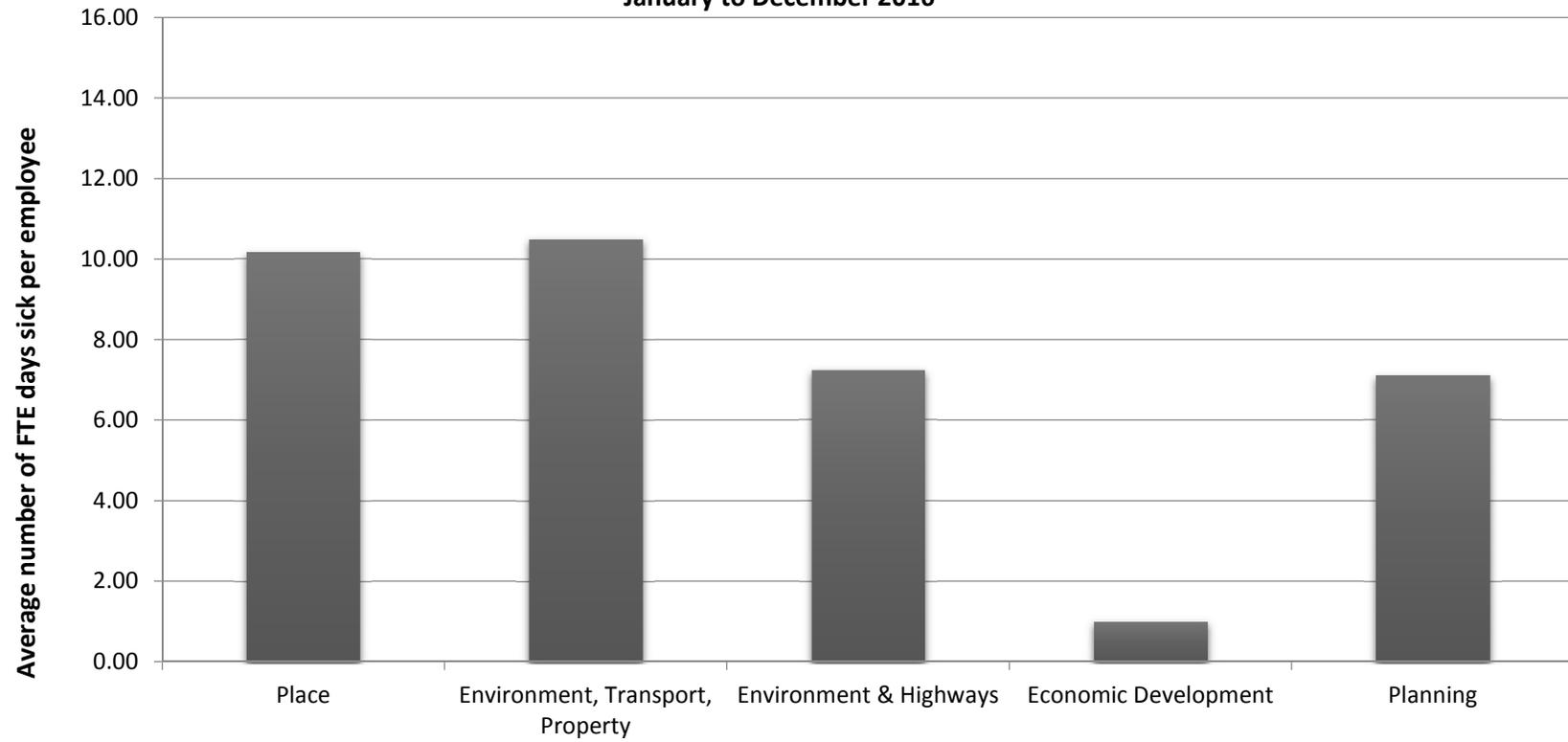
**Chart 2 ASCH & Public Protection  
January to December 2016**



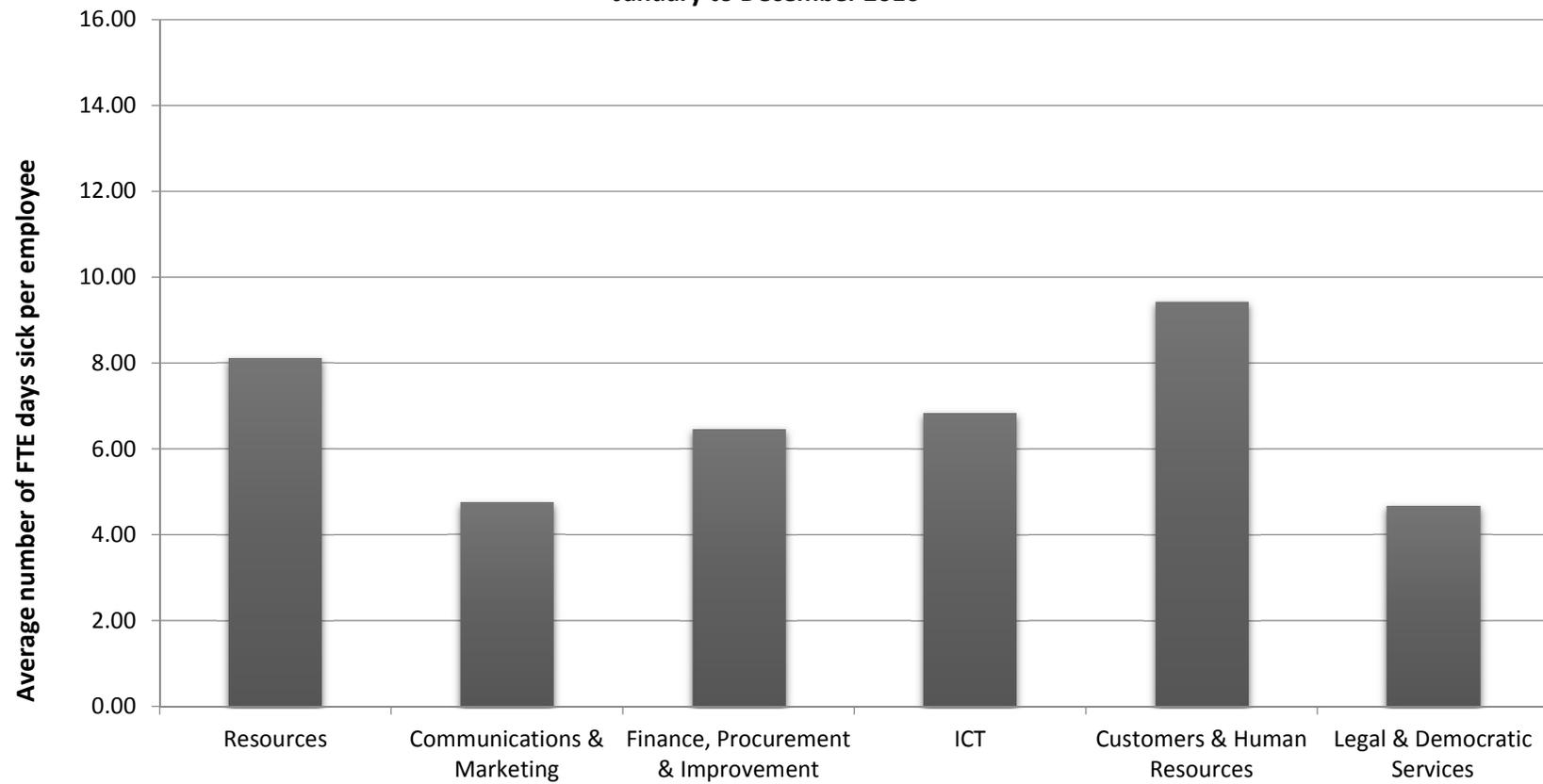
**Chart 3 Children, Families and Cultural Services  
January to December 2016**



**Chart 4 Place  
January to December 2016**



**Chart 5 Resources  
January to December 2016**



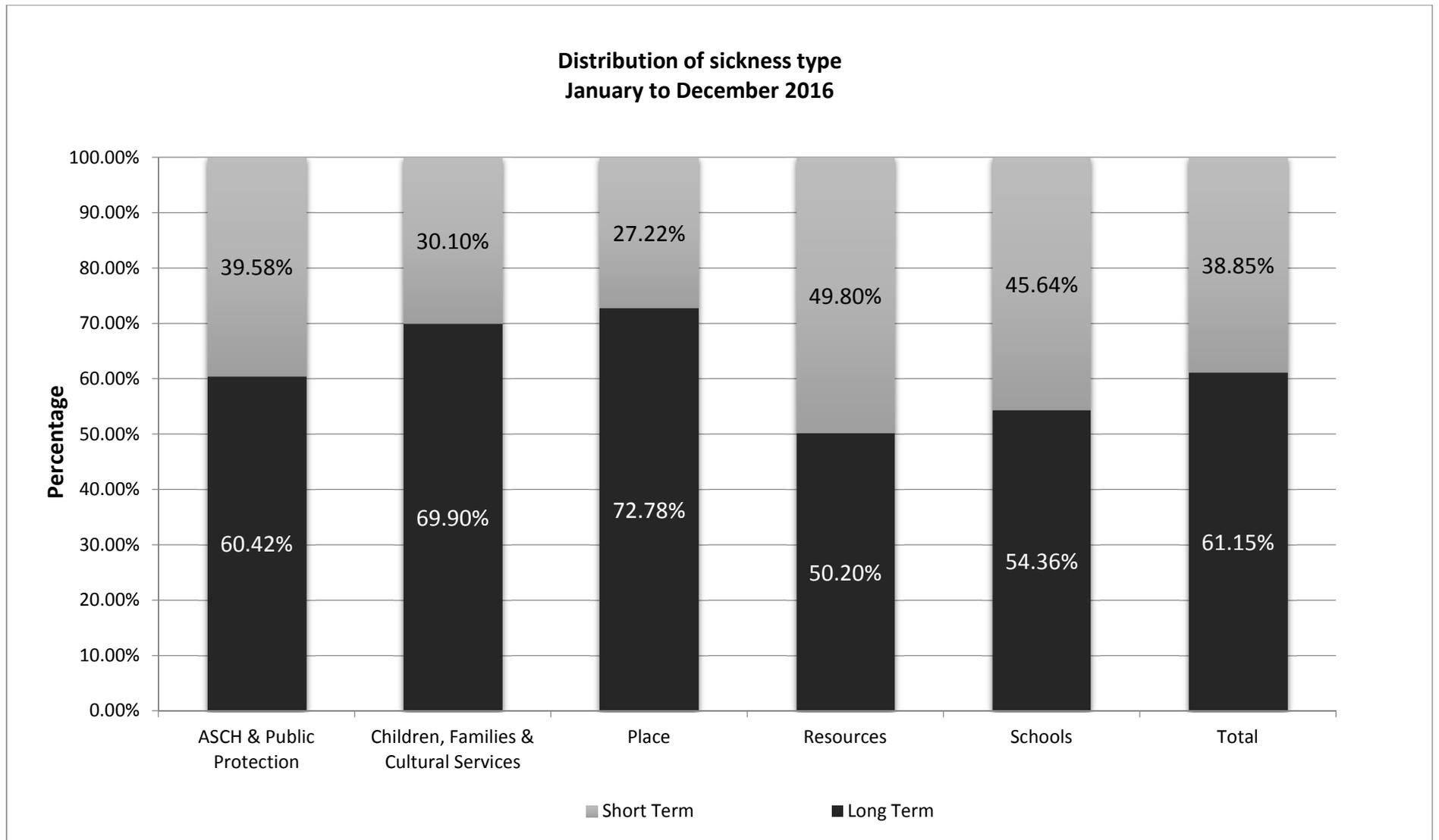
**Table 1. Sickness Levels over rolling 12 month basis by Department**

	<b>2015/2016 year end out-turn</b>	<b>July 2015 to June 2016</b>	<b>October 2015 to September 2016</b>	<b>January 2016 to December 2016</b>
<b>Adult Social Care, Health &amp; Public Protection</b>	10.97	12.79	12.51	12.94
<b>Children Families and Cultural Services</b>	8.48	9.92	10.87	11.09
<b>Place</b>	7.48	9.31	10.00	10.16
<b>Resources</b>	7.64	8.55	8.51	8.11
<b>NCC Schools</b>	5.45	6.40	6.29	6.30
<b>Authority</b>	<b>6.86</b>	<b>8.21</b>	<b>8.30</b>	<b>8.42</b>
<b>Target</b>	7.00	7.00	7.00	<b>7.00</b>

## Appendix B: Reasons for Absence

	Back Problems	Cold/Flu/Sore Throat	Headache/Migraine	Heart/Circulation	Infection	Muscular/Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/Digestion	Stress/Depression	Terminal Illness	Not assigned
<b>ASCH &amp; Public Protection</b>	6.62%	9.01%	2.02%	0.98%	4.14%	11.78%	13.71%	16.67%	1.38%	2.37%	0.88%	6.79%	<b>21.26%</b>	0.00%	2.38%
<b>Children, Families &amp; Cultural Services</b>	3.04%	10.34%	1.78%	1.96%	1.34%	11.82%	13.91%	14.28%	2.38%	3.09%	1.11%	5.73%	<b>26.81%</b>	0.00%	2.41%
<b>Place</b>	8.00%	3.85%	0.72%	3.42%	3.14%	<b>20.57%</b>	17.16%	14.56%	1.01%	4.08%	0.42%	6.52%	15.57%	0.00%	0.97%
<b>Resources</b>	5.41%	14.06%	2.09%	0.57%	3.84%	10.11%	11.40%	12.61%	0.99%	3.16%	0.11%	8.23%	<b>26.11%</b>	0.00%	1.31%
<b>Schools</b>	3.97%	10.90%	1.90%	0.81%	4.64%	9.35%	<b>18.77%</b>	17.62%	1.93%	3.13%	0.47%	11.13%	14.97%	0.37%	0.03%
<b>Totals</b>	<b>5.25%</b>	<b>9.24%</b>	<b>1.67%</b>	<b>1.54%</b>	<b>3.72%</b>	<b>12.54%</b>	<b>16.35%</b>	<b>15.98%</b>	<b>1.64%</b>	<b>3.20%</b>	<b>0.59%</b>	<b>8.45%</b>	<b>18.63%</b>	<b>0.15%</b>	<b>1.05%</b>

