

Personnel Committee

Date: **Wednesday, 13 June 2012**
Time: **10:00**
Venue: **County Hall**
Address: **County Hall, West Bridgford, Nottingham NG2 7QP**

AGENDA

- | | | |
|-----------|---|----------------|
| 1 | <u>Appointment of Chairman and Vice-Chairman</u> | 1-2 |
| | To note the appointment by the County Council of Councillor Andy Stewart as Chairman of the Committee and Councillor Michelle Gent as Vice-Chairman | |
| 2 | <u>To note the Membership of the Committee as follows:-</u> | 1-2 |
| | Councillors John Allin, Vince Dobson, Sybil Fielding, Michelle Gent, Kevin Rostance, Mel Shepherd MBE, June Stendall, Andy Stewart and Lynne Sykes | |
| 3 | <u>Minutes of last meeting held on 23 November 2011</u> | 3 - 4 |
| | Details | |
| 4 | <u>Apologies for Absence</u> | 1-2 |
| | Details | |
| 5 | <u>Declarations of Interest</u> | 1-2 |
| | (a) Personal
(b) Prejudicial | |
| 6 | <u>Terms of Reference</u> | 5 - 8 |
| | Details | |
| 7 | <u>Sickness absence performance as at 31 March 2012</u> | 9 - 26 |
| | Details | |
| 8 | <u>workforce monitoring info</u> | 27 - 36 |
| | Details | |
| 9 | <u>Work related Learning Opportunities at NCC</u> | 37 - 44 |
| | Details | |
| 10 | <u>Revised Staffing Structur HR</u> | 45 - 52 |
| | Details | |
| 11 | <u>Work Programme</u> | 53 - 60 |
| | Details | |
| 12 | <u>Overview of relevant service area - School Meals Service</u> | 61 - 68 |
| | Details | |

minutes



Meeting PERSONNEL COMMITTEE

Date Thursday 23 November 2011 (commencing at 2.00 pm)

membership

Persons absent are marked with 'A'

COUNCILLORS

A Andy Stewart (Chair)
Ken Rigby (Vice-Chair) (in the Chair)

A	John Allin	Kevin Rostance
	Steve Carr	Carol Pepper
	Jim Creamer	June Stendall
	Barrie Cooper	Lynn Sykes
	Keith Girling	

OFFICERS IN ATTENDANCE

Marjorie Toward, Service Director - Human Resources and Customer Service
Keith Ford – Senior Governance Officer

MINUTES

The minutes of the last meeting of the Committee held on 7 July 2011, having been circulated to all Members, were taken as read and were confirmed and signed by the Chair.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Andy Stewart and Steve Carr (apologies submitted: other reasons).

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

No declarations of interests were made.

CHANGES TO THE EARLY RETIREMENT AND REDUNDANCY POLICY AND REDEPLOYMENT POLICY

Marjorie Toward introduced the report, outlining the main changes to the current policies and underlining that these draft policies had been agreed with the trade unions through the Central Joint Consultative and Negotiating Panel (with reference to the previously approved policy regarding re-employment or re-engagement of former employees).

RESOLVED 2011/012

That the revisions to the Early Retirement and Redundancy Policy and the Redeployment Policy be approved.

The meeting closed at 2.17 pm.

CHAIR

M_23 Nov 2011

REPORT OF THE CHIEF EXECUTIVE

TERMS OF REFERENCE

Purpose of the Report

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

Information and Advice

2. County Council on 29 March 2012 agreed the following terms of reference for Personnel Committee:-

- 2.1. The exercise of the powers and functions set out below are delegated by the Full Council in relation to personnel:

- 2.1.1 All decisions within the control of the Council including but not limited to those listed in the Table below

- 2.1.2 Policy development in relation to personnel, subject to approval by the Policy Committee or the Full Council

- 2.1.3 Review of performance in relation to the services provided on at least a quarterly basis

- 2.1.4 Review of day to day operational decisions taken by officers

- 2.1.5 Approval of consultation responses

- 2.2. If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy Committee.

- 2.3. As part of the detailed work programme the Committee will receive reports on the exercise of powers delegated to officers.

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

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

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

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

Other Options Considered

3. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That the report be noted.

Mick Burrows
Chief Executive

For any enquiries about this report please contact: Keith Ford, Senior Democratic Services Officer

Constitutional Comments

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

- a) Report to County Council – 29 March 2012 (published).

Electoral Division(s) and Member(s) Affected

All

REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE

SICKNESS ABSENCE PERFORMANCE AS AT 31ST MARCH 2012

Purpose of the Report

1. The purpose of this report is to update Members about Nottinghamshire County Council's performance in relation to the levels of sickness absence across its workforce and the key actions that are being taken to further improve attendance levels .

Information and Advice

Absence data:

2. Sickness Absence data for the Council is reported on a quarterly cycle on a "rolling" basis. The most recent data available reflects the position at the end of the last quarter of 2011/12, Quarter 4, that is the 1st January to the 31st March 2012.
3. Data has been validated as far as possible, however this is the first occasion on which some of the information has been drawn direct from the Business Management System (BMS) for those directly employed staff whose records were migrated into the new system at 1st December 2011.
4. Pending the implementation of Phase 2 of the system later in 2012, which will join up all sickness absence data, the available data from BMS has been combined with a separate rolling report from the existing payroll system which covers school based staff and approximately 900 other staff not covered by BMS Phase 1.
5. Moving forward, one of the main improvements to arise from the new system will be the capacity for managers to take direct ownership for recording and reporting their employee's absence through the Management Self Service facility. This will enable them to take direct "real time" action to ensure that trigger level interviews are held with employees who meet the thresholds set out in the Council's Attendance Management Procedure.

Performance:

6. A full set of Quarter 4 absence data is set out in **appendix A** to this report.
7. Since June 2010, there has been a gradual and sustained trend of improvement across the authority. This has resulted overall in a **1.72 day** reduction in absence levels, falling from a peak of **10.15 days** per employee on average per year at the end of the first quarter of 2010/11 (30th June 2010) to the current level of **8.43 days** per employee on average per year as at 31st March 2012.
8. This has been achieved by the implementation of a holistic Employee Wellbeing and Attendance Management Strategy designed to impact positively on absence rates and support the achievement of the Council's stretch targets for improvement. An associated Action Plan is in place which has been reviewed and updated as actions are implemented.

Long term absence:

9. "Long term absence" is defined as that exceeding four consecutive weeks .The final graph in **appendix A** illustrates the relationship between long and short term sickness absence and shows that currently **57.04%** of all absence across the Council is long term. There is a positive trend of reduction of **2.36%** since this data was first reported to Members in December 2010.
10. The level of long term absence in Nottinghamshire County Council is broadly comparable with the performance of other councils as indicated by the most recent national information available (source Local Government Association Workforce Survey 2010/11), which shows that for Shire Counties in England long term absence accounted for **54.76%** of the total.
11. The current strategic focus on reducing the duration of absence by ensuring that employees are supported by their managers to return to work at the earliest opportunity will be maintained and strengthened to secure further improvement.

Targets:

12. The most recent national statistics available which are as at 31st March 2011 (source Local Government Association Workforce Survey 2010/11), indicate that the average sickness absence level for all local authorities in England is **8.60 days** per full-time employee (FTE). For Shire Counties this is **8.40 days**.
13. The County Council's targets for incremental improvement were **8.75 days** in 2010/11 reducing to **8.50 days** sickness on average per employee per year for 2011/12, and are **8.25 days** by the end of 2012/13 and **8.17 days** by 31st March 2014. These targets have reflected an aspiration for Nottinghamshire to reach a position which broadly equates to the national average for County Councils.

14. Quarter 4 data indicates that, at **8.43 days** per employee on average per year, the Council's target for 2011/12 has been achieved and that the Council is now on track to meet its longer term stretch target.

Employee Wellbeing and Attendance Management Strategy:

15. During 2010/11 a fresh strategic focus was placed on employee health and wellbeing as being vital to improving attendance . Focussing on early intervention and effecting early return to work where absence occurs, this approach aims to build a positive well-being culture and a healthier, more resilient, engaged and productive workforce who are better prepared to deal with change and uncertainty at work.
16. To support this work the HR service reprioritised resource to create a temporary post at Team Manager level to focus on the proactive promotion of employee wellbeing and health improvement across the Council , working in partnership with colleagues in Public Health where appropriate, to develop and deliver the Employee Wellbeing Action Plan. .
17. The key achievements arising from the implementation of the action plan to date are:
 - a service review of the Council's Occupational Health service to ensure it is better aligned with the wider wellbeing agenda.
 - the appointment of an initial 26 Workplace Health Champions from a wide range of different job roles across the county who have been trained and accredited to support and encourage colleagues to make positive lifestyle changes.
 - a series of countywide employee Health and Wellbeing Roadshow events to raise awareness of what actions can support individuals to take personal responsibility for building and maintaining good health.
 - targeted interventions such as a smoking cessation workshop at Trent Bridge House to coincide with national No Smoking Day , free weight management session for NCC staff countywide and lunchtime awareness sessions on key health topics such as bowel cancer.
 - the development of a range of advice and information on health and wellbeing topics and themes on the Council's Intranet and in the "Frontline" magazine for those without access to a computer at work.
18. An updated Employee Wellbeing action plan for 2012/13 will be presented to Personnel Committee at its next meeting for consideration by Members.