### Appendix C: Long and Short Term Sickness





**Appendix D - Corporate Employee Health & Wellbeing Action Plan 2016-2018**

**Overall responsibility:** Claire Gollin, Group Manager HR

**Section 1 - Actions in progress as at December 2016:**

<b>Continue to promote effective workload management and prioritisation:</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Progress Update</b>
<p><b>Reduce stress and tackle presenteeism:</b> Identification of wellbeing initiatives and learning interventions arising as part of the Health Check initiatives in CFCS and ASCHPP departments, and implementing associated actions</p>	<p><b>Bev Cordon / Sue Jeffery Senior Business Partner HR</b></p> <p><b>Helen Richardson Senior Business Partner WPOD</b></p> <p>Departmental Workforce Development lead officers</p> <p>Trade Unions</p>	<p>Ongoing</p>	<p>HR/WPOD Business Partners continue to provide targeted HR support working with departmental workforce leads to deliver actions to deliver the learning and wellbeing priorities identified.</p> <p><b>Examples:</b></p> <ul style="list-style-type: none"> <li>• HR surgeries in absence “hotspot” areas</li> <li>• Providing a good induction at corporate and departmental level</li> <li>• Improving the quality and effectiveness of EPDR / supervision</li> <li>• Highlighting the range of workforce development support available at corporate and departmental level</li> <li>• Design and commissioning of targeted Team Manager training e.g. “New Ways to Better Outcomes For All”</li> </ul>



<p><b>Facilitate Flexible Working:</b> Improve the mobilisation of the NCC workforce, including the further roll out of mobile devices to improve flexible working and work/life balance</p>	<p>Smarter Working programme team</p> <p>ICT</p>	<p>Ongoing</p>	<p>Continued rollout of tablet devices/ laptops across NCC to facilitate mobile / home working.</p> <p>Next phase of Smarter Working programme will introduce and engage the workforce in the use of further ICT solutions to facilitate flexible working.</p> <p>Travel Wise Clinics:</p> <ul style="list-style-type: none"> <li>• 12<sup>th</sup> September 2016</li> <li>• 18<sup>th</sup> January 2017</li> </ul>
<p><b>Review and re-launch Stress Audit tool for managers:</b> Continue to provide an effective stress audit tool and associated action planning process to enable managers to identify and action plan to address any stress issues at local level</p>	<p><b>Bev Cordon Senior Business Partner HR</b></p> <p>Occupational Health and Wellbeing team</p>	<p>April 2017</p>	<p>Reviewing use of the current “Well-Worker” system with a view to re-launch of an improved, more cost effective, system in April 2017</p>
<p><b>Develop and embed a Coaching Culture across NCC:</b> Enable all NCC managers to appropriately support employees on an individual basis to realise their full potential and identify creative solutions to moving forward and maximise their skills, knowledge and performance</p>	<p><b>Helen Richardson – Senior Business Partner WPOD</b></p> <p>WPOD team</p>	<p>Ongoing</p> <p>December 2016 – ongoing</p> <p>Ongoing</p>	<p>“Manager as Coach” development programme launched for all Team Managers and above as part of Leadership Development Programme.</p> <p>MAC Programme extended to line managers and aspirant managers as part of new Management Development Programme.</p> <p><b>182</b> senior managers completed to date.</p> <p>In-house coaching network of trained and qualified in house coaches launched (<b>20</b> trained to date, <b>10</b> in training).</p>



		April 2017	<p>Linked to EPDR process, <b>17</b> management referrals for Coaching to date, ongoing monitoring and evaluation.</p> <p>To increase participation, the coaching offer is to be extended to include Group Coaching and employee generated referrals – under development.</p>
<b>Continue to raise awareness of mental ill health and related issues in the workplace</b>			
Action	Who	Timescale	Progress Update
<p><b>Workplace Health Champions:</b> Maintain the pool of trained Workplace Health Champions across NCC (accredited to Royal Society for Public Health Level 2 qualification)</p>	<p><b>Bev Cordon Senior Business Partner HR</b></p> <p>HR Business Partners</p>	Ongoing	<p>Regular publicity on intranet inviting expressions of interest in becoming a WPC – most recently Sept 2016.</p> <p><b>5</b> new volunteers recruited, <b>20</b> WPC in total currently in place Countywide.</p>
<b>Ongoing promotion of better workplace health / awareness raising:</b>			
Action	Who	Timescale	Progress Update
<p><b>Access to healthcare provision:</b> Further promotion of “Westfield Healthcare Scheme” (a staff health cash plan at a 17% discounted rate for NCC employees, covers optical and dental needs and any new medical conditions with cash back for everyday healthcare costs including physiotherapy, chiropody and homeopathy).</p>	<p><b>Bev Cordon Senior Business Partner HR</b></p> <p>HR Business Partners</p>	Ongoing	<p>Further publicity of scheme at NCC Health and Safety events:</p> <ul style="list-style-type: none"> <li>• 20<sup>th</sup> October 2016</li> <li>• 10<sup>th</sup> November 2016</li> </ul>



<p><b>Employee information, guidance, awareness raising:</b> Update and maintain the employee wellbeing intranet site, inform front line employees and use Team Talk to highlight a range of specific national health campaigns and related wellbeing information to promote healthier lifestyles and preventative measures to employees</p>	<p><b>Bev Cordon Senior Business Partner HR</b></p> <p>HR Business Partners</p> <p>Occupational Health and Wellbeing team</p> <p>Public Health</p>	<p>Ongoing</p>	<p>Examples of further initiatives delivered since September - December 2016 include:</p> <ul style="list-style-type: none"><li>• 5th October Personal Safety Awareness Day</li><li>• 7-11 October Back Awareness Week</li><li>• “Stoptober” (October) Quit Smoking promotion</li><li>• Breast Cancer Awareness Month (October)</li><li>• MacMillan Cancer Awareness, fundraising days during October</li><li>• 2nd November National Stress Awareness Day</li></ul> <p>Delivered after December 2016 or planned so far for later in 2017/18:</p> <ul style="list-style-type: none"><li>• “Dry January”– Alcohol Concern promotion</li><li>• Ovarian Cancer Awareness Month (Jo’s Trust campaign) – March</li><li>• Prostate Cancer Awareness Month – March 9<sup>th</sup> March – National No Smoking Day</li><li>• Bowel Cancer Awareness Month – April</li><li>• National Walking Month – May</li><li>• Diabetes Week – 11-17<sup>th</sup> June</li><li>• Men’s Health Week – 12-18<sup>th</sup> June</li><li>• World Blood Donor Day - 14<sup>th</sup> June</li><li>• Dyslexia Awareness Week 2nd - 8th October.</li></ul>
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<p><b>Support for employees to make healthy lifestyle choices:</b> Research and deliver targeted wellbeing initiatives through a mixed economy of internal practitioners and external providers and seek funding streams where applicable</p>	<p><b>Bev Cordon Senior Business Partner HR</b> Occupational Health and Wellbeing team (OH Nurse Advisors)</p>	<p>Autumn 2016</p>	<p>2 NCC Health and Safety Awareness and Wellbeing Events (North and South county locations):</p> <ul style="list-style-type: none"> <li>• County Hall 20th October 2016</li> <li>• Meadow House 10th November 2016</li> </ul> <p>Further events planned for 2017/18</p>
<p><b>Guidance and learning materials for managers on supporting employees with specific health issues:</b> Current focus on guidance for managers on supporting employees with Dyslexia</p>	<p><b>Bev Cordon Senior Business Partner HR</b>  Trade unions</p>	<p>Ongoing  Subject to agreement , launch proposed for April 2017</p>	<p>Joint work with trade unions through task and finish group on supporting employees assessed as having Dyslexia in progress since July 2016.</p>
<p><b>Protection from infection and reduction of associated risk and absence:</b>  Promotion of seasonal Flu vaccination winter 2016/17 targeted at front line NCC employees directly delivering front line services to vulnerable service users</p>	<p><b>Bev Cordon Senior Business Partner HR</b>  Public Health  Occupational Health and Wellbeing team (admin)</p>	<p>Sept 2016 – February 2017</p>	<p><b>362</b> qualifying NCC employees accessed vouchers  Approach under review for winter 2017/18 campaign – no budget allocated from Public Health</p>
<p><b>Support for employees to make healthy lifestyle choices:</b>  Research and deliver targeted wellbeing initiatives through a mixed economy of internal practitioners</p>	<p><b>Bev Cordon Senior Business Partner HR</b></p>	<p>Ongoing  By April 2017</p>	<p>As part of maintenance of Well Being at Work award standard</p>



and external providers and seek funding streams where applicable	Occupational Health and Wellbeing team		Currently working with Public Health to identify common synergies and publicise commissioned provider offers to NCC workforce.
<b>Promotion of better workplace health:</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Outcome</b>
<b>Maintaining a Smoke Free Workplace:</b>  Support Public Health on workforce implications of NCC Tobacco Declaration Plan and fulfil duty of care in respect of creation of a Smoke Free working environment of all employees	<b>Dr John Tomlinson Public Health (lead officer)</b>  Bev Cordon Senior Business Partner HR  Trade Unions  Health and Wellbeing Board (Cllr Joyce Bosnjak)	May 2017	12 month review of effectiveness/impact of new Smoke Free policy in practice.

**Section 2- Achieved since September 2016:**

<b>Ongoing promotion of better workplace health / awareness raising:</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Progress Update</b>
<p><b>Guidance and learning materials for managers on supporting employees with specific health issues:</b> Produced guidance for managers on supporting employees diagnosed with a Terminal Illness, joint work with trade unions through task finish group.</p>	<p><b>Bev Cordon Senior Business Partner HR</b>  Trade unions</p>	<p>Launched December 2016.</p>	<p>Completed</p>
<b>Continue to raise awareness of mental ill health and related issues in the workplace</b>			
<b>Support NCC managers and individual employees to maintain good mental health through change</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Progress Update</b>
<p><b>Employee engagement and awareness:</b> Building on the, Managers Guide to Mental Wellbeing developed jointly in conjunction with the trade unions, develop tailored guidance for all NCC employees to raise awareness of how to support colleagues experiencing mental ill health at work and associated learning materials</p>	<p><b>Bev Cordon / Helen Richardson Senior Business Partners HR / WPOD</b>  Trade Unions  Public Health</p>	<p>Launched October 2016</p>	<p>Completed  <b>74</b> eLearning completions to date</p>



<b>Promote effective workload management, prioritisation and monitoring</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Outcome</b>
<b>Improve Employee Health and Wellbeing inc achievement of healthy Work-life balance:</b> Use feedback inc from Employee Survey about work-life balance and wellbeing to inform the key themes of the Council's new Workforce Strategy and engage managers.	<b>Marjorie Toward Service Director Customers and HR</b>  Claire Gollin Group Manager HR	Workforce Strategy 2016-18 launched autumn 2016	Completed  Incorporated into "Healthy Organisation" Theme of new Workforce Strategy 2016-18.  Senior managers engaged through Leadership Development programme sessions autumn 2016.

**Document Owner: Claire Gollin, Group Manager HR February 2017.**



29<sup>th</sup> March 2017

Agenda Item: 6

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

### **NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING INFORMATION AS AT 31<sup>ST</sup> DECEMBER 2016**

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

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

#### **Information and Advice**

##### **Background:**

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

##### **Headcount:**

6. The County Council headcount figure for non-school based direct employees as at 31<sup>st</sup> December 2016 was **7,528**. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.

7. In the 12 months since December 2015 this represents an overall headcount reduction to date of **1,297** from **8,825**. This reflects a number of reasons including the implementation of Service Reviews and organisational re-design, the transfer out of some services to alternative service delivery models during 2016 and natural turnover, including retirement.

#### **Vacancy Management:**

8. The Council's Vacancy Control arrangements continue to be applied, these are designed to ensure robustness and consistency of vacancy management to enable agreed post reductions to be made with the minimum number of compulsory redundancies by providing redeployment opportunities for employees at risk of redundancy.
9. The Vacancy Control statistics in **Appendix A**, which reflect the period October to December 2016 inclusive, indicate that overall during this quarter the majority of vacancies, **141 of 192**, submitted through the centralised recruitment process have been filled on a permanent basis.
10. This includes posts in Children's Social Care, which has a rolling programme of Social Worker recruitment, and Social Worker posts in North Nottinghamshire in ASCHPP where there are recruitment difficulties. In Place, the majority of part – time school based cleaning and catering posts have been advertised permanently to ensure recruitment levels are sufficient to maintain competitiveness in the open market.

#### **Turnover:**

11. A degree of turnover is expected and is healthy for an organisation in respect of refreshing its skills base and diversity. Natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other often positive reasons.
12. Service review processes continue to generate both compulsory and voluntary redundancies. As set out in **Appendix B**, the number of employees leaving as a result of compulsory and voluntary redundancies during the quarter, **3** in total, has fallen significantly since the previous quarter.
13. The NCC turnover rate, including redundancies, has continued to fall over recent quarters. During quarter 3 of 2016/17, calculated as the mean average over the previous 12 month period, turnover stands at **8.87%**, compared to **11.46%** at the previous quarter, averaging **11.39%** for the whole 12 month period from January 2016.
14. The most recently reported Local Government average turnover rate stood at **13.40%** as at 31<sup>st</sup> March 2015.
15. The table in **Appendix B** sets out details of the reasons given for leaving over the 12 month period up to 31<sup>st</sup> December 2016, it includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.

16. As indicated, the most commonly recorded reason for leaving in this quarter, **135 of a total of 167** continues to be “resignation”. This category has been broken down further in table 1 below to provide more detailed data, using the categories specified on NCC leaver forms and as recorded by managers on the Business Management System. A significant majority of leavers continue to cite personal reasons, this includes those employees moving on to employment with other organisations.

**Table 1:**

<b>Resignations September to December 2016</b>	
<b>Reasons for leaving</b>	
Return to Education/Retraining	3
Following Career Break	0
Following Maternity Leave	0
Job Related Reasons	27
Not Known	0
Personal Reasons inc job with new employer	<b>105</b>
<b>Total</b>	<b>135</b>

17. The next most prevalent reason for leaving during the quarter is retirement (**11 out of a total of 167**), which relates to those employees aged 55 or over who can access their accrued pension benefits.

18. Gathering quantitative turnover data is an important workforce planning tool, there is also a need to understand why employees choose to leave the Council and identify whether specific actions to address this are required. This may lead to consideration of recruitment and retention strategies or investigating more closely the reasons for staff moving on.

19. Exit interviews can provide a valuable source of qualitative information about the reasons that employees are leaving from a particular area or profession and inform further work within the service on identifying the impact of a range of recruitment and retention measures.

20. Anecdotal information from our agency managed service provider also indicates that in some cases people leave employment to pursue opportunities with other employers as part of a contingent workforce.

**Redundancies:**

21. The Council continues to consider all reasonable mitigations to reduce the impact on individual employees of the post deletions arising from service reviews.

22. Table 2 below provides an update on the confirmed number of overall redundancies during the current financial year to date, that is as at **31<sup>st</sup> December 2016**, and also the preceding three financial years.

**Table 2:**

	2013/14	2014/15	2015/16	2016/17	Overall Total to date	%
<b>Voluntary Redundancy</b>	134	227	64	51	476	<b>74%</b>
<b>Compulsory Redundancy</b>	14	45	30	77	166	<b>26%</b>
<b>Total Redundancies</b>	148	272	94	<b>128</b>	<b>642</b>	

23. The 51 voluntary redundancies in-year since 1st April 2016 equate to 42.1.fte posts and the 77 compulsory redundancies over the same period to 37.4 fte.