Reasons for absence:

19. Over recent years across local authorities in England the top causes of sickness absence have consistently been reported as being stress and

depression followed by muscular skeletal problems. The reasons for absence at Nottinghamshire County Council are set out in **appendix B** of this report.

a) Stress:

20. The Local Government Association Workforce Survey 2010/11 reported that stress and stress related illness accounted for **19.4%** of all reported absence across all local authorities as at 31st March 2011.
21. This trend has continued to be reflected in the County Council's performance data. The absence reason report for Quarter 4 2011/12 (**appendix B**), shows that absence attributed to stress and stress related illness continues to be the single greatest cause of sickness absence in the Council, having now stabilised over 2011/12 at around 20 to 21% and currently accounts for **20.65%** of all absence.
22. The Council's current Employee Wellbeing action plan to support the delivery of its Wellbeing and Attendance Management Strategy therefore places a significant emphasis on preventing, reducing and managing stress.
23. This strategic approach provides a toolkit for managers to enable them to proactively prevent, reduce and manage stress at source with a focus on supporting their employees who are absent due to stress to return to work at the earliest opportunity with appropriate measures in place to ensure they are able to remain in work. This toolkit includes:
 - an agreed policy on the Management of Stress
 - an online Stress Risk Management tool and survey which helps managers identify the sources of stress in their workplace and action plan to reduce and eliminate these
 - a counselling service through which managers can refer employees experiencing work related stress
 - an e-learning training package on Stress Management as part of the leadership development package
 - mandatory Attendance Management courses for all managers which include a focus on supporting employees who are absent due to stress to return to work and put measures in place to ensure they are able to remain in work
 - targeted management intervention, with HR support, in identified stress hotspot service areas.
24. In addition, as part of a wider Health and Wellbeing resource, advice and guidance for employees is published on line and in the front line employee magazine which encourages employees to take personal responsibility for recognising and managing their own stressors.

b) Muscular Skeletal:

25. The Local Government Association Workforce Survey 2010/11 reported that absence attributed to muscular skeletal problems accounted for **15.3%** of all

reported absence in Councils across England. Currently **10.59%** of reported absence across the County Council is attributable to muscular skeletal problems

26. In any authority with significant front line services delivered in house there is higher potential that the physical nature of many of these occupations will present a significant risk of muscular skeletal injuries and conditions.
27. The fact that the rate of the Council's absences reported as arising from muscular skeletal problems compares favourably with the national average is an indicator that the assessment and management of risk of physical injury, along with training and awareness raising in the service areas concerned, is having a positive, preventative, impact .

Future Developments:

27. The Wellbeing and Stress Management action plan will be refocused for 2012/13 and linked to the new leadership and management competencies relating to people management. This will ensure that managers take responsibility and are accountable for proactively promoting a healthy and safe working environment and preventing, eliminating and reducing stress at source.
28. Work is also ongoing on a proposed repositioning of the current emphasis on "Stress Management" to reflect a new approach to stress through a proactive refocus on organisational "Resilience Building" which is being adopted by many other local authorities.
29. In this context resilience is the ability of people to cope with stress at work and crisis situations in their personal life, which can impact on their work. Employees who have learnt resilience skills have an increased chance of coping and maintaining good health and attendance at work.
30. This approach therefore directly engages employees in managing their own individual reaction to the pressures of change and to changing demands at work and engages managers in effectively planning and prioritising workloads to reduce stress at source.
31. Revised policy, guidance and learning materials focussing on Resilience will be developed which will be linked into wider work on cultural change as the most appropriate vehicle to plan for and mitigate the impact of reductions on remaining staff, linked to performance management and competency assessment.
32. This will reinforce the Council's continuing commitment to maximising attendance and driving down absence rates in all areas of service.

Other Options Considered

A range of activities are set out within the report.

Reason/s for Recommendation/s

The recommendations will enable Members to review the current levels of performance and direction of travel set out in this report and the actions that are in place to maintain a level of performance which meets the Council's identified targets and supports continuous improvement in levels of attendance across the council.

It is proposed that update reports are submitted to Personnel Committee on a quarterly basis.

Statutory and Policy Implications

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

Human Resources Implications

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

The trade unions have been engaged in discussions concerning absence levels, proposed actions to reduce absence and the overall approach and strategy being adopted through the Joint Wellbeing and Attendance Management Working Group.

Equalities Implications

The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is separate policy which is applicable to all Community Schools and is recommended to all schools with different governance arrangements.

These procedures contain guidance which ensures the appropriate management response to the sickness absence of employees with a disability in compliance with the requirements of the Equality Act 2010.

Financial Implications

The financial cost of sickness to any large organisation will clearly be significant and, along with increased productivity and engagement, there are significant savings to be drawn down from reducing absence rates.

It has not to date been possible to establish the true cost of absence to the Council as this is a complex calculation which needs to take into account a range of related factors, including the cost of providing cover in front line service areas.

Following the migration of all employee data into the Business Management System post Phase 2 implementation, it is anticipated that, during the next financial year, one of the benefits arising will be that the system will be able to provide the range of information necessary to inform a detailed analysis and accurate breakdown of the actual cost of absence to the authority.

RECOMMENDATIONS

It is recommended that Members:

- a) Note the current levels of performance and actions for improvement set out in this report.
- b) Agree to receive quarterly performance updates on absence.
- c) Consider the Employee Wellbeing and Stress Management Action Plan for 2012/13 at the next meeting of Personnel Committee on the 26th September 2012.

MARJORIE TOWARD
SERVICE DIRECTOR HR AND CUSTOMER SERVICE.

For any enquiries about this report please contact: Claire Gollin, Group Manager HR, claire.gollin@nottsc.gov.uk or 01159773837.

Constitutional Comments (GS 15/05/2012)

Members should accordingly consider and note the position as set out in this report.

Financial Comments (MA 15/05/2012)

As noted above, following further developments within BMS, the financial implications of employee absence will be quantified and included in future reports accordingly.

Background Papers

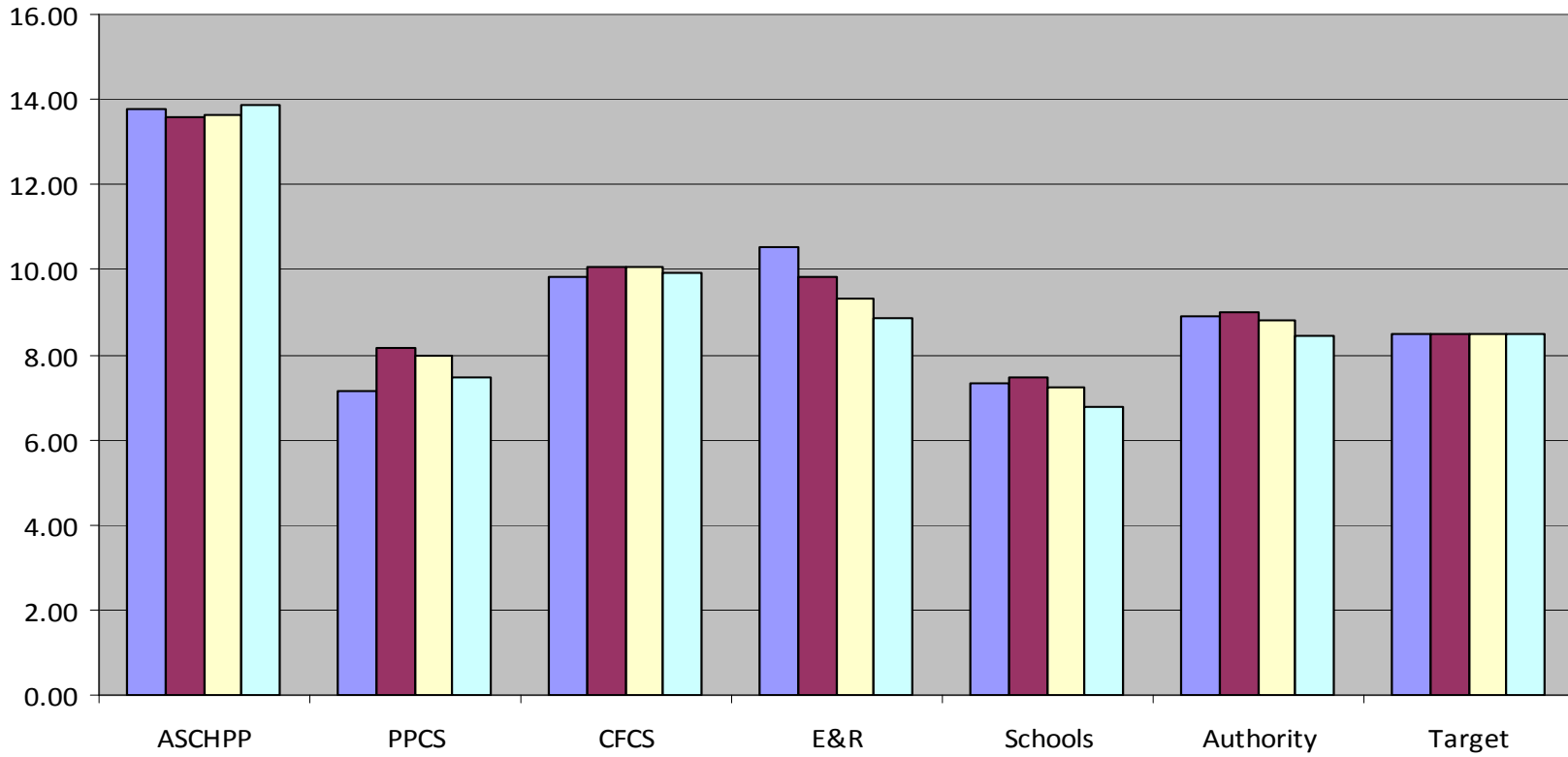
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

Electoral Division(s) and Member(s) Affected

All

Appendix A: Performance (rolling basis):