24. The trades unions continue to work closely at a corporate level with management to consider the potential for further mitigations to reduce the number of compulsory redundancies arising from service reviews.

25. A range of existing mitigations will remain in place to help manage and minimise the impact on individuals, these include: vacancy control, redeployment search, effective workforce planning (including retraining / reskilling), reduced working hours, prioritising volunteers for redundancy wherever possible and job search support and are described below.

#### **Redeployment:**

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

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

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

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

29. A dedicated intranet site offers an extensive package of information and training, support covering a wide range of topics ranging from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial

management. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.

30. This support package is also available to support all staff to respond positively to the impact of service and organisational change but those identified as being at risk are prioritised. Content is continually reviewed to assess demand and revised, in consultation with trades union colleagues, to reflect feedback from employees.
31. In addition the coaching provision, which is available to all NCC employees through the Council's in-house Coaching network, can be accessed by employees affected by change to support them to identify their future career options.
32. Support provisions continue to be well utilised. Between April 2013 and December 2016 employees have made a total of **10,821** unique views of the available information and associated support provisions.
33. Whilst the eLearning and information element is constantly available the availability of learning events and sessions is based on estimated demand which fluctuates dependent on the degree of impact arising from associated service changes.
34. In the period from 1<sup>st</sup> October 2016 to 31<sup>st</sup> December 2016 a further **10** training and support sessions were delivered in partnership with external providers including Job Centre Plus and Futures. These sessions were attended by **76** employees.
35. In response to estimated demand arising from the issue of the most recent Section 188 notices, provision has been reviewed to ensure that anticipated demand can be met. A further **12** events are currently offered for the period January to March 2017 and will continue to be reviewed on an ongoing basis as actual demand is established.

#### **TUPE Transfers:**

36. The impact of staffing reductions on the Council's overall workforce headcount needs to be considered in the context of fluctuations arising from the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as summarised in Table 3 below.
37. The TUPE transfers that arose from the implementation of alternative service delivery models during the course of 2016/17 impacted significantly on the overall headcount of the Council's direct workforce, during the previous quarter. There has been little further movement during the current quarter (1 transfer out from Catering and Cleaning). The transfer out of NCC of around 20 Country Parks employees based at Rufford during February 2017 will be reflected in the next quarter's figures.

**Table 3:**

TUPE transfers	2014/15		2015/16		2016/17	
	In	Out	In	Out	In	Out
Catering and Cleaning	1	69	0	121	4	78
Economic Development			1	0		
ASCHPP Joint Commissioning	1	0				
Rampton Hospital Library	0	2				
Community Safety Team	1	0				
Ranby Prison Library				3		
Inspire						485
Property						70
Highways						636
<b>Total</b>	<b>3</b>	<b>71</b>	<b>1</b>	<b>124</b>	<b>4</b>	<b>1269</b>

**Use of Agency Workers:**

38. The latest quarter's figures for agency workers, consultants and interims are set out in **Appendix C** to this report. The quarter to 31<sup>st</sup> December 2016 continues to see an overall reduction in the use of agency, interims and consultants from **255.8 to 229.7** full time equivalents (FTE).
39. This shows an overall reduction of **26.1 FTE** from the previous quarter and an overall reduction of **48.7 FTEs** for the previous 6 months.
40. There has been a significant reduction in the number of agency social workers in Children's Social Care, reducing from **64.2 to 46.3 FTE**. Members may recall the significant effort which has gone into reducing this figure through targeted recruitment, improved relationships with local universities, improved support and supervision for newly qualified workers and the introduction of a retention payment in the hard to recruit to teams.
41. In addition, from 1<sup>st</sup> January 2017 the Council has introduced a cap on the rates we pay for agency social workers and further information will be brought back to this Committee to report on the impact of this initiative. A data collection exercise is currently underway across the East Midlands and further benchmarking information will be available in the late Spring.
42. HMRC will be paying particular attention to agency workers operating as personal services companies from 8<sup>th</sup> April 2017 and it is intended that this is used as a further tool to demonstrate the benefits of employment whilst making the agency option less attractive.

43. There has also been a similar reduction in the ASCHPP department with their figure reducing from **93.8** to **75.6 FTE**. Agency usage in this department is primarily in unqualified workers but we maintain close scrutiny of this and there remains the possibility of introducing a cap for qualified social workers in adults if the market takes off in the same way it has done for Children's social workers.
44. In Resources, there again has been a small reduction in overall usage from **88.3** to **71.1 FTEs**. The change has primarily been in the Customer Service Centre as new recruits have transferred from agency to employment. There has also been a small reduction of agency workers in ICT as their new structure is populated through the enabling process.
45. Place has shown an increase from **4.4** to **22.8 FTEs** which can be accounted for due to an increased demand for drivers. The reasons for this are currently being explored with Transport managers and further scrutiny of on-going demand and the most cost effective resourcing solution will take place with senior management in the department.

### **Reasons for Recommendations**

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

### **Statutory and Policy Implications**

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

### **Human Resources Implications**

48. The trades unions continue to be actively engaged through the Council's Joint Consultative and Negotiating framework in ensuring that appropriate mitigations reduce the number of redundancies, particularly compulsory redundancies. The trades unions have noted and commented on the contents of the report.

### **Equalities Implications**

49. 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.
50. Equality Impact Assessments are undertaken as appropriate and are an integral part of the Service Review process to ensure that implications of any

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

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

### **Financial Implications**

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

## **RECOMMENDATIONS**

It is recommended that Members note:

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

**Marjorie Toward**

**Service Director - Customers and Human Resources**

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

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**Constitutional Comments (KK 28/02/17)**

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

**Financial Comments (SES 28/02/17)**

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

**Human Resources Comments (CLG 8/2/17)**

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

**Background Papers and Published Documents**

Trades union side comments – date

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

All



**Appendix A: Outcomes from Vacancy Control Process 01.10.2016 – 31.12.2016**

<b><u>By Department:</u></b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>ASCHPP</b>	<b>63</b>	<b>141</b>	<b>64</b>	<b>38</b>	<b>39</b>	<b>0</b>
<b>CFCS</b>	<b>50</b>	<b>86</b>	<b>45</b>	<b>23</b>	<b>18</b>	<b>0</b>
<b>PLACE</b>	<b>25</b>	<b>35</b>	<b>26</b>	<b>6</b>	<b>3</b>	<b>0</b>
<b>RESOURCES</b>	<b>54</b>	<b>65</b>	<b>6</b>	<b>33</b>	<b>26</b>	<b>0</b>
<b>Total</b>	<b>192</b>	<b>327</b>	<b>141</b>	<b>100</b>	<b>86</b>	<b>0</b>

**By Division:**

<b>ASCHPP</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>North Nottinghamshire and Direct Services</b>	21	74	37	4	33	0
<b>Mid Nottinghamshire</b>	12	14	11	1	2	0
<b>South Nottinghamshire and Public Protection</b>	11	13	10	2	1	0
<b>Strategic Commissioning, Access and Safeguarding</b>	7	8	3	3	2	0
<b>Transformation</b>	8	28	0	27	1	0
<b>Public Health</b>	4	4	3	1	0	0
<b>Total</b>	<b>63</b>	<b>141</b>	<b>64</b>	<b>38</b>	<b>39</b>	<b>0</b>

<b>CFCS</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Education Standards &amp; Inclusion</b>	6	7	5	2	0	0
<b>Children's Social Care</b>	23	30	25	3	2	0
<b>Youth, Families and Culture</b>	21	49	15	18	16	0
<b>Total</b>	<b>50</b>	<b>86</b>	<b>45</b>	<b>23</b>	<b>18</b>	<b>0</b>
<b>Place</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Environment, Transport and Property</b>	17	25	24	1	0	0
<b>Environment and Highways</b>	4	4	2	2	0	0
<b>Economic Development and Devolution</b>	3	3	0	3	0	0
<b>Planning, Voluntary and Community Services</b>	1	3	0	0	3	0
<b>Total</b>	<b>25</b>	<b>35</b>	<b>26</b>	<b>6</b>	<b>3</b>	<b>0</b>
<b>Resources</b>	<b>No of Decision Records</b>	<b>No. of Posts</b>	<b>Permanent</b>	<b>Fixed Term</b>	<b>Agency</b>	<b>Deleted Post</b>
<b>Communications and Marketing</b>	0	0	0	0	0	0
<b>Finance, Procurement and Improvement</b>	6	7	1	6	0	0
<b>ICT</b>	1	1	0	1	0	0
<b>Customers and Human Resources</b>	44	54	4	25	25	0
<b>Legal, Democratic and Complaints</b>	3	3	1	1	1	0
<b>Total</b>	<b>54</b>	<b>65</b>	<b>6</b>	<b>33</b>	<b>26</b>	<b>0</b>

**Appendix B**

Reason for leaving	January – March 2016	April - June 2016	July to September 2016	October to December 2016
Retirement	32	35	26	11
Retirement Ill Health	11	7	9	6
Death in Service	2	0	1	3
Dismissal Conduct	4	0	3	0
Dismissal Capability including absence	1	6	2	5
Failed Probation	1	0	1	0
Mutually agreed termination	0	1	0	0
End Fixed Term Contract	4	6	7	4
Redundancy Compulsory	19	75	1	1
Redundancy Voluntary	17	35	5	2
Resignation	121	153	161	<b>135</b>
	<b>212</b>	<b>318</b>	<b>216</b>	<b>167</b>

Average (Mean) headcount over the quarter	8811	8164	7542	7533
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Turnover percentage for Q3 **8.87%**

Turnover for last 12 months **11.39%**



## Appendix C

### Agency staff engaged at 31<sup>st</sup> December 2016

Department	Agency	Consultant	Interim	Total
<b>Adult Social Care, Health and Public Protection</b>				
Mid Nottinghamshire	4.0	0.0	0.0	4.0
North Nottinghamshire & Direct Services	46.0	0.0	0.0	46.0
Public Health	0.6	0.0	0.0	0.6
South Notts & Public Protection	20.0	0.0	0.0	20.0
Strategic Commissioning, Access and Safeguarding	5.0	0.0	0.0	5.0
Transformation Programme	0.0	0.0	0.0	0.0
<b>Total</b>	<b>75.0</b>	<b>0.0</b>	<b>0.0</b>	<b>75.6</b>
<b>Children, Families &amp; Cultural Services</b>				
Children's Social Care	46.3	5.0	0.0	51.3
Education Standards & Inclusion	0.0	0.0	0.0	0.0
Youth Families & Culture	5.0	0.0	0.0	5.0
<b>Total</b>	<b>51.3</b>	<b>5.0</b>	<b>0.0</b>	<b>56.3</b>
<b>Place</b>				
Environment, Transport, Property	19.8	3.8	0.0	23.6
County Supplies	3.0	0.0	0.0	3.0
Planning	0.6	0.0	0.0	0.6
<b>Total</b>	<b>22.8</b>	<b>3.8</b>	<b>0.0</b>	<b>26.6</b>
<b>Resources</b>				
Communications and Marketing	1.0	0.0	0.0	1.0
Legal, Democratic and Complaints	8.0	0.0	0.0	8.0
Finance, Procurement and Improvement	0.0	0.0	0.0	0.0
Customers and Human Resources (inc Business Support)	36.1	0.0	0.0	36.1
ICT	26.0	0.0	0.0	26.0
<b>Total</b>	<b>71.1</b>	<b>0.0</b>	<b>0.0</b>	<b>71.1</b>
<b>Total for all Departments</b>	<b>220.3</b>	<b>8.8</b>	<b>0.0</b>	<b>229.7</b>



29<sup>th</sup> March 2017

Agenda Item: 7

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN RESOURCES****CORPORATE LEADERSHIP TEAM BUSINESS SUPPORT ARRANGEMENTS****Purpose of the Report**

1. To seek approval from Members for a change to the business support arrangements in place for the Corporate Leadership Team (CLT).

**Background**

2. Members will recall that the Business Support Review is an established project with a cashable efficiency target of £3.2 million to be delivered by 1 April 2018.
3. To date we have amalgamated and reduced business support resources from the Adults and Children's departments which has, so far, resulted in delivery of £2.3m in cashable savings.
4. In order to deliver the remaining savings required of £900k, we have embarked upon a phase of activity to explore our opportunity to create a truly Corporate Business Support Service, which identifies and combines business support resources from all departments in order to generate additional efficiencies. We will be reviewing existing support processes and developing new operating models for service support as part of this.
5. Our proposal to revise support arrangements for the Chief Executive and CLT forms a part of this review.
6. Currently the Chief Executive and Corporate Directors are supported by a team of five Personal Assistants (PAs) as well as one Grade 4 and one Grade 3 Business Support Assistants (BSA).
7. The Chief Executive is also supported by a Senior Executive Officer (SEO).
8. The Corporate Director's for Adults Social Care and Health, and Children, Families and Cultural Services have access to Executive Officer resources based within their own departments, whereas the Corporate Directors for Place and Resources have no access to Executive Officer type support.
9. We have worked with the Chief Executive and members of CLT to review their current and future support requirements. The proposed changes are intended to;

- Implement a structure which is flexible enough to meet CLT's emerging/future collective needs.
- Embrace the move towards new ways of working and greater self-sufficiency utilising new and emerging technologies.
- Realise budgetary savings and improve overall operational efficiency.

## **Proposal**

- To reduce the number of PA posts supporting the Corporate Leadership Team (CLT) from 5 to 3 and to re-designate these roles as Executive Assistants.
- To delete the Grade 4 Business Support Assistant.
- To re-designate the Grade 3 Business Support Assistant as an Apprentice role.
- To create an Executive Officer (EO) at Band D on a fixed term contract basis, initially for 1 year.

10. The intention is that all of the above posts will be co-located and work as a team to provide a range of support for the Chief Executive and CLT as a whole, line managed by the existing Senior Executive Officer.

11. The Senior Executive Officer and Executive Officer in particular, will be required to work in close liaison with the Executive Officer's already established and based within the Adults' and Children's departments.

12. **Appendix A** shows the proposed CLT support structure.

13. We have consulted with the staff affected (both collectively and individually) as well as Trades Union colleagues, in arriving at the revised proposed structure.

14. Responses to the consultation are reflected in the proposed structure and individual job descriptions as appropriate. Reductions in individual posts will be achieved through deletion of vacant posts or by voluntary redundancy. There are no compulsory redundancies.

## **Statutory and Policy Implications**

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

## **Financial Implications**

16. The revised CLT Support Structure delivers a cashable efficiency saving of £34,248.

## **RECOMMENDATION**

That Members approve the revised structure as set out in Appendix A attached with effect from 1 April 2017.

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

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

Julie Forster, Group Manager, Business Support, on 0115 9772302 or  
[julie.forster@nottscc.gov.uk](mailto:julie.forster@nottscc.gov.uk)

### **Constitutional Comments (KK 07/03/17)**

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

### **Financial Comments (RWK 01/03/2017)**

18. The financial implications are set out in paragraph 16 of the report.

### **Human Resources Comments (GE 23/02/17)**

19. These are implicit in the body of the report. The changes to the current staffing structure have been subject to collective and individual consultation and will be achieved by following the agreed employment policies and procedures of the Council.