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



July 2010 - June 2011

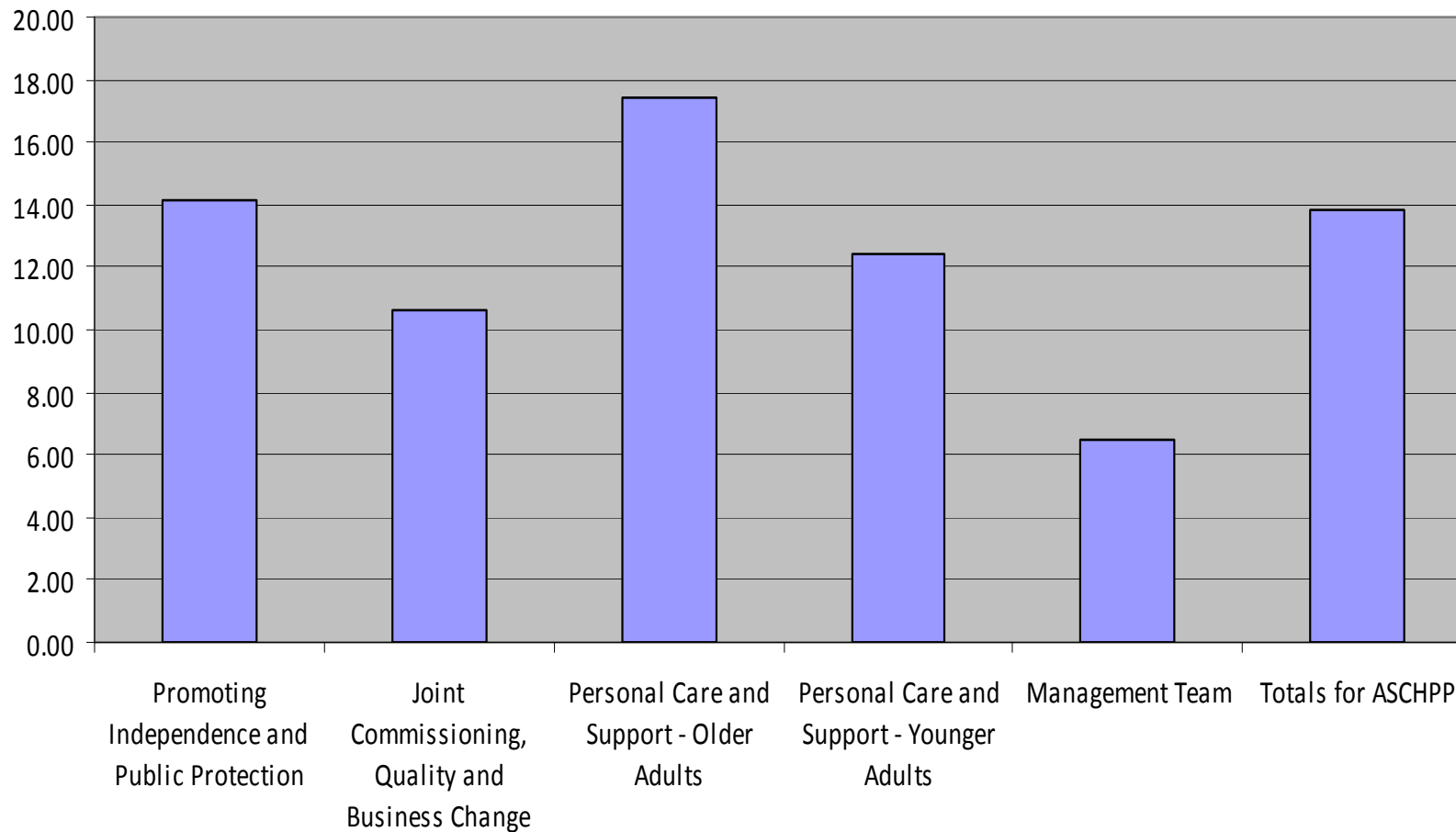
October 2010- September 2011

December 2010 - November 2011

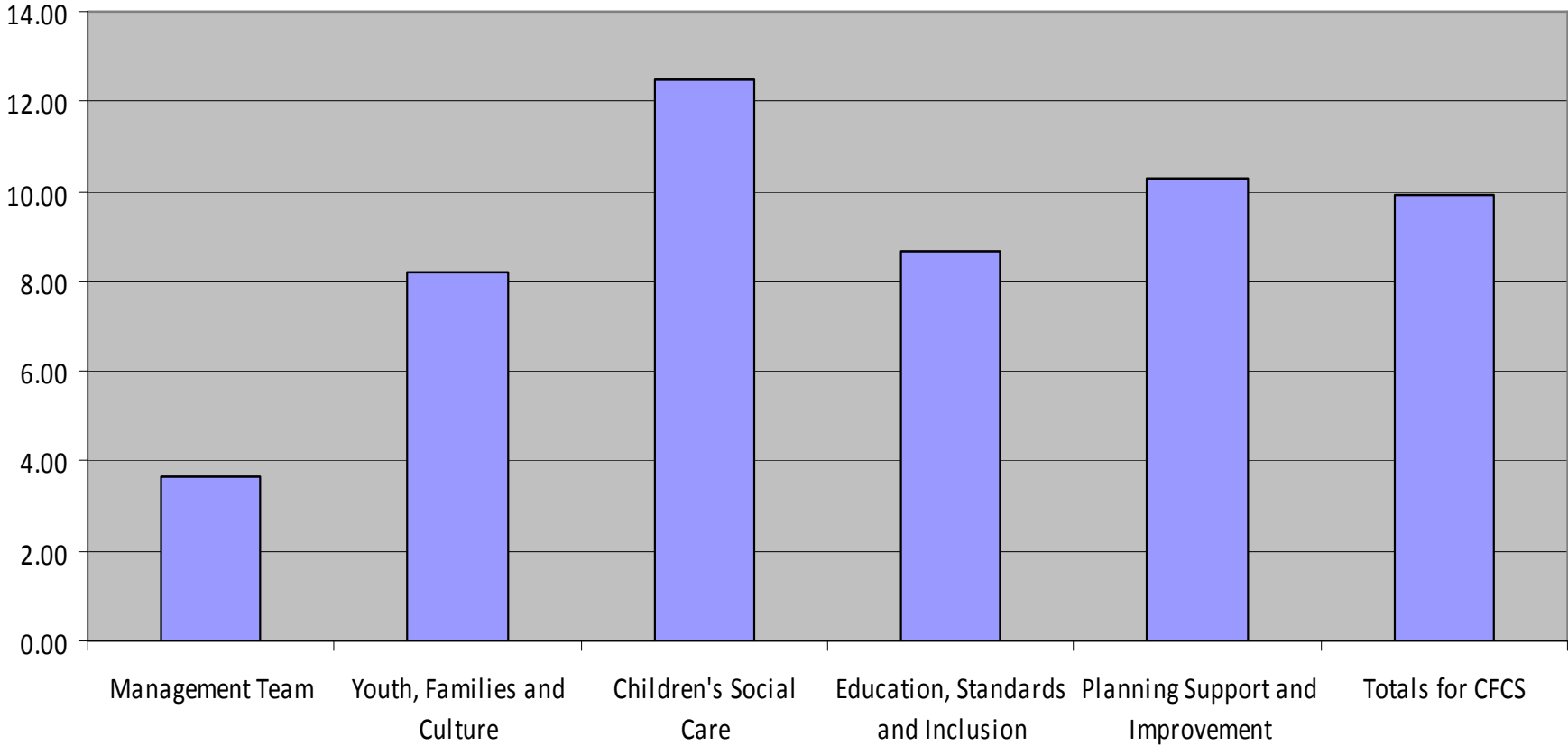
April 2011 - Mar 2012

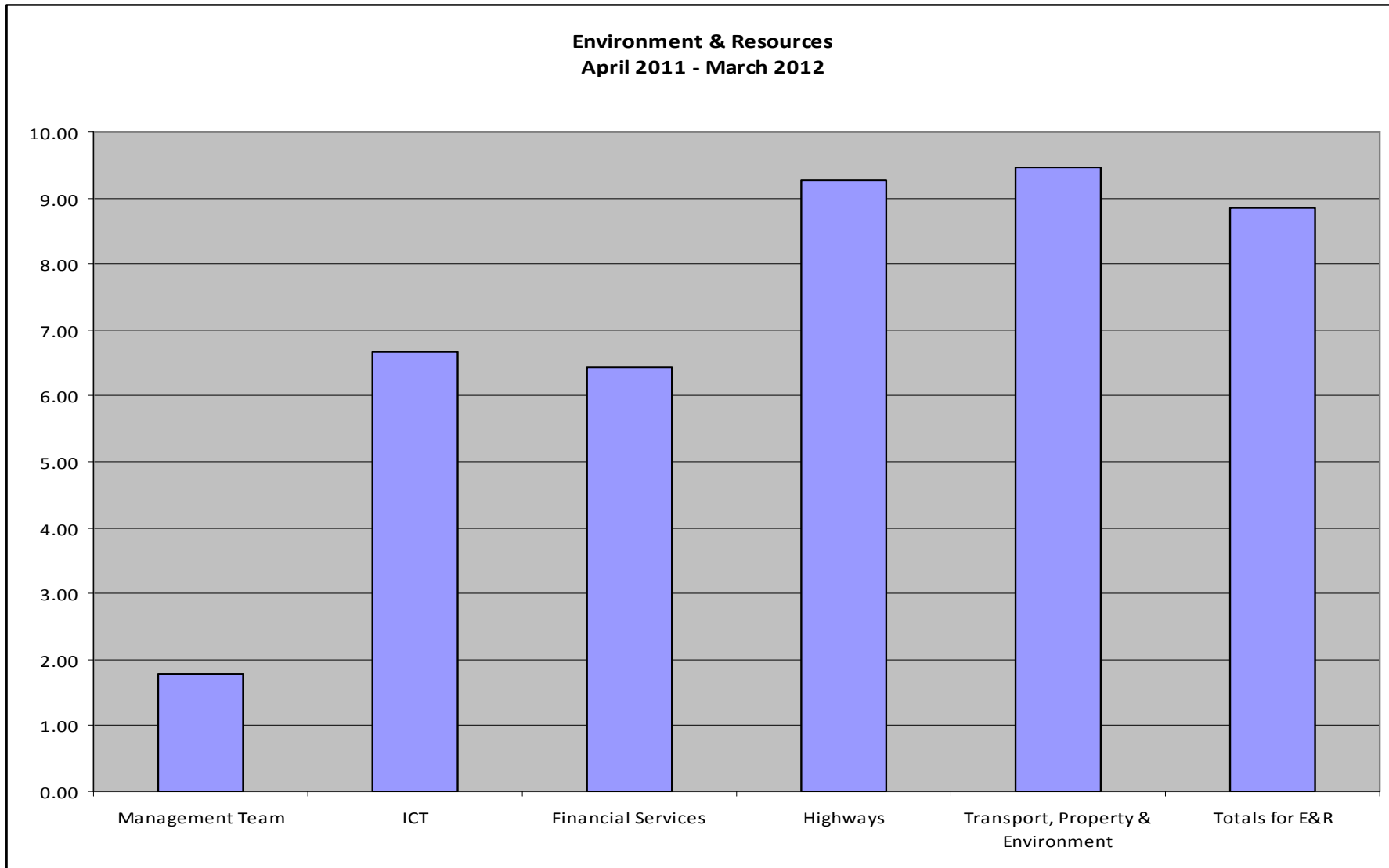
Performance (rolling basis)	July 2010 - June 2011	October 2010-September 2011	December 2010 - November 2011	April 2011 - Mar 2012
ASCHPP	13.78	13.61	13.63	13.86
PPCS	7.12	8.15	7.99	7.47
CFCS	9.85	10.07	10.05	9.94
E&R	10.55	9.81	9.32	8.85
Schools	7.32	7.45	7.25	6.77
Authority	8.91	8.99	8.81	8.43
Target 2011/12	8.50	8.50	8.50	8.50

ASCHPP
April 2011 - March 2012



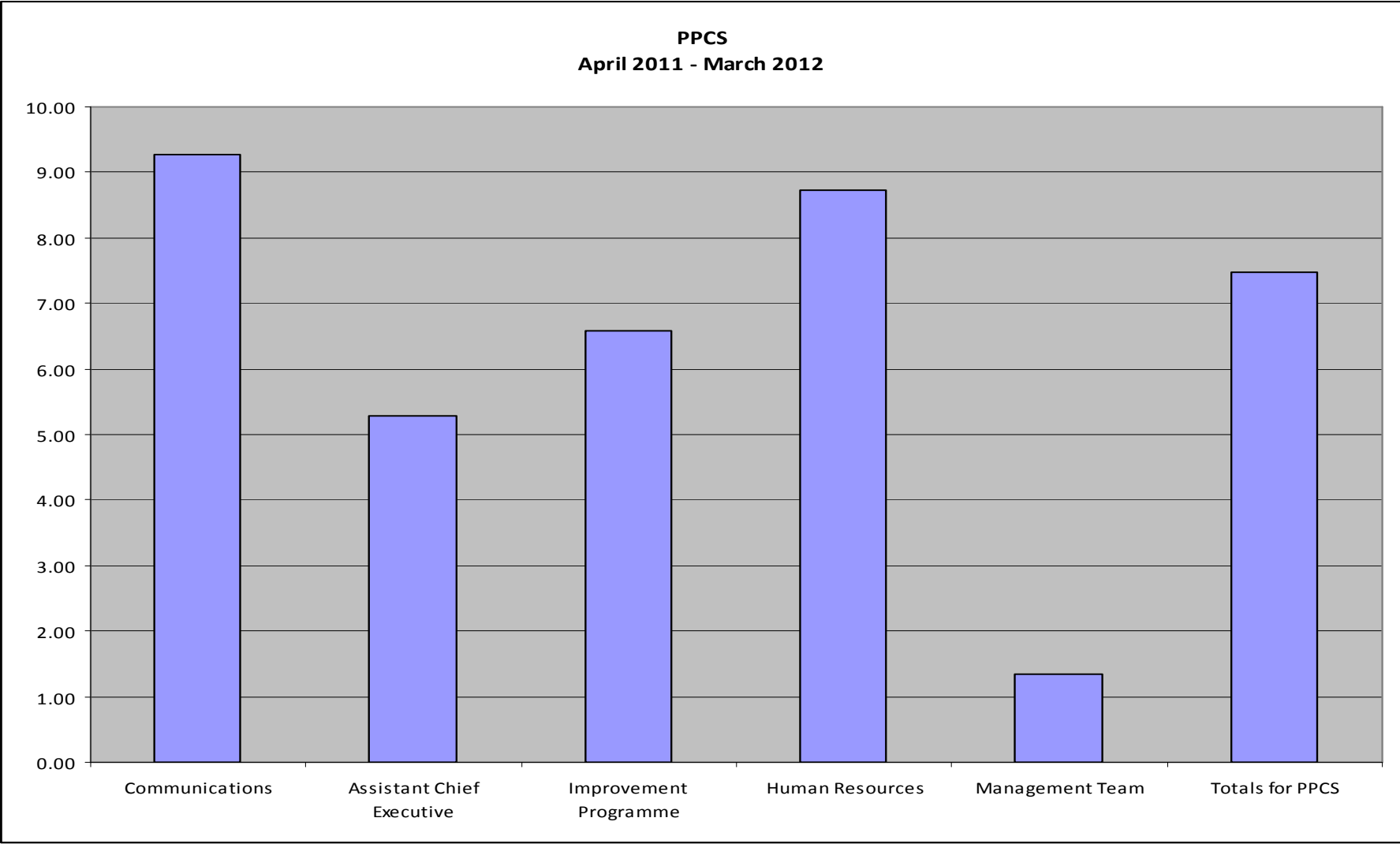
CFCS
April 2011 - March 2012



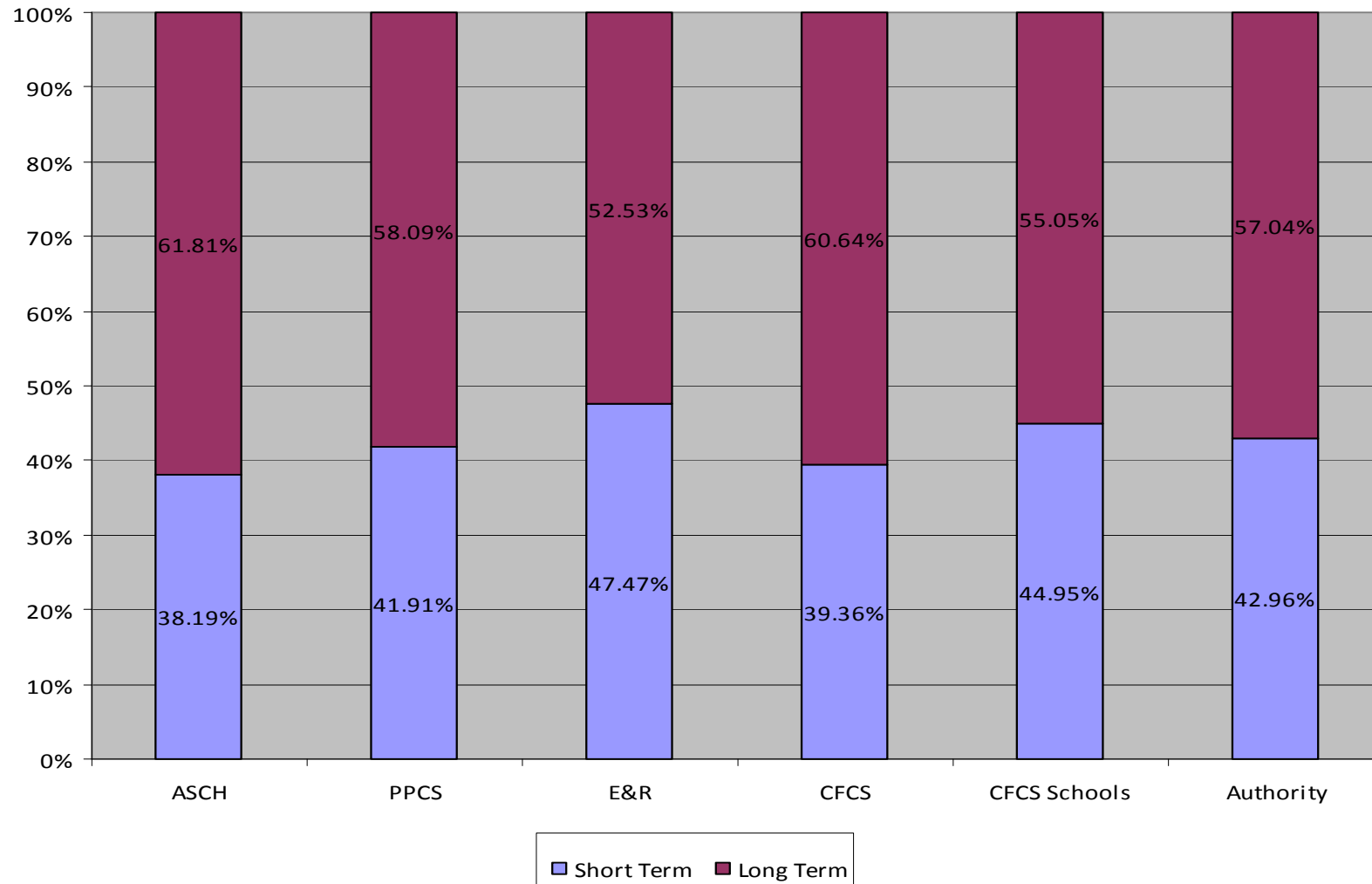


Note: From Quarter1 2012/13 the Environment and Resources department will include HR and Customer Services which will be reflected in the data from that quarter onward.

Note: From Quarter1 2012/13 HR and Customer Services ceased to be part of the Policy, Planning and Corporate Services department.



**Distribution of sickness type
Apr 2011 - Mar 2012**



Appendix B: Reasons for Absence 1st January – 31st March 2012.

	BACK PROBLEM	OTHER MUSC PROBLEM	STRESS / DEPRESSION	COLD / FLU / SORE THROAT	HEADACHE / MIGRAINE	OPERATION / POST OP	CHEST / RESPIRATORY	PREGNANCY RELATED	STOMACH / DIGESTION	HEART / BLOOD PRESSURE	INFECTION	SKIN DISORDER	OTHER	NOT SUPPLIED
Adult Social Care & Health	8.70%	13.12%	22.78%	5.95%	1.64%	17.04%	2.89%	1.77%	7.84%	2.13%	2.84%	0.53%	11.56%	1.21%
Child Families & Cultural Services	3.69%	10.15%	27.82%	7.58%	2.77%	13.98%	3.03%	1.81%	7.69%	1.25%	2.64%	0.29%	15.47%	1.82%
Environment & Resources	10.20%	13.40%	13.74%	7.63%	1.28%	21.18%	3.12%	0.71%	7.24%	2.72%	3.11%	0.27%	14.03%	1.38%
Policy, Planning & Corp Services	1.92%	13.64%	36.65%	9.33%	2.83%	9.76%	0.93%	2.77%	9.05%	1.87%	1.83%	0.15%	8.86%	0.41%
Schools	4.86%	8.43%	18.43%	11.45%	2.97%	18.04%	2.96%	2.00%	11.87%	1.61%	3.66%	0.54%	11.05%	2.14%
Totals	6.21%	10.59%	20.65%	9.04%	2.40%	17.42%	2.93%	1.75%	9.57%	1.84%	3.19%	0.44%	12.26%	1.73%

REPORT OF SERVICE DIRECTOR HR AND CUSTOMER SERVICE

WORKFORCE MONITORING INFORMATION – 2011

Purpose of the Report

1. The purpose of this report is to provide Personnel Committee with a summary of the profile of the workforce for Nottinghamshire County Council. This initial report seeks to establish the baseline and seeks agreement on the future reporting requirements of Personnel Committee in respect of information on the make-up of the workforce, any significant trends or changes in workforce profile and actions being taken to address any particular issues.