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

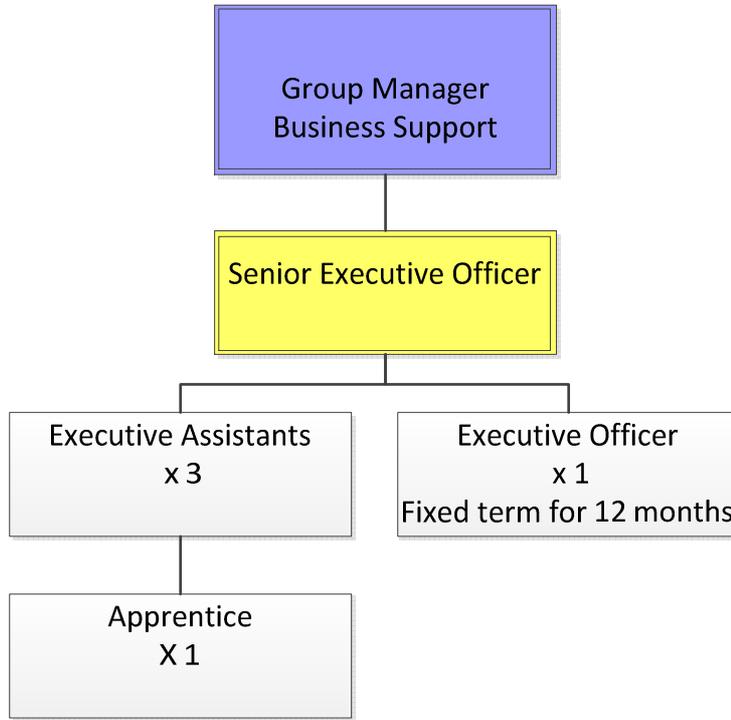
None

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

All

Appendix A

## CLT Support Hub



**REPORT OF SERVICE DIRECTOR, ENVIRONMENT, TRANSPORT & PROPERTY**

**OPERATIONAL REPORT - SCHOOLS AND ACADEMIES, CATERING AND FACILITIES MANAGEMENT SERVICES**

**Information and Advice**

**1. Purpose of Report**

This briefing report sets out the performance of the Environment & Resources Department Catering & Facilities Management (C&FM) Trading Services for Period 10 ended 31st January 2017.

**2. Information and Advice**

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

**3. Performance Reports**

A review of structures is underway as C&FM repositions itself with a view to the future. options are currently being appraised and information collection has started

**3.1 Building Cleaning & FM Services**

Building Cleaning & Facilities Management colleagues continue to appraise contracts in line with policy decisions made in 2016 – particularly in staffing reduction and applying the 5% increase in contracts for 2017/18 buyback. Managers are now being encouraged to analyse differentials with regard to how individual contracts are implemented.

First indications are that this will improve the position in 2017/18.

The increase in superannuation has had a negative impact on the forecast balanced budget for 2017/18. The forecast is now an over spend of £307K. This overspend will be offset by surpluses in the catering service.

CFM submitted a tender for the Nottinghamshire Fire Stations cleaning and landscaping services, and are pleased to inform Members that we have been successful in winning this contract and in retaining the business. This was an innovative bid to ensure the contract breaks even and can hold the price for the Fire Service. The tender was 60-70% weighted towards cost.

This is a 3 year contract from April 1<sup>st</sup> 2018 with a potential extension of a further 2 years.

## 3.2 Schools Catering

The Schools Catering Service served an average 43,601 meals per day over the 10 month period, a decrease of 3.9% on the same period for 2015/16 in total meal numbers, in most part, due to a teachers strike day in July 2016 and the loss of 3 Secondary and 8 Primary schools over the last year.

Overall cumulative uptake for the period is now 59.9% in primaries and 56.5% in secondary school sector. This compares to 61.1% and 52.0% in the previous year respectively.

Take-up of Universal Infant Free School Meals (UIFSM) for April – January 2017 is currently 76.6% compared to 79.8% in the previous year. It should be noted that figures for Nottinghamshire are based on the assumption that every entitled pupil attends school every day; which in reality is very rarely the case.

Other pupil premium free school meals are recorded at a 75.3% take-up.

Price increases linked to the the value of the pound from Brakes and some meat products procured via Maloneys have impacted on food costs from December 2016 onwards.

Retaining business with schools and academies is proving challenging. The reduction of school budgets and focus on Academy status is pushing the market towards self-management and private contractors. Companies are offering a school meal price of £2.00 The standard NCC offer at £2.29 includes the cost of catering equipment and staff sickness for instance. The £2.00 cost submitted does not include these elements. This is not made clear to the schools at the point of bidding. NCC are reviewing the catering offer

CFM are currently working on the submission of a substantial tender for four secondary schools, one of which is in Derbyshire. The Catering team have discussed this with colleagues in Derbyshire.

CFM has successfully qualified for the Pre-Qualification stage for the Two Counties Trust tender – however no decision on our progression is expected until April. This covers four large secondary schools. Two of these schools are in Nottinghamshire for which NCC have the contract.

Larkfields Junior School are taking the service in house.

Funding for the first 15 kitchen ventilation projects has received approval. This will replace the existing systems. They are major projects requiring the kitchen to be completely stripped and food provided from alternative sites. Landlords consent has been sought and project management processes are already in place. We will continue to update Members on progress.

CFM are meeting with CRM (Customer Relationship Management) vendors and will be moving forward with this project to map, monitor and manage the interface with customers and with our management teams. This will completely redefine our real-time business intelligence across our service areas; in particular schools catering.

Continuing Cypad development is looking to include total incomes from schools and include a facility to display hospitality catering. This will aid staffing requirements and therefore efficiencies. It also provides management with an instant overview of the

business. We are also currently testing the Cypad audit and inspection application within our building cleaning service area.

CFM are working to develop our communications with customers and potential markets. This will include a monthly frontline newsletter; the refreshing of the brand image and also market research to support future strategies. This will initially be launched within schools catering.

New staffing regimes are being introduced from January 2017 as schools change the style of contract with ourselves. This facilitates our ability to be more responsive to variations in income and employee absence; ultimately to improve productivity and efficiency. Overarching projects are underway in C&FM to ensure that we will compete effectively against private contractors.

## School Catering

### Overall Performance

#### Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturns (£000's)
Turnover	16,340	16,462	122	20,530	20,530
Direct Costs	14,349	13,720	629	18,001	17,625
Indirect costs	1,363	1,264	99	1,652	1,652
Overhead and Support Costs	705	728	23	874	850
<b>Net Surplus - Deficit</b>	(99)	774	873	0	403

#### Meal Numbers

Meal Numbers (000's)	Budget to date	Actual	Variance
Primary - Free Meals	620	627	7
Primary - Paid Meals	1,508	1,509	1
Universal Infant Free Meals	2,607	2,640	33
Secondary & SLA	1,883	1,900	17
Specials	39	40	1
<b>Total</b>	6,657	6,716	22

## Building Cleaning FM

### Overall Performance

#### Financial

	Budget to date (£000's)	Actual (£000's)	Variance (£000's)	Revised Annual Budget (£000's)	Forecast Outturn (£000's)
Turnover	11,449	11,424	-25	13,635	13,635
Direct Costs	10,136	10,099	37	12,200	12,200
Indirect costs	833	795	39	1,000	1,000
Overhead and Support Costs	659	642	17	791	791
Net Surplus - Deficit	(179)	(112)	67	(357)	(357)

## **4. County Hall & Trent Bridge House Catering and FM**

A presentation was delivered in January 2017 by SSE enterprise energy solutions, in conjunction with NCC colleagues in both IT and Energy. The presentation was in regard to saving energy by managing all ICT devices and ICT assets within the Local Authority Estate. Substantial savings can be made by monitoring and optimising the usage of ICT equipment. The solution will let customers see whether a change in ICT usage policy uses more or less energy. For example, if the times of access to the system are changed to reflect business hours, policies can be adapted to give staff easy access to devices while managing and reducing the energy running costs. Computers can be turned off remotely if they are not accessed for a certain period of time; or switched off automatically between, for instance 6.30pm and 6.30am.

### **4.1 Energy saving & staff comfort project - TBH**

As part of the 5-year Creating the Energy for Change (CTECH) project, a team from the University of Nottingham, University College London, and the Centre for Sustainable Energy have, in partnership with the Facilities Management and Energy teams at NCC, been developing a trial deployment at Trent Bridge House. We are now in the middle of this deployment.

Our goal is two-fold – first to reduce energy use in the building, lowering costs and carbon emissions, and secondly to help address thermal comfort issues amongst staff. Our approach relies on involving staff as part of the solution, using a combination of information displays, workshops, and behavioural change. We see considerable potential at TBH for making savings, for example by encouraging energy use away from the ‘red band’ hours of late afternoon; penalty charges from which, make up approximately 10% of our current electricity bill (over £100K per annum).

The catering team are planning a minor refurbishment of the Coffee shop in County Hall to improve access for guests and employees with reduced mobility.

### **4.2 Clasp update**

Both the Riverside & H Block bridges have been partially removed, with the main concrete footings commencing demolition from 7<sup>th</sup> March onward.

Some delays were caused by additional notifications to the HSE relating to asbestos originally not highlighted. One notification was in the link bridge & the second related to the re-routing of gas works. The contractor is on target to complete the demolition for May 2017 as planned.

It is proposed that we mount the Clasp Plaque onto the County Hall wall (see photograph attached)

## **5. General**

C&FM are considering a new Customer Relationship Management System (CRM) across our service areas that will enhance the real time business information available to us. We see this operating in partnership with the Cypad project.

CRM is a term that refers to practices, strategies and technologies used to manage and analyse customer interactions and data throughout the customer lifecycle, with the goal of improving business relationships with customers, assisting in customer retention and

driving sales growth. CRM systems are designed to compile information on customers across different channels or points of contact between the customer and C&FM.

We are also currently undertaking a full appraisal of our marketing and merchandising in line with competitor practices.

## **5.1 Car parking**

The facilities team continue to be a 'presence' both at the entrance to County hall & the spaces around the site. Updated signage & line marking has improved the defined areas where staff & visitors alike can park. At around the 8am mark the site is generally full for staff. Additional parking is available at the Nottingham Forest site.

The Chief Executive and Corporate Director Place spent a morning with the parking team how the team managed the interim arrangements. Facilities teams were commended for their hard work in challenging circumstances.

Parking issues have eased at Lawn View House with the introduction of uniformed monitoring.

## **5.2 Door Access**

Hardware rollout per building started 30th January 2017 and is now complete for Prospect House. This building was utilised as the initial test site and functioned perfectly. With the exception of Trent Bridge House and County Hall, all buildings are now complete, or in the process of having the hardware installed. New cards are also being issued. All staff will have a new card or a temporary card if they have commenced employment since the last photography session. The new card will also encompass the existing print facility. Hardware implementation at Trent Bridge House is planned to commence 21<sup>st</sup> March 2017. Security during implementation, will be managed by Facilities Management colleagues and new cards will be collected by employees on both Friday 17<sup>th</sup> March and Monday 20<sup>th</sup> March.

A series of frequently asked questions is available to all relevant employees.

Trent Bridge House and County Hall will be the final buildings to be completed for two reasons:

1. They are the largest projects and require the most dedicated input.
2. We envisage that all potential issues will have been addressed as part of the smaller implementations, so ensuring minimal disruption and maximum efficiency.

The general roll out has been successful to date with a number of IT issues being rectified as and when they came to light. All buildings will be able to adjust the access rights for members of staff, therefore retaining control. The final roll out to County Hall will be approximately May. This means that all returning and new Councillors will commence the term with a new security access card.

## **5.3 Confidential Waste**

A full appraisal for county offices & care homes was undertaken to confirm current practice and to establish a generic procedure going forward. A progress update was submitted to the Information Management Group (IMG) for their meeting on January 18<sup>th</sup> 2017 and as a

result, the Information Management Group (IMG) have approved a Confidential Waste procedure. It is now available via the new NCC intranet site. The Facilities team is currently reviewing the above appraisal on a site by site basis and will publish further advice in due course.

## **5.4 Smarter Working**

CFM are working with Smarter Working (SM) colleagues on a number of initiatives which include redefining seating at LVH. For us this will have the added benefit of encouraging schools catering colleagues to spend more quality time with frontline employees which together with mobile working solutions will result in them being office bound less often. This naturally feeds into the resolution of car parking issues.

CFM are also working with SW to redefine county office responsibilities between ourselves and corporate colleagues throughout the estate.

Digital mail - the scanning of mail for the teams within the Lawn View House pilot will commence on 21<sup>st</sup> March 2017. All that will change is that mail will be received in digital format and should still be processed in the usual way. A series of Frequently Asked Questions is in place to assist colleagues.

A full evaluation will take place during the pilot in order to build a business case for wider implementation of the system.

## **6. Sickness monitoring**

Catering & Facilities Management are continuing to focus on sickness absence. Monthly clinics are now in place whereby Area Managers across our services are being asked to report the current figures and the actions in place now and in the future; to reduce the level in line with Nottinghamshire County Council targets. All support staff have now undergone training in professional notetaking to enable concise and accurate recording of all procedural meetings in order to support this initiative.

## **7. Reasons for Recommendation**

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

## **8. Statutory and Policy Implications**

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.

## **9. Financial Implications**

The financial implications are contained within the body of the report.

## **RECOMMENDATION**

That the Committee notes the contents of this report.