Information and Advice

Background:

2. Since January 2009 all public sector employers, including local authorities, have had a statutory duty under the Equality Act (2010) to publish information about the profile of their workforce (school based and centrally employed) on an annual basis. The collection of this data and use of this to determine actions and drive improvement in key areas underpins the Council's commitment to ensuring that its employment practices and services are free from discrimination and prejudice; fit for purpose and enable delivery of good quality affordable services and high standards of customer care.
3. The latest workforce information for Nottinghamshire County Council (NCC) was published on the internet in January 2012 but the figures are based on the 12 months period to the end of September 2011. The report shows the profile of the Council's workforce in relation to the protected characteristics covered by the Equality Act (i.e. gender, age, ethnicity, sexual orientation and religion/belief) and how this has changed over a four year period between 2008 – 2011.
4. The current Workforce Information Report covers a period when the Council faced significant financial challenges and has undergone wide-ranging changes to refocus and reprioritise front line service delivery. This has included significant changes to the structure of the Council. For this reason the report does not include data on individual departments as the extent of the restructuring would make comparison difficult. However, the Council does have historical data

showing the profile of the previous departments for 2008 to 2010 and should be able to provide this information going forward.

Workforce monitoring data:

5. A summary of information from the Workforce Information report for 2011 is attached as Appendix 1. This reflects the current reporting format which is currently under review. The key points regarding the Council's workforce profile that are evident from the data for 2011 are:
 - a. The number of posts and employees employed by the Council has fallen significantly over the period 2008 to 2011. The budget savings and reprioritisation of funds and reshaping and redesign of the organisation and its operating model alongside a number of academy conversions that have taken place over the last two years have resulted in an overall reduction in the number of people directly employed by the Council. For directly employed staff, reductions have been achieved predominantly by voluntary redundancy, natural turnover and the application of the Council's Vacancy Control Protocol. Over 80% of redundancies have been made on a voluntary basis.
 - b. Over 60% of employees are within the 36-55 age group. The proportion under 25 is falling and is now less than 5%. This compares to 13.26%¹ of the Nottinghamshire population who are aged 16-25. The County Council is developing a Youth Employment and Employability Strategy to increase the availability of training and employment related support and opportunities for young people and their take up across the County. A separate report on the agenda for this meeting of Personnel Committee addresses the issue of work related learning opportunities for young people specifically within the County Council.
 - c. The overall balance across the workforce between men and women has also remained fairly constant at around 20% male and 80% female. Although this does vary significantly between service areas and when adjusted to reflect full time equivalents and headcount.
 - d. The proportion of employees working in schools and non school settings who declare themselves disabled has remained fairly constant over the last four years at around 2.5%. For directly employed staff this figure is 4.83% which compares with the figures for the general population across Nottinghamshire of 4.9%¹.
 - e. The proportion of employees declaring themselves as not being White British (i.e. they are in the black and minority ethnic groups, (BaME)) has also remained constant at just over 5% when measured across schools and non schools. For directly employed staff this figure is nearly 8%. This compares favourably with the figures for the population of the whole of Nottinghamshire

¹ 2001 Census data

where the percentage of people identified as BaME is 4.2%, or 6% within the City boundary¹.

The picture described in c,d and e reflects the fact that the County Council has been rationalising and streamlining its service provision to improve efficiency and value for money whilst improving outcomes for customers. The Council has not undertaken recruitment activity on a large scale over the last few years, therefore the workforce profile is unlikely to have changed significantly. The focus has been on reshaping service provision and retaining staff with the required knowledge, skills and experience where appropriate and developing transferable skills rather than recruiting new staff. This is reflected in the data.

- f. The relative proportions of different religions and beliefs have not varied significantly over the period. However the percentage disclosure rate has increased from less than 20% in 2008 to just below 40% in 2011. This is an encouraging increase as the challenge with collecting and analysing some of the workforce profile data is often the low level of disclosure rates; where provision of the data is on a voluntary basis. This makes it difficult in some cases to draw meaningful conclusions and take steps to address any issues. A data validation exercise was undertaken in 2009 to try and improve the level of information provided. It is recommended that a further exercise is undertaken once the new business management system is fully operational across both schools and non-school services to further improve disclosure rates.

6. Workforce profile information is being used to shape the Council's overarching Workforce

Strategy to ensure that the Council has a flexible workforce, now and for the foreseeable future, which will enable it to deliver its key operational and strategic priorities. The Workforce Strategy will be the subject of a future report to Personnel Committee when members will have the opportunity to debate the proposed approach and supporting actions to deliver the required outcomes.

Future reporting requirements:

7. In addition to the high level workforce profile information it is suggested that members receive
more detailed information in relation to turnover, including the number of redundancies and
whether they were compulsory or voluntary; the overall headcount figures and any trends in
this data. It is recommended that this is provided on a six monthly basis in order to provide
meaningful data on trends and changes from the previous report.

Reason/s for Recommendation/s

The County Council has a statutory duty to publish workforce information on an annual basis. It is important that elected members are aware of this information and any underlying issues and actions taken to address these. This baseline information can then be used by members in determining the strategic direction and overarching Workforce Strategy for the Council and in ensuring that employment policies and practices support this. This will ensure that the Council's workforce is reflective of the communities it serves and has the necessary knowledge, skills and experience going forward.

Statutory and Policy Implications

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

Human Resources Implications

The Human Resource implications are implicit within the body of the report. Trades Union colleagues are aware of the information contained within the report and are awaiting a copy of the draft Workforce Strategy before more detailed discussions take place on potential courses of action.

Equalities Implications

The publication of the Workforce Information Report ensures that the County Council complies with its statutory duty under the Equality Act 2010. Actions undertaken by the Council to address any potential inequalities identified from the data as set out in the report would further support compliance with this duty.

RECOMMENDATION/S

It is recommended that:

- a) Members note the contents of the report.
- b) A report outlining the key points arising from the Workforce Information Report be received by Personnel Committee on an annual basis for discussion and approval of appropriate actions to address any issues identified.
- c) That members receive a 6 monthly report providing more detail on the overall headcount figures and the number of redundancies and data on trends in these areas.

Marjorie Toward
Service Director HR and Customer Service

For any enquiries about this report please contact:

Mandy Steel
Group Manager HR
E mail : [mandy.steel @nottsc.gov.uk](mailto:mandy.steel@nottsc.gov.uk). Telephone number 0115 9774898

Constitutional Comments (KK 31/5/12)

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

Financial Comments (MB 31/5/12)

There are no specific financial implications arising from the report.

Background Papers

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

- Workforce Statistics Report 2011 (PDF)
<http://www3.nottinghamshire.gov.uk/thecouncil/democracy/equalities/workforcestatistics/>

Electoral Division(s) and Member(s) Affected


All

NCC WORKFORCE PROFILE 2010/11

Appendix 1

Overall Workforce Profile

Workforce Profile of NCC 2008-2011

	2008	2009	2010	2011	Trend
Headcount	26697	27419	26929	23464	

NCC workforce by Gender, Ethnicity, Disability status

NCC	2008	2009	2010	2011	Trend
Male	21.99%	22.26%	21.81%	20.20%	
Female	78.01%	77.74%	78.19%	79.80%	
Non-BaME	94.89%	94.75%	94.81%	94.70%	
BaME	5.11%	5.25%	5.19%	5.30%	
Disabled	2.09%	2.53%	2.50%	2.38%	
Not Disabled	97.91%	97.47%	97.50%	97.62%	

Non-disclosures removed

NCC, Schools and Non-schools workforce (2011) by Gender, Ethnicity, Disability status (based on FTE)

2011 % of FTE	NCC	Schools	Non-Schools
Male	25.01%	20.31%	30.99%
Female	74.99%	79.69%	69.01%
Non-BaME	94.44%	96.69%	91.99%
BaME	5.56%	3.31%	8.01%
Disabled	2.55%	0.75%	4.48%
Not Disabled	97.45%	99.25%	95.52%

Non-disclosures removed

NCC workforce by Age



NCC	2008	2009	2010	2011	Trend
16-25	5.60%	6.02%	5.53%	4.88%	
26-35	18.32%	18.32%	18.48%	18.21%	
36-45	30.19%	29.77%	29.51%	29.55%	
46-55	29.32%	29.51%	29.94%	31.82%	
56-65	15.80%	15.52%	15.56%	14.47%	
Over 65	0.78%	0.87%	0.97%	1.07%	
Total	100.00%	100.00%	100.00%	100.00%	

NCC Workforce by Sexual Orientation: Number and % Declared

	2008		2009		2010		2011		Trend
	Number Declared	% Declared	Number Declared	% Declared	Number Declared	% Declared	Number Declared	% Declared	
Bisexual	56	1.20%	82	1.00%	76	0.90%	65	0.79%	
Gay	25	0.50%	52	0.60%	56	0.60%	49	0.60%	
Hetero-sexual	4631	97.10%	8182	97.40%	8640	97.50%	8007	97.62%	
Lesbian	56	1.20%	88	1.00%	86	1.00%	81	0.99%	
NCC Total	4768	100%	8404	100%	8858	100%	8202	100%	

Non-disclosures removed

NCC Workforce by Religion/Belief

	2008		2009		2010		2011		Trend
	Number Declared	% Declared	Number Declared	% Declared	Number Declared	% Declared	Number Declared	% Declared	
Buddhist	59	1.1%	218	2.5%	202	2%	176	2.02%	
Christian	3415	65.7%	2606	62.9%	5854	62.3%	5406	62.02%	
Hindu	33	0.6%	50	0.6%	48	0.5%	44	0.50%	
Jewish	15	0.6%	19	0.2%	18	0.2%	18	0.21%	
Muslim	30	0.6%	46	0.5%	45	0.5%	43	0.49%	
Sikh	17	0.3%	38	0.4%	39	0.4%	38	0.44%	
Other religion/ belief	131	2.5%	216	2.4%	231	2.5%	204	2.34%	
No religion/ belief	1495	28.8%	2718	30.5%	2967	31.6%	2788	31.98%	
NCC Total	5195	100%	8911	100%	9404	100%	8717	100%	
Disclosure rate	19.4%		32.4%		34.9%		37.2%		

Data Collection and Definitions

Topic	Definitions	Notes
Time frame	As at 30 th Sept '11 For period 1 st Oct 2010 – 30 th Sept 2011	
Who's included Who's not included	Permanent employees Temporary employees Teachers School support staff Relief Casual Agency	Based on headcount (number of employees) unless otherwise stated.
Protected Characteristics analysed	Gender Ethnic group ² Age Disabled status Sexual orientation ³ Maternity/pregnancy Transgender ² Religion/belief	Data captured via application forms and data validation that took place in 2009
Heads/Headcount Incumbencies/posts	Number of employees If an employee holds more than one post (incumbency) they will be counted for each post they hold	School and non-school based staff included.