**Jas Hundal**  
**Service Director**  
**Environment, Transport & Property**

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

## **12. Constitutional Comments**

This report is for noting only no Constitutional Comments are required

## **13. Financial Comments**

The financial implications are set out in the report





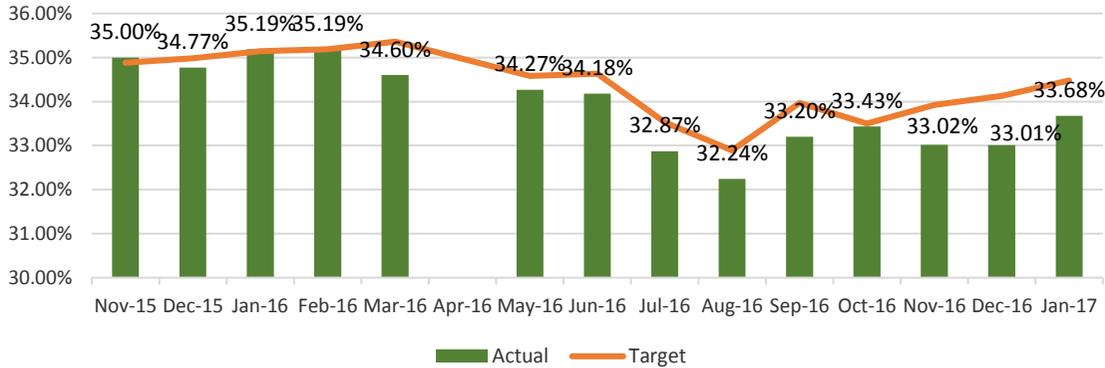
**Schools and Academies Catering Performance Period 10 (2016-17)**  
**Primary and Special Schools and Academies Catering**  
**FINANCIAL**

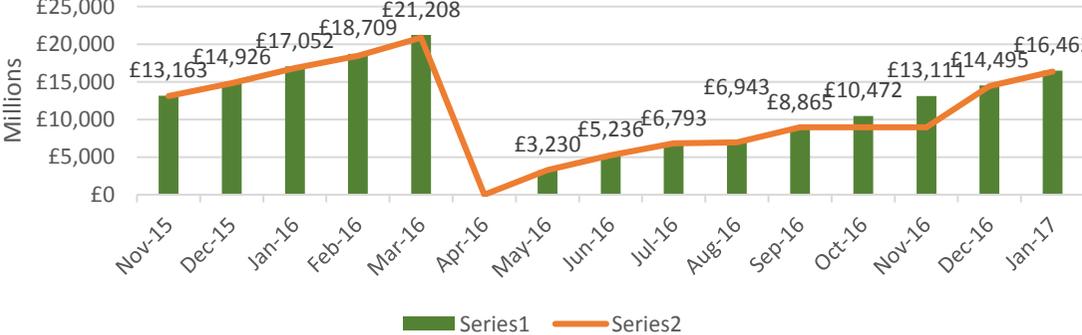
**Appendix 1**

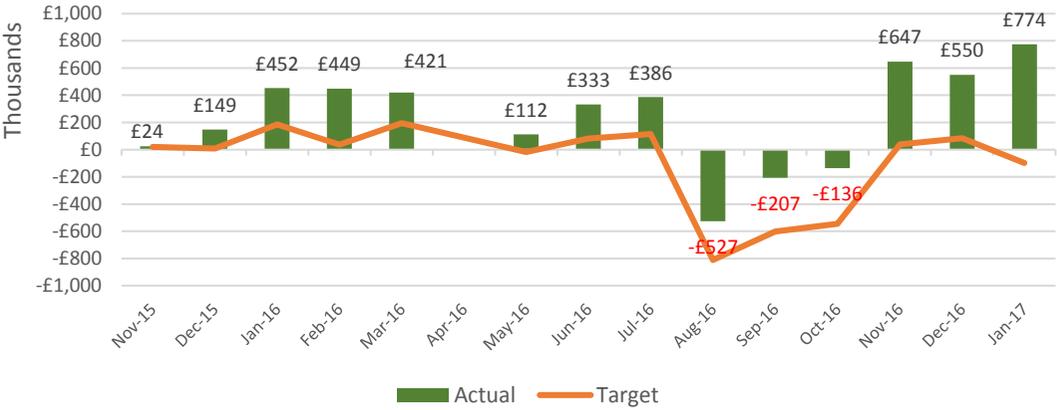


Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Contribution - Schools Catering	Higher value	<p><b>Actual</b> £2,742,000</p> <p><b>Target</b> £1,992,000</p> <p> On or above target</p>	<p><b>Contribution - Schools Catering</b></p> <table border="1"> <caption>Contribution - Schools Catering (Millions)</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>£1,465</td><td>£1,465</td></tr> <tr><td>Dec-15</td><td>£1,753</td><td>£1,753</td></tr> <tr><td>Jan-16</td><td>£2,241</td><td>£2,241</td></tr> <tr><td>Feb-16</td><td>£2,384</td><td>£2,384</td></tr> <tr><td>Mar-16</td><td>£2,701</td><td>£2,701</td></tr> <tr><td>Apr-16</td><td></td><td></td></tr> <tr><td>May-16</td><td>£536</td><td>£536</td></tr> <tr><td>Jun-16</td><td>£1,029</td><td>£1,029</td></tr> <tr><td>Jul-16</td><td>£1,295</td><td>£1,295</td></tr> <tr><td>Aug-16</td><td>£565</td><td>£565</td></tr> <tr><td>Sep-16</td><td>£1,061</td><td>£1,061</td></tr> <tr><td>Oct-16</td><td>£1,304</td><td>£1,304</td></tr> <tr><td>Nov-16</td><td>£2,268</td><td>£2,268</td></tr> <tr><td>Dec-16</td><td>£2,354</td><td>£2,354</td></tr> <tr><td>Jan-17</td><td>£2,742</td><td>£2,742</td></tr> </tbody> </table>	Month	Actual	Target	Nov-15	£1,465	£1,465	Dec-15	£1,753	£1,753	Jan-16	£2,241	£2,241	Feb-16	£2,384	£2,384	Mar-16	£2,701	£2,701	Apr-16			May-16	£536	£536	Jun-16	£1,029	£1,029	Jul-16	£1,295	£1,295	Aug-16	£565	£565	Sep-16	£1,061	£1,061	Oct-16	£1,304	£1,304	Nov-16	£2,268	£2,268	Dec-16	£2,354	£2,354	Jan-17	£2,742	£2,742	
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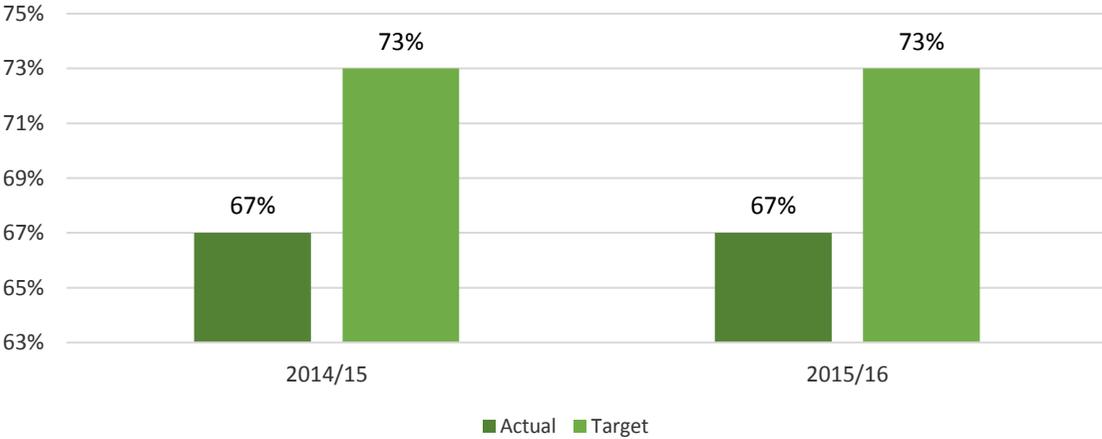
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Schools Catering - Labour costs as % of turnover	Lower value	<p><b>Actual</b> 46.65%</p> <p><b>Target</b> 47.31%</p> <p> On or above target</p>	<p><b>Schools Catering - Labour costs as % of turnover</b></p> <table border="1"> <caption>Schools Catering - Labour costs as % of turnover</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>47.02%</td><td>47.02%</td></tr> <tr><td>Dec-15</td><td>46.97%</td><td>46.97%</td></tr> <tr><td>Jan-16</td><td>45.73%</td><td>45.73%</td></tr> <tr><td>Feb-16</td><td>46.04%</td><td>46.04%</td></tr> <tr><td>Mar-16</td><td>44.28%</td><td>44.28%</td></tr> <tr><td>Apr-16</td><td></td><td></td></tr> <tr><td>May-16</td><td>48.85%</td><td>48.85%</td></tr> <tr><td>Jun-16</td><td>44.78%</td><td>44.78%</td></tr> <tr><td>Jul-16</td><td>46.40%</td><td>46.40%</td></tr> <tr><td>Aug-16</td><td>57.00%</td><td>57.00%</td></tr> <tr><td>Sep-16</td><td>52.06%</td><td>52.06%</td></tr> <tr><td>Oct-16</td><td>51.31%</td><td>51.31%</td></tr> <tr><td>Nov-16</td><td>46.69%</td><td>46.69%</td></tr> <tr><td>Dec-16</td><td>47.68%</td><td>47.68%</td></tr> <tr><td>Jan-17</td><td>46.65%</td><td>46.65%</td></tr> </tbody> </table>	Month	Actual	Target	Nov-15	47.02%	47.02%	Dec-15	46.97%	46.97%	Jan-16	45.73%	45.73%	Feb-16	46.04%	46.04%	Mar-16	44.28%	44.28%	Apr-16			May-16	48.85%	48.85%	Jun-16	44.78%	44.78%	Jul-16	46.40%	46.40%	Aug-16	57.00%	57.00%	Sep-16	52.06%	52.06%	Oct-16	51.31%	51.31%	Nov-16	46.69%	46.69%	Dec-16	47.68%	47.68%	Jan-17	46.65%	46.65%	
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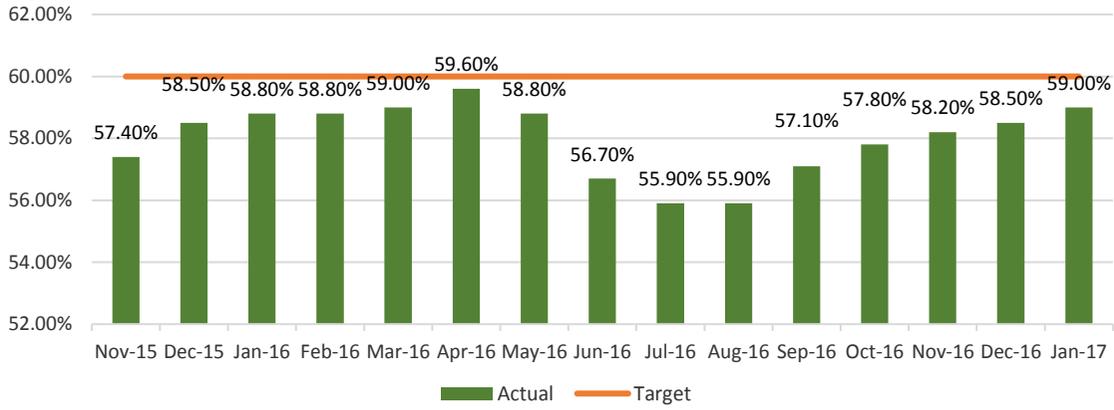
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Food costs as % turnover - Schools Catering	Lower value	<p><b>Actual</b> 33.68%</p> <p><b>Target</b> 34.48%</p> <p> On or above target</p>	<p><b>Food costs as % turnover - Schools Catering</b></p>  <table border="1"> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>35.00%</td><td>34.77%</td></tr> <tr><td>Dec-15</td><td>34.77%</td><td>34.77%</td></tr> <tr><td>Jan-16</td><td>35.19%</td><td>34.77%</td></tr> <tr><td>Feb-16</td><td>35.19%</td><td>34.77%</td></tr> <tr><td>Mar-16</td><td>34.60%</td><td>34.77%</td></tr> <tr><td>Apr-16</td><td>34.27%</td><td>34.77%</td></tr> <tr><td>May-16</td><td>34.18%</td><td>34.77%</td></tr> <tr><td>Jun-16</td><td>32.87%</td><td>34.77%</td></tr> <tr><td>Jul-16</td><td>32.24%</td><td>34.77%</td></tr> <tr><td>Aug-16</td><td>33.20%</td><td>34.77%</td></tr> <tr><td>Sep-16</td><td>33.43%</td><td>34.77%</td></tr> <tr><td>Oct-16</td><td>33.02%</td><td>34.77%</td></tr> <tr><td>Nov-16</td><td>33.01%</td><td>34.77%</td></tr> <tr><td>Dec-16</td><td>33.01%</td><td>34.77%</td></tr> <tr><td>Jan-17</td><td>33.68%</td><td>34.77%</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Nov-15	35.00%	34.77%	Dec-15	34.77%	34.77%	Jan-16	35.19%	34.77%	Feb-16	35.19%	34.77%	Mar-16	34.60%	34.77%	Apr-16	34.27%	34.77%	May-16	34.18%	34.77%	Jun-16	32.87%	34.77%	Jul-16	32.24%	34.77%	Aug-16	33.20%	34.77%	Sep-16	33.43%	34.77%	Oct-16	33.02%	34.77%	Nov-16	33.01%	34.77%	Dec-16	33.01%	34.77%	Jan-17	33.68%	34.77%	
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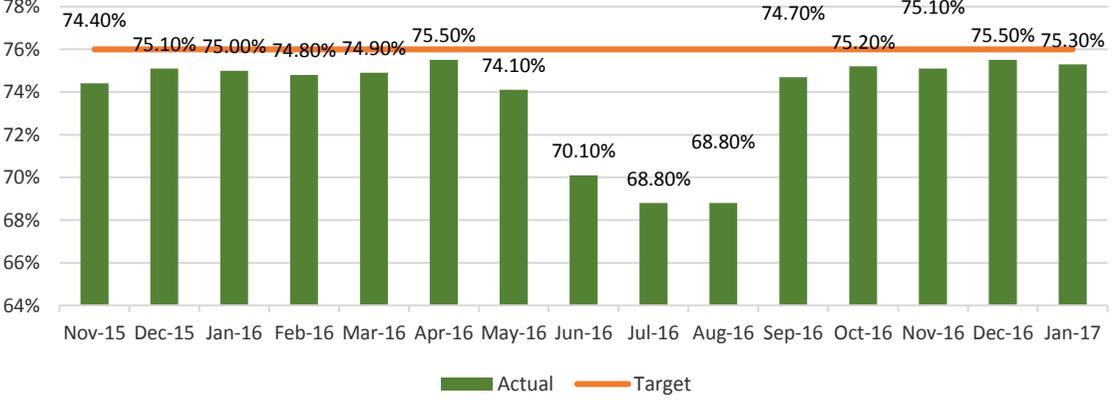
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Turnover - Schools Catering	Higher value	<p><b>Actual</b> £16,462,000</p> <p><b>Target</b> £16,340,000</p> <p> On or above target</p>	<p><b>Turnover - Schools Catering</b></p>  <table border="1"> <thead> <tr> <th>Month</th> <th>Actual (Millions)</th> <th>Target (Millions)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>£13,163</td><td>£14,926</td></tr> <tr><td>Dec-15</td><td>£14,926</td><td>£14,926</td></tr> <tr><td>Jan-16</td><td>£17,052</td><td>£17,052</td></tr> <tr><td>Feb-16</td><td>£18,709</td><td>£18,709</td></tr> <tr><td>Mar-16</td><td>£21,208</td><td>£21,208</td></tr> <tr><td>Apr-16</td><td>£0</td><td>£21,208</td></tr> <tr><td>May-16</td><td>£3,230</td><td>£21,208</td></tr> <tr><td>Jun-16</td><td>£5,236</td><td>£21,208</td></tr> <tr><td>Jul-16</td><td>£6,793</td><td>£21,208</td></tr> <tr><td>Aug-16</td><td>£6,943</td><td>£21,208</td></tr> <tr><td>Sep-16</td><td>£8,865</td><td>£21,208</td></tr> <tr><td>Oct-16</td><td>£10,472</td><td>£21,208</td></tr> <tr><td>Nov-16</td><td>£13,111</td><td>£21,208</td></tr> <tr><td>Dec-16</td><td>£14,495</td><td>£21,208</td></tr> <tr><td>Jan-17</td><td>£16,462</td><td>£21,208</td></tr> </tbody> </table>	Month	Actual (Millions)	Target (Millions)	Nov-15	£13,163	£14,926	Dec-15	£14,926	£14,926	Jan-16	£17,052	£17,052	Feb-16	£18,709	£18,709	Mar-16	£21,208	£21,208	Apr-16	£0	£21,208	May-16	£3,230	£21,208	Jun-16	£5,236	£21,208	Jul-16	£6,793	£21,208	Aug-16	£6,943	£21,208	Sep-16	£8,865	£21,208	Oct-16	£10,472	£21,208	Nov-16	£13,111	£21,208	Dec-16	£14,495	£21,208	Jan-17	£16,462	£21,208	
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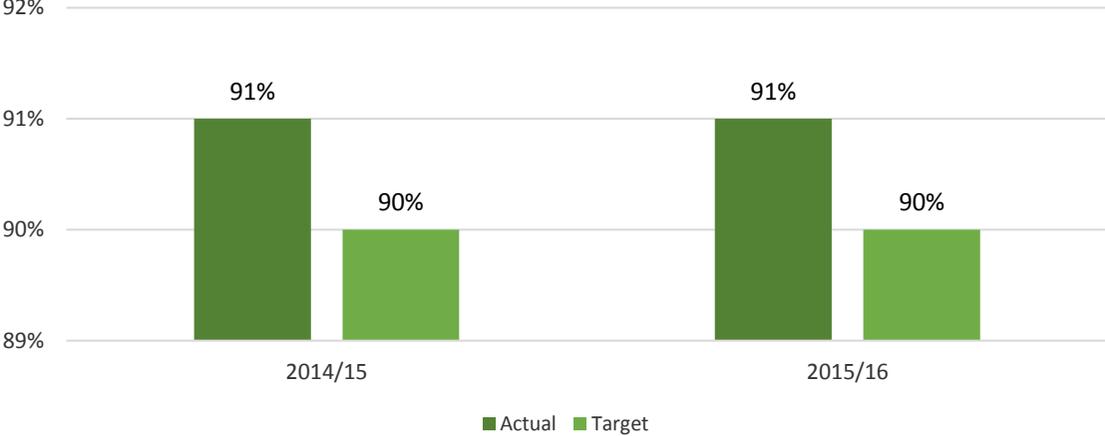
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Schools Catering	Higher value	<p><b>Actual</b> £774,000</p> <p><b>Target</b> -£99,000</p> <p> On or above target</p>	<p><b>Surplus/Deficit - Schools Catering</b></p> 	