Category/Acronym	Definition
BaME	all ethnicity categories <u>except</u> White British, White English, White Other British
Disabled	individuals who consider themselves to be disabled under the Disability Discrimination Act 2005
NCC	Nottinghamshire County Council

² As per 2011 census definitions where possible

³ The number of employees in these categories who have disclosed information is low and therefore limits the analysis and resulting information.

REPORT OF THE SERVICE DIRECTOR (HR), ENVIRONMENT AND RESOURCES

Work Related Learning Opportunities at Nottinghamshire County Council

Purpose of the Report

1. To provide Personnel Committee with an overview of the work that the County Council is doing to enable young people to access a variety of work related learning opportunities at Nottinghamshire County Council.

Information and Advice

2. The unemployment figure for young people aged 16-24 exceeded one million nationally in the autumn of 2011. In Nottinghamshire between July 2006 and July 2011 unemployment amongst 16-19 year olds rose from 1255 to 1720 and amongst 16-24 year olds from 3055 to 5530.
3. Early work has begun with Futures (formerly Connexions) regarding a Youth Employment and Employability strategy which will focus on increasing employment opportunities for the 16-24 age group and developing the skills and employability of this age range across the County. The key areas of activity to drive improvement will include:
 - Raising the participation age in education/training to 18
 - Apprenticeships
 - Youth employability and work readiness skills
 - “NEET” support and engagement (16-24 year olds)
 - Bridging the skills gap

Discussions are currently ongoing with key stakeholders in order to gain their engagement in the development of this approach and to ensure better co-ordination of activity.

4. Each year the County Council has a statutory requirement to produce its overall workforce monitoring information. The latest figures for the 12 months up to September 2011 showed that the proportion of young people under 25 employed by the County Council is now less than 5% of the total workforce.
5. It is against this backdrop that the County Council has been developing three key strategies to offer more young people the opportunity to gain valuable learning and work experience at the County Council which will at the same time promote the many

and varied career opportunities at the County Council. These 3 key routes are as follows:

- Short term work experience
- Apprenticeships
- Graduate traineeships

Short term work experience:

6. This is intended to give young people from the start of year 10 an experience of working life and the key skills needed in the workplace and is generally unpaid. The County Council offers a wide variety of these placements generally for a week to a month. It is proposed to develop further opportunities across the County Council and monitor their take up on a corporate basis thus providing information across the whole organisation which can be used to help plan and target activity in the future.

Apprentices:

7. The County Council has a long history of supporting and employing small numbers of apprentices but in the light of the recent trend for rising youth unemployment has recently developed and extended this scheme.
8. The County Council is working in partnership with 'Futures' Apprenticeship Agency who act as an 'employment brokerage service' between employers, young people and training companies. This model is known as an Apprenticeship Agency (ATA). Although other agencies also offer this model, Futures are well placed to provide this service because of their close liaison with schools through their personal advisors. The benefit of this approach is:
 - The ATA recruits and employs the apprentice, charging the host employer a weekly fee. This means that they are responsible for all the on going employment issues
 - The weekly fee is used to cover the apprentice's wage and an administration charge
 - The apprentice is placed with a host employer to provide both the practical and work experience necessary to gain the appropriate qualification
 - Provision of pastoral and other support to young people on the programme
9. The apprenticeship scheme provides opportunities in a range of areas across the County Council on a rolling programme and was initially set up to provide 25 placements with the intention of growing the scheme on an annual basis. It is now proposed to increase the number of placements to 50.
10. The County Council is under no obligation to offer employment to the apprentice at the end of the placement. However clearly this would be the desired outcome if a suitable vacancy was available at the time and the apprentice met the appropriate requirements. Even if a job was not available there would still be a benefit to the apprentice from:

- the opportunity to work in a large diverse organisation and gain valuable work experience which would stand them in good stead for future job applications either within or outside the County Council.
 - the opportunity to gain a recognised qualification whilst receiving some remuneration
 - other targeted support in terms of letter and CV writing, interviewing skills etc
11. The cost of this scheme is £95 per week per apprentice plus an ATA fee for the placement making a total cost of £6210 per apprentice per annum. The placement usually lasts for 52 weeks. The amount payable increases for 19 – 24 year olds.
 12. Initially the scheme targeted the younger age range but has been flexible and taken from the older age group where appropriate and where the person had the appropriate skills mix. This increases the cost of the placement slightly. It is now intended to build on this and extend the application of the scheme to include the development of adult apprenticeships and re-training opportunities for staff at risk of redundancy.

Graduate Trainees:

13. Over recent years the County Council has supported the national graduate development programme and as part of its support for offering work opportunities to young people the proposal is intending to continue supporting this programme.
14. The programme is a two year fast track management development programme for high calibre graduates with the potential to become senior managerial leaders. It is led by the Local Government Association (LGA) which provides the infrastructure for the programme.
15. Over 135 local authorities have already participated in the scheme which is firmly placed within the Times Top 100 Graduate Employers and the Guardian UK300 survey. This year the LGA has received 2250 applications for the programme starting in October.
16. To attract the best, the scheme has to compete with the private sector and other high performing public sector schemes, such as the NHS Management Scheme and the Civil Service Fast Stream; which both rank in the Top 10 of the Times Top 100 graduate employers.
17. The benefits for Councils and the sector in general, include:
 - a key route into the sector for the best young talent, across the country. Recruitment and investment in the development of a graduate will incur a far lower cost than future recruitment into a senior role from outside of the sector.
 - graduates tend to act as internal change agents, providing constructive challenge and fresh thinking to the development of council strategies.

- building internal capacity and enabling the transfer of knowledge from experienced members of staff. Growing talent within the Council is cost effective and provides in-house capability and skills thus reducing the need to buy in external resources.
18. The LGA market the programme to high calibre graduates across the UK and assess their suitability through an established recruitment process, involving sifting of applications, telephone screening and full day assessment centres. The final selection process takes place locally with panel interviews chaired by the Corporate Director, Environment and Resources Department.
 19. The LGA also run the national induction programme as well as funding the national learning element of the programme where the management trainees can achieve a post graduate qualification in public sector management.
 20. The proposal is to recruit 3 graduates, known as National Management Trainees, on a two year fixed term contract. The trainees will be employed to help deliver a range of projects across strategic, support and front line services over the two years. This will involve substantial placements across all departments.
 21. Between 2010 and 2012 the current graduate trainees made significant contributions to the following projects and areas of activity:
 - co-ordinating and communicating corporate policy including providing support to the Senior Executive Officer (Office of the Chief Executive)
 - project work on the Big Society including a presentation to Corporate Leadership Team
 - Libraries - maximising potential by developing community based solutions
 - reviewing and implementation of residential intermediate care services
 - services sold to schools - developing a marketing strategy and service offer.
 22. The recruitment of the candidates and service placement planning is managed by a programme co-ordinator and an internal mentor is offered for each graduate. An external mentor is also offered where appropriate.
 23. Despite the current financial situation it is felt that this scheme offers considerable benefits to the authority, as well as to the individuals. Results from appointees over the last 3 years have been extremely positive with the management trainees making significant contributions to the initiatives and projects within which they have been placed. They have provided good value for money and have received positive commendations.
 24. There is no commitment given to the graduates that they will be found work within the council at the end of their placement with us; however, in the last year two of the trainees have achieved employment within our council. Current work being undertaken by those involved in the programme includes social care

transformation projects, Looked After Children and The Multi-Agency Safeguarding Hub.

Financial Implications

Work experience – no additional direct costs to the Authority.

Apprentices – as indicated the cost is £6210 per apprentice per annum. This will be financed through existing budgets.

Graduate trainees – the cost per trainee is £31,638 per annum which includes a fee to the LGA. The total cost is £94,914 per annum for the 3 trainees which will be met from existing budgets.

Other Options Considered

Increasing the take up of apprenticeships is a key aspect of strategy both locally and nationally and benefits both young people and employers. The County Council has a key role to play in this. Improved access to work experience opportunities can further support young people in gaining valuable experience and enhancing employability.

The Council participated in the national graduate development programme for two consecutive years, appointing trainees in 2010 and 2011. In 2012 the Council did not recruit trainees and paused its involvement to review the benefits of the scheme. The review found that the programme offered the Council the opportunity to recruit and develop possible future managers who would be One Council ambassadors with experience of working across the organisation which offered them valuable insight and understanding and a method of providing a degree of independent challenge in a range of areas.

Reason/s for Recommendation/s

The benefits to the Council are outlined in the report.

In summary, the apprenticeship scheme is a good opportunity for young people to gain valuable work experience, could potentially contribute to improving the age profile of the workforce with the associated benefits this brings and is a key plank in the developing Youth Employment and Employability Strategy.

The national graduate development programme is the leading management development programme for local government. The Council will have the benefit of additional independent support to key areas of activity in a cost effective way which will help the Authority plan for the future.

Statutory and Policy Implications

This report has been compiled after consideration of implications in respect of finance, equal opportunities, personnel, crime and disorder and those using the service. Where such implications are material, they have been described in the text of the report. Consultation with staff and unions has been undertaken as part of the preparation of this report and the proposals within it.

RECOMMENDATION/S

It is recommended that:

- a) The County Council continues to offer work experience opportunities to young people across the Council and that a corporate overview of this activity is provided.
- b) The County Council continues to operate an apprenticeship scheme and extends this as outlined in the report.
- c) The County Council participate in the national graduate development programme as outlined in the report.

Marjorie Toward
Service Director – HR and Customer Service

For any enquiries about this report please contact:

Mandy Steel, Group Manager HR

E mail: mandy.steel@nottscc.co.uk. Telephone 0115 9774898

Human Resources Comments (CD 11/05/12)

The personnel issues are identified within the report with the final recruitment stage following normal corporate processes.

The trades unions have received a copy of the draft report and been consulted on the proposals.

Constitutional Comments (NAB 11/05/12)

The Personnel Committee has authority to approve the recommendation set out in this report.

Financial Comments (MB 08/05/12)

The financial implications are set out in the report.

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

DRAFT



**REPORT OF THE SERVICE DIRECTOR HR AND CUSTOMER SERVICE
REVISED STAFFING STRUCTURE FOR HUMAN RESOURCES**

Purpose of the Report

1. The purpose of the report is to seek Member approval to changes in the structure of the Council's HR function within the HR and Customer Services division of the Environment and Resources Department.