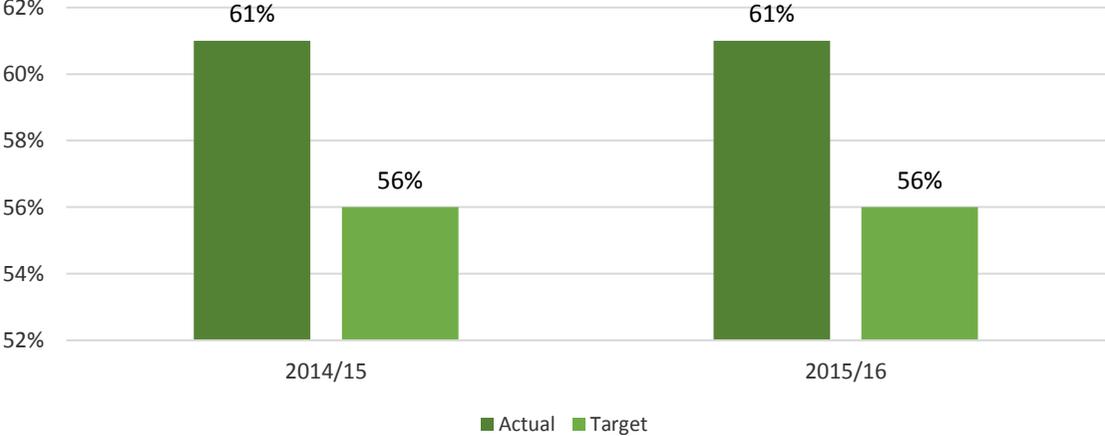
### Primary and Special Schools and Academies Catering PERFORMANCE

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Buy back Levels - Schools overall	Higher value	<p><b>Actual</b> 67%</p> <p><b>Target</b> 73%</p> <p> Below target</p>	<p><b>Buy back Levels - Schools overall</b></p> 	<p>Holgate, National secondary academies and Tuxford Primary have been lost to Chartwells under tender.</p> <p>Greenwood Primary has taken catering in house from July 2015.</p> <p>Bispham Drive has returned to school catering contract since Sept 2015.</p>

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Total Meal Take Up	Higher value	<b>Actual</b> 59.00%  <b>Target</b> 60.00%   Below target	<b>Total Meal Take up</b>  <table border="1"> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>57.40%</td><td>60.00%</td></tr> <tr><td>Dec-15</td><td>58.50%</td><td>60.00%</td></tr> <tr><td>Jan-16</td><td>58.80%</td><td>60.00%</td></tr> <tr><td>Feb-16</td><td>58.80%</td><td>60.00%</td></tr> <tr><td>Mar-16</td><td>59.00%</td><td>60.00%</td></tr> <tr><td>Apr-16</td><td>59.60%</td><td>60.00%</td></tr> <tr><td>May-16</td><td>58.80%</td><td>60.00%</td></tr> <tr><td>Jun-16</td><td>56.70%</td><td>60.00%</td></tr> <tr><td>Jul-16</td><td>55.90%</td><td>60.00%</td></tr> <tr><td>Aug-16</td><td>55.90%</td><td>60.00%</td></tr> <tr><td>Sep-16</td><td>57.10%</td><td>60.00%</td></tr> <tr><td>Oct-16</td><td>57.80%</td><td>60.00%</td></tr> <tr><td>Nov-16</td><td>58.20%</td><td>60.00%</td></tr> <tr><td>Dec-16</td><td>58.50%</td><td>60.00%</td></tr> <tr><td>Jan-17</td><td>59.00%</td><td>60.00%</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Nov-15	57.40%	60.00%	Dec-15	58.50%	60.00%	Jan-16	58.80%	60.00%	Feb-16	58.80%	60.00%	Mar-16	59.00%	60.00%	Apr-16	59.60%	60.00%	May-16	58.80%	60.00%	Jun-16	56.70%	60.00%	Jul-16	55.90%	60.00%	Aug-16	55.90%	60.00%	Sep-16	57.10%	60.00%	Oct-16	57.80%	60.00%	Nov-16	58.20%	60.00%	Dec-16	58.50%	60.00%	Jan-17	59.00%	60.00%	
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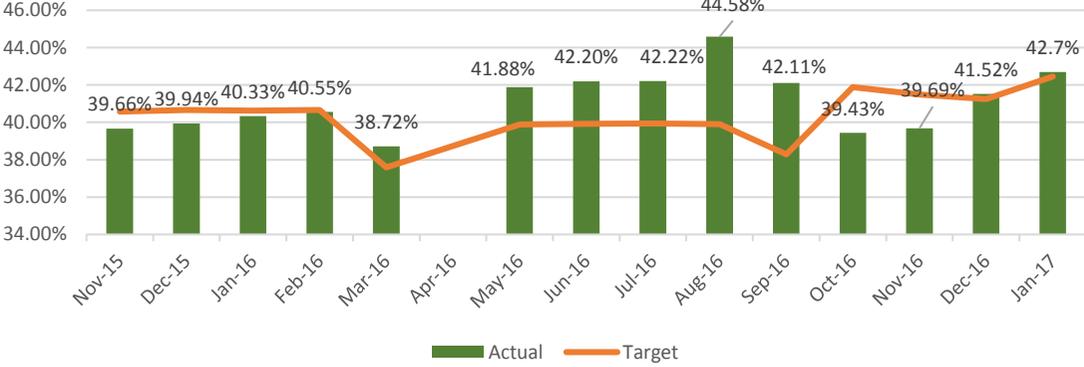
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Free meal take up	Higher value	<b>Actual</b> 75.30%  <b>Target</b> 76.00%   Below target	<b>Free Meal Take up</b>  <table border="1"> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>74.40%</td><td>76.00%</td></tr> <tr><td>Dec-15</td><td>75.10%</td><td>76.00%</td></tr> <tr><td>Jan-16</td><td>75.00%</td><td>76.00%</td></tr> <tr><td>Feb-16</td><td>74.80%</td><td>76.00%</td></tr> <tr><td>Mar-16</td><td>74.90%</td><td>76.00%</td></tr> <tr><td>Apr-16</td><td>75.50%</td><td>76.00%</td></tr> <tr><td>May-16</td><td>74.10%</td><td>76.00%</td></tr> <tr><td>Jun-16</td><td>70.10%</td><td>76.00%</td></tr> <tr><td>Jul-16</td><td>68.80%</td><td>76.00%</td></tr> <tr><td>Aug-16</td><td>68.80%</td><td>76.00%</td></tr> <tr><td>Sep-16</td><td>74.70%</td><td>76.00%</td></tr> <tr><td>Oct-16</td><td>75.20%</td><td>76.00%</td></tr> <tr><td>Nov-16</td><td>75.10%</td><td>76.00%</td></tr> <tr><td>Dec-16</td><td>75.50%</td><td>76.00%</td></tr> <tr><td>Jan-17</td><td>75.30%</td><td>76.00%</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Nov-15	74.40%	76.00%	Dec-15	75.10%	76.00%	Jan-16	75.00%	76.00%	Feb-16	74.80%	76.00%	Mar-16	74.90%	76.00%	Apr-16	75.50%	76.00%	May-16	74.10%	76.00%	Jun-16	70.10%	76.00%	Jul-16	68.80%	76.00%	Aug-16	68.80%	76.00%	Sep-16	74.70%	76.00%	Oct-16	75.20%	76.00%	Nov-16	75.10%	76.00%	Dec-16	75.50%	76.00%	Jan-17	75.30%	76.00%	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buyback levels – Primary and Special Schools	Higher value	<b>Actual</b> 91%  <b>Target</b>  90%   On or above target	<p style="text-align: center;"><b>Buy back Levels - Primary and Special Schools</b></p>  <table border="1"> <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>2014/15</td> <td>91%</td> <td>90%</td> </tr> <tr> <td>2015/16</td> <td>91%</td> <td>90%</td> </tr> </tbody> </table>	Year	Actual	Target	2014/15	91%	90%	2015/16	91%	90%	
Year	Actual	Target											
2014/15	91%	90%											
2015/16	91%	90%											

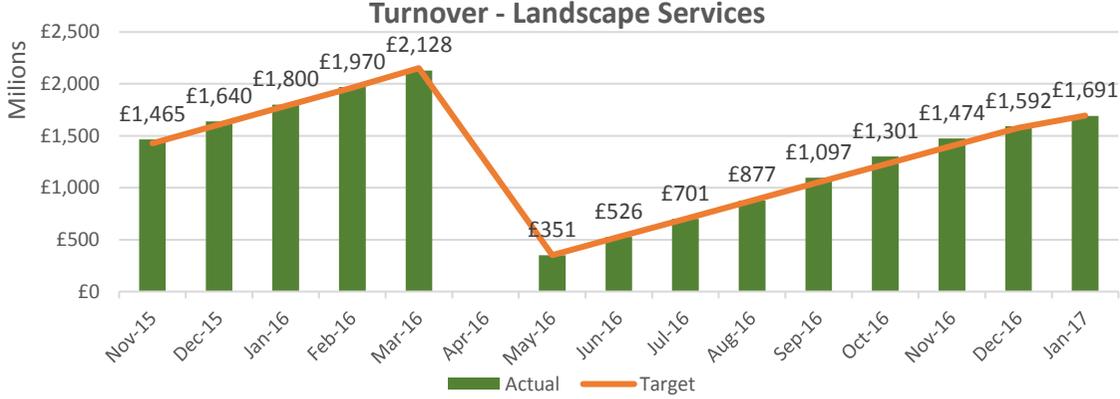
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buyback levels – Secondary's and Academies	Higher value	<b>Actual</b> 61%  <b>Target</b>  56%   On or above target	<p style="text-align: center;"><b>Buy back Levels - Secondaries and Academies</b></p>  <table border="1"> <caption>Buy back Levels - Secondaries and Academies</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>61%</td> <td>56%</td> </tr> <tr> <td>2015/16</td> <td>61%</td> <td>56%</td> </tr> </tbody> </table>	Year	Actual	Target	2014/15	61%	56%	2015/16	61%	56%	
Year	Actual	Target											
2014/15	61%	56%											
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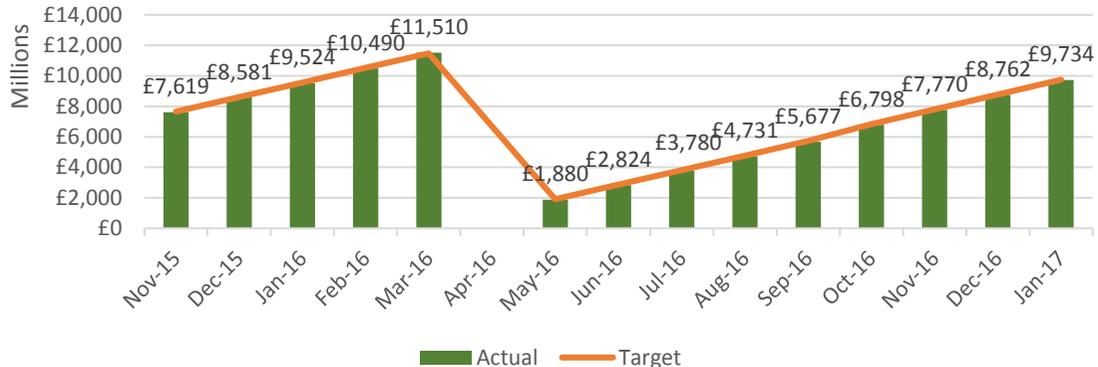
**Key symbols table:**

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

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Labour costs as % of turnover - Landscape services	Lower value	<p><b>Actual</b> 42.7%</p> <p><b>Target</b> 42.5%</p> <p> Below target</p>	<p><b>Labour costs as % turnover - Landscape Services</b></p>  <table border="1"> <caption>Labour costs as % turnover - Landscape Services</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>39.66%</td><td>40.55%</td></tr> <tr><td>Dec-15</td><td>39.94%</td><td>40.55%</td></tr> <tr><td>Jan-16</td><td>40.33%</td><td>40.55%</td></tr> <tr><td>Feb-16</td><td>40.55%</td><td>40.55%</td></tr> <tr><td>Mar-16</td><td>38.72%</td><td>40.55%</td></tr> <tr><td>Apr-16</td><td></td><td>40.55%</td></tr> <tr><td>May-16</td><td>41.88%</td><td>40.55%</td></tr> <tr><td>Jun-16</td><td>42.20%</td><td>40.55%</td></tr> <tr><td>Jul-16</td><td>42.22%</td><td>40.55%</td></tr> <tr><td>Aug-16</td><td>44.58%</td><td>40.55%</td></tr> <tr><td>Sep-16</td><td>42.11%</td><td>40.55%</td></tr> <tr><td>Oct-16</td><td>39.43%</td><td>40.55%</td></tr> <tr><td>Nov-16</td><td>39.69%</td><td>40.55%</td></tr> <tr><td>Dec-16</td><td>41.52%</td><td>40.55%</td></tr> <tr><td>Jan-17</td><td>42.7%</td><td>40.55%</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Nov-15	39.66%	40.55%	Dec-15	39.94%	40.55%	Jan-16	40.33%	40.55%	Feb-16	40.55%	40.55%	Mar-16	38.72%	40.55%	Apr-16		40.55%	May-16	41.88%	40.55%	Jun-16	42.20%	40.55%	Jul-16	42.22%	40.55%	Aug-16	44.58%	40.55%	Sep-16	42.11%	40.55%	Oct-16	39.43%	40.55%	Nov-16	39.69%	40.55%	Dec-16	41.52%	40.55%	Jan-17	42.7%	40.55%	
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Labour costs as % of turnover - Building Cleaning	Lower value	<p><b>Actual</b> 85%</p> <p><b>Target</b> 85.7%</p> <p> On or above target</p>	<p><b>Labour costs as % turnover - Building Cleaning</b></p>  <table border="1"> <caption>Labour costs as % turnover - Building Cleaning</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>83.62%</td><td>85.7%</td></tr> <tr><td>Dec-15</td><td>85.58%</td><td>85.7%</td></tr> <tr><td>Jan-16</td><td>85.69%</td><td>85.7%</td></tr> <tr><td>Feb-16</td><td>85.60%</td><td>85.7%</td></tr> <tr><td>Mar-16</td><td>83.19%</td><td>85.7%</td></tr> <tr><td>Apr-16</td><td></td><td>85.7%</td></tr> <tr><td>May-16</td><td>87.44%</td><td>85.7%</td></tr> <tr><td>Jun-16</td><td>87.11%</td><td>85.7%</td></tr> <tr><td>Jul-16</td><td>85.87%</td><td>85.7%</td></tr> <tr><td>Aug-16</td><td>87.27%</td><td>85.7%</td></tr> <tr><td>Sep-16</td><td>87.23%</td><td>85.7%</td></tr> <tr><td>Oct-16</td><td>84.83%</td><td>85.7%</td></tr> <tr><td>Nov-16</td><td>84.76%</td><td>85.7%</td></tr> <tr><td>Dec-16</td><td>85.85%</td><td>85.7%</td></tr> <tr><td>Jan-17</td><td>85.0%</td><td>85.7%</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Nov-15	83.62%	85.7%	Dec-15	85.58%	85.7%	Jan-16	85.69%	85.7%	Feb-16	85.60%	85.7%	Mar-16	83.19%	85.7%	Apr-16		85.7%	May-16	87.44%	85.7%	Jun-16	87.11%	85.7%	Jul-16	85.87%	85.7%	Aug-16	87.27%	85.7%	Sep-16	87.23%	85.7%	Oct-16	84.83%	85.7%	Nov-16	84.76%	85.7%	Dec-16	85.85%	85.7%	Jan-17	85.0%	85.7%	
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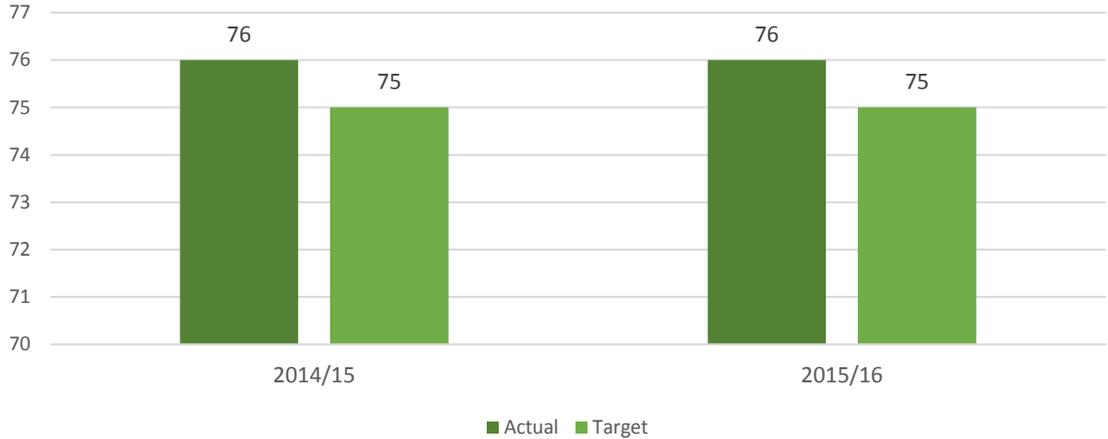
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Turnover - Landscape Services	Higher value	<p><b>Actual</b> £1,691,000</p> <p><b>Target</b> £1,696,000</p> <p> Below target</p>	<p><b>Turnover - Landscape Services</b></p> 	

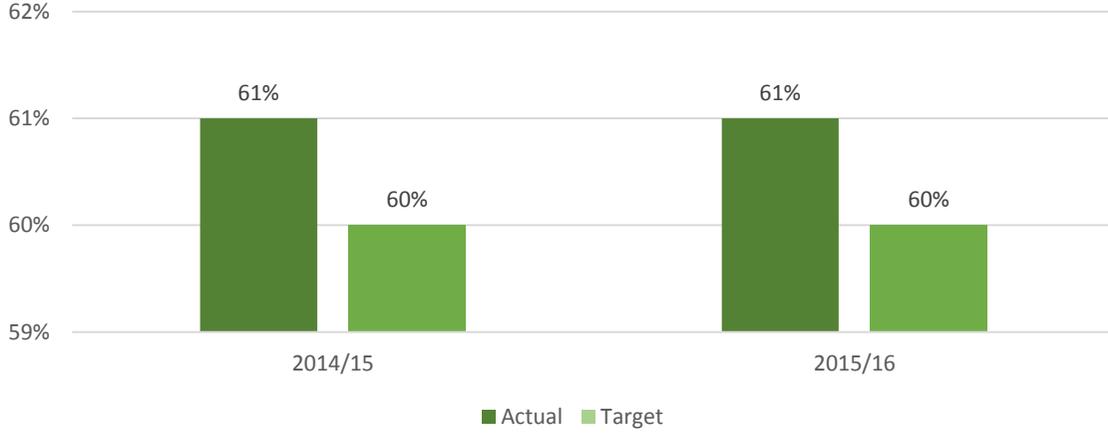
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements
Turnover - Building Cleaning	Higher value	<p><b>Actual</b> £9,734,000</p> <p><b>Target</b> £9,753,000</p> <p> Below target</p>	<p><b>Turnover - Building Cleaning</b></p> 	

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Contribution - Landscape Services	Higher value	<p><b>Actual</b> £393,000</p> <p><b>Target</b> £371,000</p> <p> On or above target</p>	<p><b>Contribution - Landscape Services</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>£266</td><td>£266</td></tr> <tr><td>Dec-15</td><td>£328</td><td>£328</td></tr> <tr><td>Jan-16</td><td>£347</td><td>£347</td></tr> <tr><td>Feb-16</td><td>£390</td><td>£390</td></tr> <tr><td>Mar-16</td><td>£376</td><td>£376</td></tr> <tr><td>Apr-16</td><td>£110</td><td>£376</td></tr> <tr><td>May-16</td><td>£154</td><td>£110</td></tr> <tr><td>Jun-16</td><td>£200</td><td>£154</td></tr> <tr><td>Jul-16</td><td>£210</td><td>£200</td></tr> <tr><td>Aug-16</td><td>£226</td><td>£210</td></tr> <tr><td>Sep-16</td><td>£329</td><td>£226</td></tr> <tr><td>Oct-16</td><td>£377</td><td>£329</td></tr> <tr><td>Nov-16</td><td>£390</td><td>£377</td></tr> <tr><td>Dec-16</td><td>£393</td><td>£390</td></tr> <tr><td>Jan-17</td><td>£393</td><td>£393</td></tr> </tbody> </table>	Month	Actual	Target	Nov-15	£266	£266	Dec-15	£328	£328	Jan-16	£347	£347	Feb-16	£390	£390	Mar-16	£376	£376	Apr-16	£110	£376	May-16	£154	£110	Jun-16	£200	£154	Jul-16	£210	£200	Aug-16	£226	£210	Sep-16	£329	£226	Oct-16	£377	£329	Nov-16	£390	£377	Dec-16	£393	£390	Jan-17	£393	£393	
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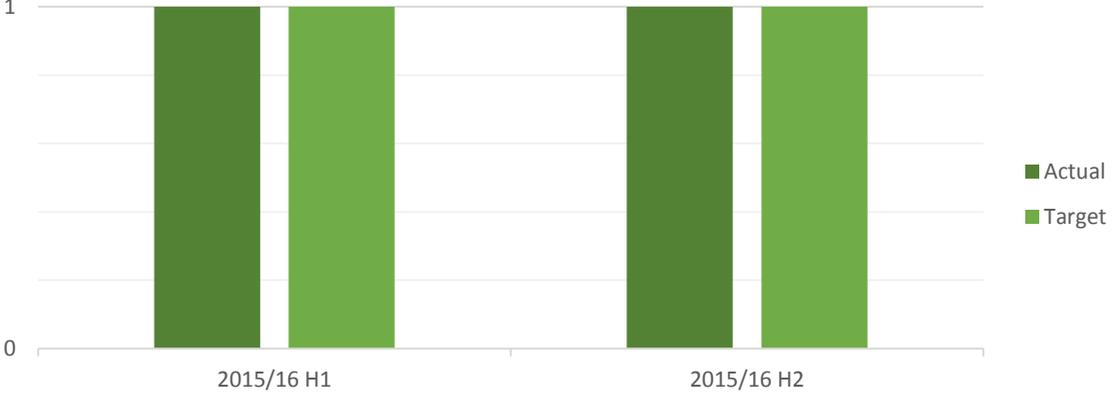
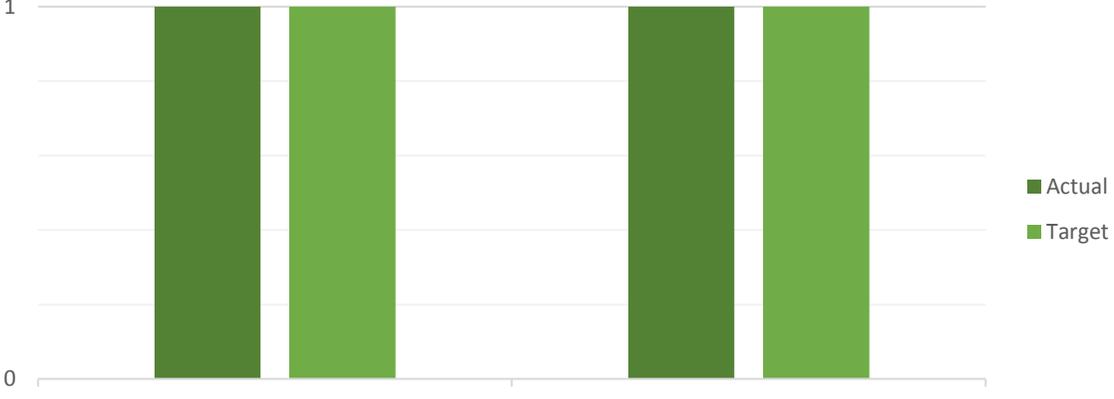
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Contribution - Building Cleaning	Higher value	<p><b>Actual</b> £933,000</p> <p><b>Target</b> £942,000</p> <p> Below target</p>	<p><b>Contribution - Building Cleaning</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>£703</td><td>£703</td></tr> <tr><td>Dec-15</td><td>£802</td><td>£802</td></tr> <tr><td>Jan-16</td><td>£889</td><td>£889</td></tr> <tr><td>Feb-16</td><td>£988</td><td>£988</td></tr> <tr><td>Mar-16</td><td>£1,102</td><td>£1,102</td></tr> <tr><td>Apr-16</td><td>£157</td><td>£1,102</td></tr> <tr><td>May-16</td><td>£224</td><td>£157</td></tr> <tr><td>Jun-16</td><td>£285</td><td>£224</td></tr> <tr><td>Jul-16</td><td>£367</td><td>£285</td></tr> <tr><td>Aug-16</td><td>£413</td><td>£367</td></tr> <tr><td>Sep-16</td><td>£670</td><td>£413</td></tr> <tr><td>Oct-16</td><td>£777</td><td>£670</td></tr> <tr><td>Nov-16</td><td>£771</td><td>£777</td></tr> <tr><td>Dec-16</td><td>£933</td><td>£771</td></tr> <tr><td>Jan-17</td><td>£933</td><td>£933</td></tr> </tbody> </table>	Month	Actual	Target	Nov-15	£703	£703	Dec-15	£802	£802	Jan-16	£889	£889	Feb-16	£988	£988	Mar-16	£1,102	£1,102	Apr-16	£157	£1,102	May-16	£224	£157	Jun-16	£285	£224	Jul-16	£367	£285	Aug-16	£413	£367	Sep-16	£670	£413	Oct-16	£777	£670	Nov-16	£771	£777	Dec-16	£933	£771	Jan-17	£933	£933	
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# Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance - PERFORMANCE

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buy Back Levels - Building Cleaning	Higher value	<b>Actual</b> 76  <b>Target</b> 75   On or above target	<b>Buy Back Levels - Building Cleaning</b>  <table border="1"> <caption>Buy Back Levels - Building Cleaning Data</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>76</td> <td>75</td> </tr> <tr> <td>2015/16</td> <td>76</td> <td>75</td> </tr> </tbody> </table>	Year	Actual	Target	2014/15	76	75	2015/16	76	75	
Year	Actual	Target											
2014/15	76	75											
2015/16	76	75											

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Buy Back Levels -Grounds Maintenance	Higher value	<b>Actual</b> 61%  <b>Target</b> 60%   On or above target	<b>Buy Back Levels - Grounds Maintenance</b>  <table border="1"> <caption>Buy Back Levels - Grounds Maintenance Data</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2014/15</td> <td>61%</td> <td>60%</td> </tr> <tr> <td>2015/16</td> <td>61%</td> <td>60%</td> </tr> </tbody> </table>	Year	Actual	Target	2014/15	61%	60%	2015/16	61%	60%	
Year	Actual	Target											
2014/15	61%	60%											
2015/16	61%	60%											

## EXTERNALLY ASSESSED QUALITY STANDARDS

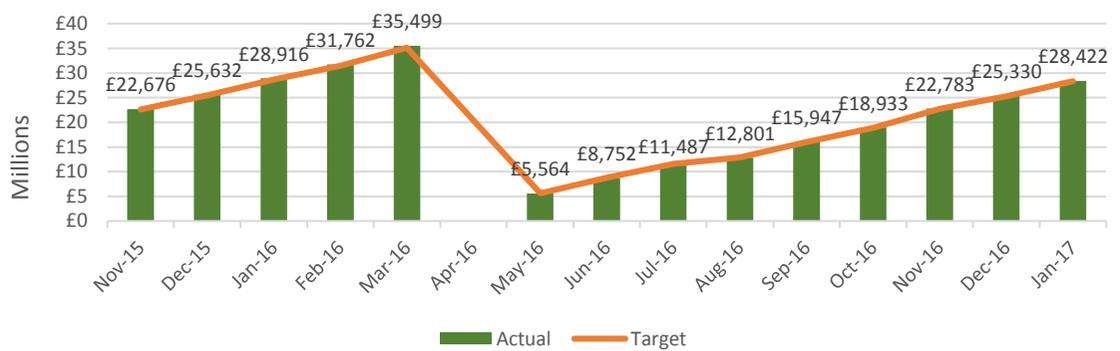
Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements									
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Higher value	Actual Yes  Target Yes   On or above target	<p style="text-align: center;"><b>Retain Occupational Health &amp; Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management</b></p>  <table border="1"> <caption>Actual vs Target Data for OHSAS 18001</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2015/16 H1</td> <td>1</td> <td>1</td> </tr> <tr> <td>2015/16 H2</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Period	Actual	Target	2015/16 H1	1	1	2015/16 H2	1	1	
Period	Actual	Target											
2015/16 H1	1	1											
2015/16 H2	1	1											
Retain ISO 9001 Accreditation - Facilities Management	Higher value	Actual Yes  Target Yes   On or above target	<p style="text-align: center;"><b>Retain ISO 9001 Accreditation - Facilities Management</b></p>  <table border="1"> <caption>Actual vs Target Data for ISO 9001</caption> <thead> <tr> <th>Period</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2015/16 H1</td> <td>1</td> <td>1</td> </tr> <tr> <td>2015/16 H2</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Period	Actual	Target	2015/16 H1	1	1	2015/16 H2	1	1	
Period	Actual	Target											
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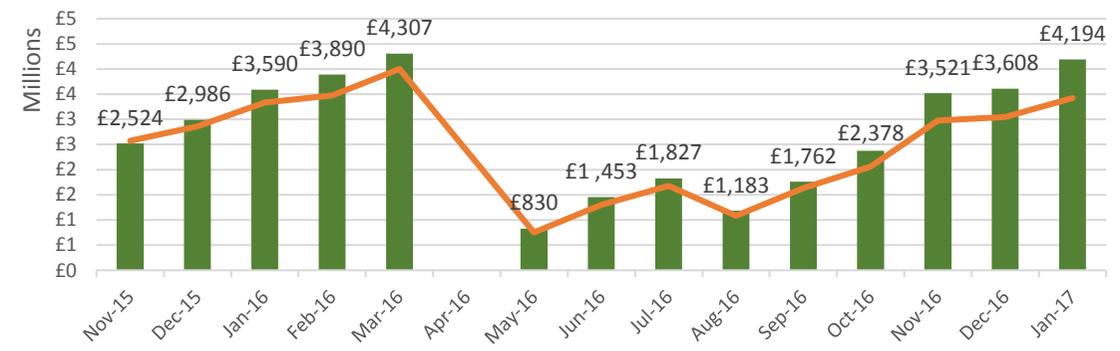
# FINANCIAL – West Bridgford Campus; Catering West Bridgford

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Labour costs as % of turnover - West Bridgford Campus Catering	Lower value	<p><b>Actual</b> 50.66%</p> <p><b>Target</b> 51.06%</p> <p> On or above target</p>	<p><b>Labour Costs as % of Turnover - West Bridgford Campus Catering</b></p> <table border="1"> <caption>Labour Costs as % of Turnover - West Bridgford Campus Catering</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>51.90%</td><td>51.90%</td></tr> <tr><td>Dec-15</td><td>51.97%</td><td>51.97%</td></tr> <tr><td>Jan-16</td><td>52.58%</td><td>51.97%</td></tr> <tr><td>Feb-16</td><td>52.36%</td><td>51.97%</td></tr> <tr><td>Mar-16</td><td>51.52%</td><td>51.06%</td></tr> <tr><td>Apr-16</td><td></td><td>51.06%</td></tr> <tr><td>May-16</td><td>53.25%</td><td>51.06%</td></tr> <tr><td>Jun-16</td><td>47.94%</td><td>51.06%</td></tr> <tr><td>Jul-16</td><td>50.43%</td><td>51.06%</td></tr> <tr><td>Aug-16</td><td>55.24%</td><td>51.06%</td></tr> <tr><td>Sep-16</td><td>52.79%</td><td>51.06%</td></tr> <tr><td>Oct-16</td><td>52.27%</td><td>51.06%</td></tr> <tr><td>Nov-16</td><td>50.24%</td><td>51.06%</td></tr> <tr><td>Dec-16</td><td>50.37%</td><td>51.06%</td></tr> <tr><td>Jan-17</td><td>50.66%</td><td>51.06%</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Nov-15	51.90%	51.90%	Dec-15	51.97%	51.97%	Jan-16	52.58%	51.97%	Feb-16	52.36%	51.97%	Mar-16	51.52%	51.06%	Apr-16		51.06%	May-16	53.25%	51.06%	Jun-16	47.94%	51.06%	Jul-16	50.43%	51.06%	Aug-16	55.24%	51.06%	Sep-16	52.79%	51.06%	Oct-16	52.27%	51.06%	Nov-16	50.24%	51.06%	Dec-16	50.37%	51.06%	Jan-17	50.66%	51.06%	
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Nov-16	50.24%	51.06%																																																		
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Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Food costs as % of turnover - West Bridgford Campus Catering	Lower value	<p><b>Actual</b> 40.40%</p> <p><b>Target</b> 44.72%</p> <p> On or above target</p>	<p><b>Food Costs as % of Turnover - West Bridgford Campus Catering</b></p> <table border="1"> <caption>Food Costs as % of Turnover - West Bridgford Campus Catering</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>44.19%</td><td>44.72%</td></tr> <tr><td>Dec-15</td><td>43.45%</td><td>44.72%</td></tr> <tr><td>Jan-16</td><td>42.49%</td><td>44.72%</td></tr> <tr><td>Feb-16</td><td>42.65%</td><td>44.72%</td></tr> <tr><td>Mar-16</td><td>44.86%</td><td>44.72%</td></tr> <tr><td>Apr-16</td><td></td><td>44.72%</td></tr> <tr><td>May-16</td><td>42.28%</td><td>44.72%</td></tr> <tr><td>Jun-16</td><td>41.36%</td><td>44.72%</td></tr> <tr><td>Jul-16</td><td>42.77%</td><td>44.72%</td></tr> <tr><td>Aug-16</td><td>43.10%</td><td>44.72%</td></tr> <tr><td>Sep-16</td><td>41.37%</td><td>44.72%</td></tr> <tr><td>Oct-16</td><td>42.05%</td><td>44.72%</td></tr> <tr><td>Nov-16</td><td>41.36%</td><td>44.72%</td></tr> <tr><td>Dec-16</td><td>41.30%</td><td>44.72%</td></tr> <tr><td>Jan-17</td><td>40.40%</td><td>44.72%</td></tr> </tbody> </table>	Month	Actual (%)	Target (%)	Nov-15	44.19%	44.72%	Dec-15	43.45%	44.72%	Jan-16	42.49%	44.72%	Feb-16	42.65%	44.72%	Mar-16	44.86%	44.72%	Apr-16		44.72%	May-16	42.28%	44.72%	Jun-16	41.36%	44.72%	Jul-16	42.77%	44.72%	Aug-16	43.10%	44.72%	Sep-16	41.37%	44.72%	Oct-16	42.05%	44.72%	Nov-16	41.36%	44.72%	Dec-16	41.30%	44.72%	Jan-17	40.40%	44.72%	
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# Facilities Management - Overall

Indicator	Good performance is	Actual Versus Target	Trend Chart	Improvements																																																
Turnover - Overall Group Performance - Trading	Higher value	<p><b>Actual</b> £28,422,000</p> <p><b>Target</b> £28,337,000</p> <p>                       On or above target                 </p>	<p><b>Turnover - Overall Group Performance - Trading</b></p>  <table border="1"> <caption>Turnover - Overall Group Performance - Trading (Millions)</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>£22,676</td><td>£22,676</td></tr> <tr><td>Dec-15</td><td>£25,632</td><td>£25,632</td></tr> <tr><td>Jan-16</td><td>£28,916</td><td>£28,916</td></tr> <tr><td>Feb-16</td><td>£31,762</td><td>£31,762</td></tr> <tr><td>Mar-16</td><td>£35,499</td><td>£35,499</td></tr> <tr><td>Apr-16</td><td>£5,564</td><td>£5,564</td></tr> <tr><td>May-16</td><td>£8,752</td><td>£8,752</td></tr> <tr><td>Jun-16</td><td>£11,487</td><td>£11,487</td></tr> <tr><td>Jul-16</td><td>£12,801</td><td>£12,801</td></tr> <tr><td>Aug-16</td><td>£15,947</td><td>£15,947</td></tr> <tr><td>Sep-16</td><td>£18,933</td><td>£18,933</td></tr> <tr><td>Oct-16</td><td>£22,783</td><td>£22,783</td></tr> <tr><td>Nov-16</td><td>£25,330</td><td>£25,330</td></tr> <tr><td>Dec-16</td><td>£28,422</td><td>£28,422</td></tr> <tr><td>Jan-17</td><td>£28,422</td><td>£28,422</td></tr> </tbody> </table>	Month	Actual	Target	Nov-15	£22,676	£22,676	Dec-15	£25,632	£25,632	Jan-16	£28,916	£28,916	Feb-16	£31,762	£31,762	Mar-16	£35,499	£35,499	Apr-16	£5,564	£5,564	May-16	£8,752	£8,752	Jun-16	£11,487	£11,487	Jul-16	£12,801	£12,801	Aug-16	£15,947	£15,947	Sep-16	£18,933	£18,933	Oct-16	£22,783	£22,783	Nov-16	£25,330	£25,330	Dec-16	£28,422	£28,422	Jan-17	£28,422	£28,422	
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Contribution - Overall Group Performance - Trading	Higher value	<p><b>Actual</b> £4,194,000</p> <p><b>Target</b> £3,423,000</p> <p>                       On or above target                 </p>	<p><b>Contribution - Overall Group Performance - Trading</b></p>  <table border="1"> <caption>Contribution - Overall Group Performance - Trading (Millions)</caption> <thead> <tr> <th>Month</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>Nov-15</td><td>£2,524</td><td>£2,524</td></tr> <tr><td>Dec-15</td><td>£2,986</td><td>£2,986</td></tr> <tr><td>Jan-16</td><td>£3,590</td><td>£3,590</td></tr> <tr><td>Feb-16</td><td>£3,890</td><td>£3,890</td></tr> <tr><td>Mar-16</td><td>£4,307</td><td>£4,307</td></tr> <tr><td>Apr-16</td><td>£830</td><td>£830</td></tr> <tr><td>May-16</td><td>£1,453</td><td>£1,453</td></tr> <tr><td>Jun-16</td><td>£1,827</td><td>£1,827</td></tr> <tr><td>Jul-16</td><td>£1,183</td><td>£1,183</td></tr> <tr><td>Aug-16</td><td>£1,762</td><td>£1,762</td></tr> <tr><td>Sep-16</td><td>£2,378</td><td>£2,378</td></tr> <tr><td>Oct-16</td><td>£3,521</td><td>£3,521</td></tr> <tr><td>Nov-16</td><td>£3,608</td><td>£3,608</td></tr> <tr><td>Dec-16</td><td>£4,194</td><td>£4,194</td></tr> <tr><td>Jan-17</td><td>£4,194</td><td>£4,194</td></tr> </tbody> </table>	Month	Actual	Target	Nov-15	£2,524	£2,524	Dec-15	£2,986	£2,986	Jan-16	£3,590	£3,590	Feb-16	£3,890	£3,890	Mar-16	£4,307	£4,307	Apr-16	£830	£830	May-16	£1,453	£1,453	Jun-16	£1,827	£1,827	Jul-16	£1,183	£1,183	Aug-16	£1,762	£1,762	Sep-16	£2,378	£2,378	Oct-16	£3,521	£3,521	Nov-16	£3,608	£3,608	Dec-16	£4,194	£4,194	Jan-17	£4,194	£4,194	
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Surplus/deficit - Building Cleaning & Landscapes	Higher value	<b>Actual</b> -£112,000  <b>Target</b> -£179,000   On or above target	<p><b>Surplus/deficit - Building, Cleaning &amp; Landscapes</b></p> <p>Thousands</p> <p>Legend: Actual (Green Bar), Target (Orange Line)</p>	

**Key symbols table:**

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

## **REPORT OF CORPORATE DIRECTOR, RESOURCES WORK PROGRAMME**

### **Purpose of the Report**

1. To consider the Committee's work programme for 2016/17.

### **Information and Advice**

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

### **Other Options Considered**

5. None.

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

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

### **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

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

**Jayne Francis-Ward**  
**Corporate Director Resources**

**For any enquiries about this report please contact: Julie Brailsford, Assistant Democratic Services Officer, Tel: 0115 977 4694**

### **Constitutional Comments (HD)**

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

### **Financial Comments (PS)**

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

### **Background Papers**

None

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

All

## Personnel Committee Work Programme

Title	Summary	Decision or Information	Lead Officer	Report Author
<b>7 June 2017</b>				
Employee Health and Wellbeing and Sickness Absence Performance 2016/17 quarterly update at 31.03.17 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.03.17 (Quarter 4)	Update report	Information	Marje Toward	Claire Gollin
Work Based Coaching - Update	Update report	Information	Marje Toward	Claire Gollin
Health & Safety Review & Action Plan	Update report	Information	Marje Toward	John Nilan
Catering & Facilities Management Performance – Period 11	Update report	Information	Jas Hundal	John Hughes
<b>12 July 2017</b>				
Annual Workforce Profile Report 2017	Update report	Information	Marje Toward	Claire Gollin
Catering & Facilities Management Performance Annual Summary	Update report	Information	Jas Hundal	John Hughes
<b>September 2017 (tbc)</b>				
Apprenticeship Levy – Progress Report	Update report	Information	Marje Toward	Claire Gollin