Information and Advice

2. The proposals set out in this report will support the most recent stage of the ongoing development and implementation of an integrated, consistent, customer focussed, HR service model which has already resulted in significant change to the overall operating model of the wider HR service.
3. This "One HR Service" model, based on the co-location of common functions, is aligned to the One Council – One Team agenda and has been the subject of phased implementation over the past two years.
4. The evolving operating model will ensure that the HR service is fit for the future, reflects a changing Council and supports key corporate priorities, including those relating to the operation of the Business Support Centre and implementation of the new business management system (BMS), and the review of services to schools
5. As a key part of this transformation process, the Section 188 notices issued on 2nd November 2011 and 28th February 2012 set out the potential impact of restructuring proposals for the Operational and Strategic HR, Learning and Organisational Development and Workforce Planning and the HR Business Support functions .

Operational and Strategic HR:

6. As the next stage of the implementation of a flexible operating model, built around a "business partnering" model, this team were co-located in the Trentside Offices at County Hall in February 2012, driving out further efficiencies through economies of scale and efficient , modern working practices as the "proof of concept" of future "ways of working" across the Council.

7. This will support the ability of the service to make a number of planned post reductions at all levels during 2012/13. These will be phased in throughout the year to ensure that the service retains capacity to support the delivery of the Council's corporate priorities.
8. Reductions at Team Manager level will enable the HR service to ensure that its overall management structure is broadly compliant with the Council's organisational design principles.

HR Business Support:

9. As part of the ongoing rationalisation of HR Services, the Group Manager HR cohort has significantly reduced and alongside the implementation of management self service through the BMS, this has significantly reduced the management team's administrative support requirement.
10. The current business support team consisting of three people will be disestablished. One post of HR Business Support Officer will be created to support the new service operating model. This post will deliver Personal Assistant support to the Service Director together with support to key corporate processes, including the Committee system and the Corporate Joint Consultative and Negotiating Panel, as well as the coordination of responses to statutory employee information requirements, including Freedom of Information requests.
11. This revised operating model will ensure that HR Business Support is more closely aligned with the Council's revised business and administrative support model, based on a consistent and equitable approach to the delivery of business support functions to deliver a more efficient operating model to support the rapidly changing needs of the organisation and customers. Also that the structure is more closely aligned to the Council's organisational design principles.
12. The reductions required for 2012/13 in business support and the operational HR team will be made by deletion of vacant posts, redeployment or voluntary redundancy. These are set out in Appendix A.

Learning and Development and Workforce Planning:

13. As part of the overall review of County Council services in 2010 a series of cross cutting reviews were carried out evaluating how common business functions such as Learning and Development and Workforce Planning were undertaken across the organisation. The conclusion of this review was that all the Learning and Development and Workforce Planning activity across the County Council should be integrated into one central function in order to reduce costs, remove duplication, generate efficiencies and ensure a consistent approach in line with the One Council, One Team vision.
14. It was agreed that the newly integrated service would be carried out on a phased basis with an interim structure operating during the first year. The rationale behind this approach was that departmental teams were at different stages of development and at different stages with their learning and development provision. It was

recognised that the priority at the time was to ensure that on-going statutory and service level provision was maintained whilst gradually moving towards a fully integrated model.

15. The first stage involved the integration and rationalisation of existing departmental teams. This achieved the required budgetary saving of £1.14m for 2010/11
16. This has been followed by a further review and rationalisation of resources to move from a more staff intensive delivery led style of training to a more commissioning led approach offering a blended range of learning and development provision to suit different learning styles, be more efficient and cost effective and maximise value for money. This change is consistent with other local authorities and private sector organisations where the move to using e-learning materials and other learning toolkits as the first stage of learning and development provision has been significant. This revision of provision was necessary to contribute to the further required savings for this area for 2012/13 of £1.02m whilst maximising the availability of Learning and Development opportunities for employees to support the roll out of the competency framework and the delivery of strategic priorities.
17. The required savings will be achieved through a combination of a reduction in the budget for the delivery of training and the staffing reductions contained in this report. The staffing reductions will be achieved where possible through unfilled vacancies and voluntary redundancy. The required overall saving of £1.02 m for Learning and Development and Workforce Planning has already been 'top sliced' from the budget with effect from 1 April this year.
18. The revised structure takes into account Nottinghamshire County Council's organisational design principles in relation to tiers of management and spans of control. The revised structure chart for Learning and Development and Workforce Planning are attached as **Appendix B** to this report.
19. The posts that it is proposed be deleted and changed within the revised structures are set out in the table in **Appendix A**.

Other Options Considered

20. A range of proposals have been considered to ensure compliance with organisational design principles; to reflect the corporate business support model and ensure delivery of the required savings across the HR service whilst maintaining the required levels of support to employees and service areas. Following consultation, these proposals are considered to best meet organisational requirements and ensure that the service continues to support front line services to deliver key service and strategic priorities.

Reason/s for Recommendation/s

21. The recommendations will generate the required level of savings and align the managerial arrangements with organisational design principles.

Statutory and Policy Implications

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

Constitutional Comments (KK 9/5/12)

The Corporate Director (Environment & Resources) has delegated authority under SM 1.1 for staffing matters within their area of responsibility, subject to the limitations contained within the Employment Procedure Rules and the Staffing Standing Orders. The proposal in this report is therefore within the scheme of delegation of the Corporate Director.

Financial Implications (MB 01/06/12)

This stage of the restructuring of the HR Division will contribute further savings totalling £781,210.

Equalities Implications

The restructuring of the HR Service will be carried out in accordance with the County Council's employment and equalities policies.

Human Resources Implications (CG 2/05/2012)

Staff and trade unions have been fully informed of the rationale for change and have been regularly and appropriately consulted on changes to the overall HR structure as the process of integration into a One HR Service model has progressed.

The affected staff and the trade unions have been consulted on the specific proposals set out in this report

The Council's established enabling procedures will be applied when making appointments to the new structures.

The proposals will ensure a range of learning and development opportunities continue to be available for employees across the organisation; aligned to meet strategic priorities.

RECOMMENDATIONS

It is recommended that Elected Members approve the changes to staffing structures as set out in the report and attached appendices.

Marjorie Toward
Service Director – HR and Customer Service

For any enquiries about this report please contact: Mandy Steel or Claire Gollin,
Group Managers HR

Background Papers

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

Electoral Division(s) and Member(s) Affected

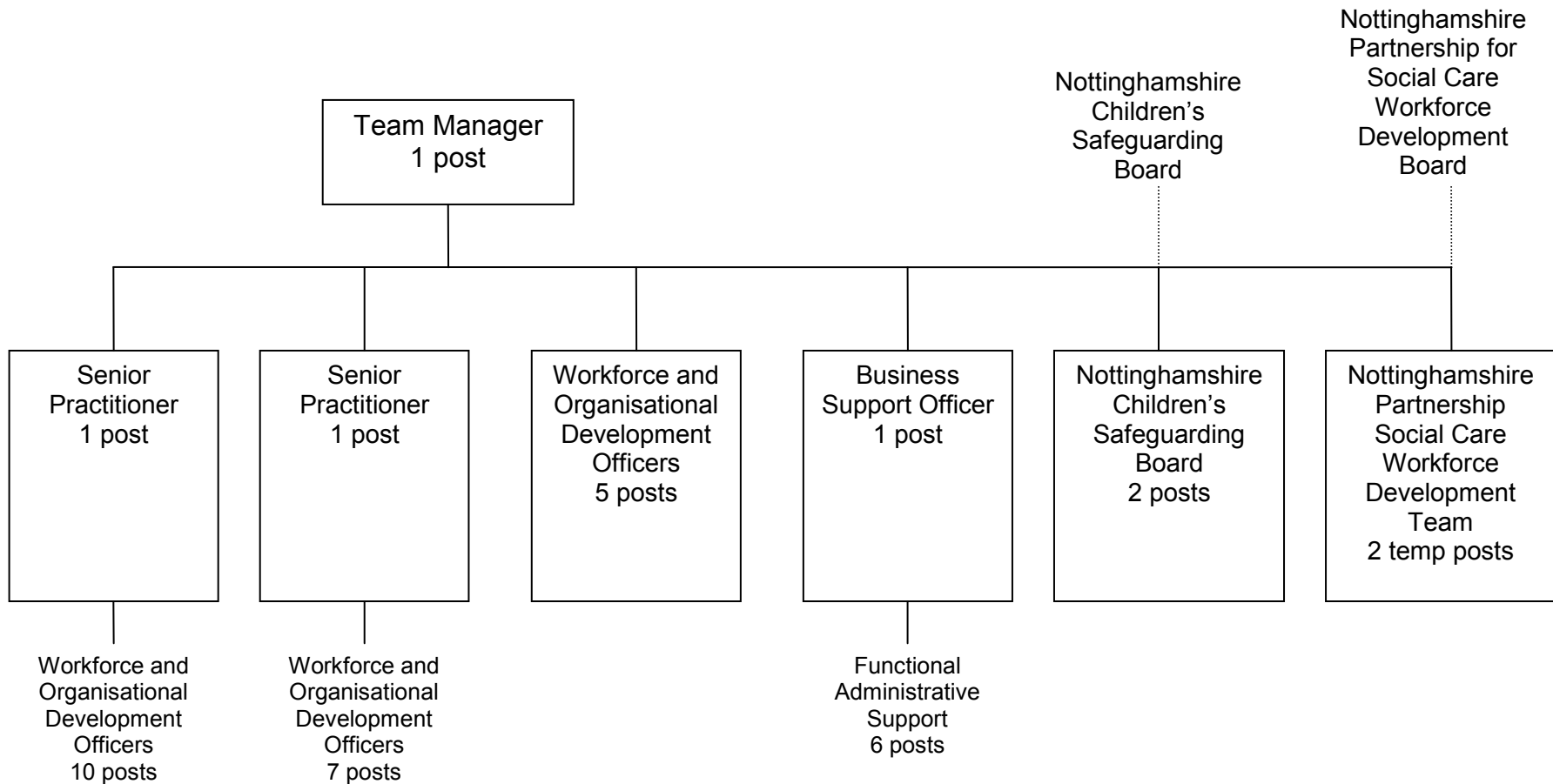
All

Appendix A

Summary of proposed changes:

POST DELETIONS:	FTE	PROPOSED STRUCTURE & COMMENTS
Operational HR and Business support.		
Team Manager Band E	-1	Post to be deleted part way through the year to achieve saving by voluntary redundancy. (6 month saving)
Senior Practitioner Band B	-1	Vacant post to be deleted. (full year saving)
HR Assistant Grade 3	-1	Vacant post to be deleted. (full year saving)
HR Officer (Grade 5)	-1	+ 1 fte Business Support Officer (indicative Grade 4)
PA to Service Director (Grade 4)	-1	
Administrative Assistant (Grade 3)	-1	
Saving £141,210 (inc 25% on costs)		
Learning and Organisational Development and Workforce Planning and Development		
Team Manager Workforce Planning – Band D	-1	
Senior Practitioners – Band C	-2	
Learning and Development and Workforce Planning Officers – 23 .5 Band B, 2 Band A, 2 Grade 5, 2 Grade 4, 2.5 JNC Youth Worker	-10	Workforce Development Officers – 15 Band B, 3 x Band A, 1 Grade 5 (indicative), 1 Grade 4 (indicative), 2 JNC Youth Workers
Functional administrative support- 4.2 Grade 4 , 6.8 Grade 3, 1 Grade 2	-5	Functional administrative support – 1 Grade 5, 6 x Grade 3
Saving £640,000 (inc 25% on costs)		

WORKFORCE AND ORGANISATIONAL DEVELOPMENT



REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND CORPORATE SERVICES

WORK PROGRAMME

Purpose of the Report

1. To consider the Committee's work programme for 2012/13.

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.
5. A further element of transparency is reports from officers on the activity of working groups which relate to this committee's terms of reference. The committee is requested to consider whether it wishes to receive reports on the following groups on which officers are represented:

<u>Name of Group</u>	<u>Background Information</u>
Compliance Board	To review compliance and progress against Health and Safety legislation, monitor H&S performance and maintain action plans to rectify and deal with issues (legislative responsibility and accountability lies with Management on this issue). Chaired by Corporate Director, Environment and Resources.

6. It is also expected that the committee will wish to receive regular reports on outside bodies. Administration Committee, which has overall responsibility for outside bodies, will decide which outside bodies should report to which committees. There will be a report to a future meeting about this.

Other Options Considered

7. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

- 1) That the committee's work programme be noted, and consideration be given to any changes which the committee wishes to make;
- 2) That the committee indicate which operational activities it wishes to receive regular reports on;
- 3) That the committee determine which officer working groups it wishes to receive reports on.

Jayne Francis-Ward

Corporate Director, Policy, Planning and Corporate Services

For any enquiries about this report please contact: Keith Ford, Senior Democratic Services Officer

Constitutional Comments (SLB 30/04/2012)

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

Financial Comments (PS 2/5/12)

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

Background Papers

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

- a) Report to County Council – 29 March 2012 (published).

Electoral Division(s) and Member(s) Affected

All

PERSONNEL COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Author</u>
September 2012				
Revised Performance Management Procedure		Decision	M Toward	Gillian Elder
Quarterly sickness absence reporting (quarter 1)		Information	M Toward	Claire Gollin
Headcount figures and numbers of redundancies		Information	M Toward	TBC
Quarterly Progress Report	Review of performance (Apr – Jun).	Information	Various	
Facilities Management	Key Issues	Information	Kevin McKay	
Summary of senior officer redundancies (if required)		Information	M Toward	Bev Cordon
Redundancies – title TBC			M Toward	
November 2012				
Quarterly sickness absence reporting (quarter 2)		Information	M Toward	Claire Gollin
Quarterly Progress Report	Review of performance (Jul - Sep).	Information	Various	
Schools Catering – key issues	Key Issues	Information	Kevin McKay	
Summary of senior officer redundancies (if required)		Information	M Toward	Bev Cordon
January 2013				
Review of Pay Policy Statement and recommendations for consideration by full Council		Information and decision	M Toward	Claire Gollin

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Author</u>
in March				
Quarterly Progress Report	Review of performance (Oct - Dec).	Information	Various	
Facilities Management	Key Issues	Information	Kevin McKay	
Summary of senior officer redundancies (if required)		Information	M Toward	Bev Cordon
March 2013				
Headcount figures and numbers of redundancies		Information	Information	TBC
Quarterly sickness absence reporting (quarter 3)		Information	M Toward	Claire Gollin
Summary of senior officer redundancies (if required)		Information	M Toward	Bev Cordon

Dates and Deadlines for Personnel Committee

<u>Report deadline</u>	<u>Date of pre-agenda</u>	<u>Agenda publication</u>	<u>Date of Committee</u>
24 May 2012	21 May 2012	1 June 2012*	13 June 2012
4 September 2012	10 September 2012 – 2pm	18 September 2012	26 September 2012
30 October 2012	5 November 2012 – 2pm	13 November 2012	21 November 2012
7 January 2013	Wednesday 9 January 2013 – 2pm	15 January 2013	23 January 2013
26 February 2013	4 March 2013 – 2pm	12 March 2013	20 March 2013

*Early due to Bank Holidays

REPORT OF GROUP MANAGER CATERING & FACILITIES MANAGEMENT

SCHOOL MEALS SERVICE

Purpose of the Report

1. To inform and update the Personnel Committee of the current position of the school meals service in Nottinghamshire.

Introduction

2. The School Meals Service is delivered in a variety of ways across the County. With delegated budgets to a school / academy level, the choice of provider is made by individual head teachers and governing bodies. This provides schools with the choice of buying a service from the authority, procuring a private contractor or managing the service in-house. Appendix 1 provides the service market share in 2009 and the current position. The service is predominantly provided by NCC Catering Service with a marginal trend shift to self-management in the last few years. The 95% of primary & special schools supplied by the authority are maintained by a group buy-back arrangement i.e. all delegated monies are returned to the service along with the responsibility of delivering the service within the available budget allocation. Self-managed schools, secondaries and academies have full catering budget delegation. Where the service is provided by the authority this is on a full cost recovery and commercially run basis with any end of year surpluses being returned to the school. The authority also provides a chargeable advisory and audit service for self-managed or contracted out catering services.

Statutory Responsibilities & Meal Prices

3. A statutory responsibility exists for governing bodies to supply a meal to pupils in receipt of free meals together with a suitable environment for pupils to consume food brought from home. It is not a statutory requirement to provide a paid hot meal service however with the exception of one recent Academy all schools in Nottinghamshire do. Meal prices are set by individual schools with the exception of primary and specials who buy-back into the group supplied service which is determined on annual basis. This is currently £2 for a two course meal and has been since the Autumn Term of 2010 and is likely to remain at this level for the financial year 2012/13. If a hot meal is provided then this has to comply with a set of 14 nutritional components averaged over a 15 day cycle menu. Statutory

responsibilities also exist in meeting the Food Safety Act, Health and Safety and other regulations concerning equipment, chemicals and premises.

Other catering services in schools

4. **Milk** is supplied free to all pupils under 5 and to pupils in receipt of free meals aged between 5 & 7. Paid for milk is also available in all primary and special schools for pupils aged 5-11 (11-18 in special schools). The government subsidised paid milk price is currently £12 per term (approx 18p per day) and delivered and managed via an outsourced arrangement with CoolMilk. The full cost of Under 5's milk is recovered from the government's nursery milk unit. The free milk to 5-7 year olds in receipt of free meals approximately £80k per year is funded indirectly by schools.
5. **Additional services** are provided for breakfast, mid-morning breaks, after school clubs, cookery clubs, teacher training days and other community events.

N.C.C Service provided 2011/12 Outcomes

6. **Financial** – Targets set for the year included maintaining the meal selling price for Primary & Special Schools at £2.00 per meal and eliminating the requirement for a Council Subsidy introduced in the 2009/10 financial year to cover the additional pay costs. There was also a target set for a financial return of £246k to Secondary Schools. These targets were met with a return to schools of £350k and an overall surplus of £422k and recovery of NJE costs through efficiencies and savings. This was achieved by targeting to individual schools, controlling costs, an increase in meals sales and a 30% reduction in management costs. The selling price has remained the same since the Autumn Term 2010. Some of this year's generated surplus will be invested into service development and improvement in school kitchens and dining rooms.
7. **Meal Sales – Appendix 2** Shows a 3 year trend on performance in relation to overall take-up of free meals in primary and secondary schools against entitlements and the overall meal take-up performance. It should be noted that pupils are encouraged to register their entitlement even if they don't necessarily wish to have a meal. Emphasis is placed by the service on ensuring pupils who are registered do have a meal. These percentages generally mirror both the East Midlands and National trends which are averaged at 80% in primary schools and 69% in secondary schools.

Overall meal sales in both primary and secondary schools have shown a significant increase in 2011/12 recognising the targeted approach to addressing locally based issues and helped by the selling price freeze. Take-up performance for self managed and private contractor provision for this year is not yet available.

- 8. Customer Satisfaction** – In November 2011 a survey was undertaken to every pupil in primary and special schools with the catering service managed by the authority. The purpose being to ascertain what pupils and parents thought of the service and if they didn't have a meal what were the main reasons. From the 53,000 surveys that were sent out responses were received on behalf of 10,000 pupils. Completed copies were returned, an 18% response rate should be regarded as extremely high as the average response rate for direct mail is typically 3%. 75% of the responses came from parents/children who currently have school meals and 25% from those who don't. Results from the existing service users was extremely positive with 93% rating every element at least average and above and 65% rating all elements as above average.

Service from the catering staff was the best rated with over 80% rating the service as 'good' or 'very good', 'value for money' received 74% rating the service as 'good' or 'very good'. Also rated as 'good' or 'very good' was the food itself, again scoring highly with, overall taste (75%), quality of ingredients (73%), variety of food (78%), and presentation of food (65%).

On surveying parents whose children currently don't have school meals, the main reason given was 68% saying because their 'child has a cooked meal at night', after this the main reason was 38% stating 'cost'.

Overall conclusion from the results are extremely positive in regard to the actual business and service delivery, with existing service users rating all elements of the service highly. The detailed responses have provided a better insight into where improvements can be made or where their consistent concerns/issues at specific schools. These are being reviewed and analysed by the service to determine how they can work best with the schools to make these improvements.

- 9. Food Procurement and local supply** – Frozen and grocery goods are supplied by a national contract which is procured in conjunction with other service areas across the County and the City thereby maximising the values. For the last four years the service has been actively engaged with the local supply food chain both at farmer and wholesaler level. This process has been substantially enhanced by the re-introduction of fresh meat into schools from a 15 year period of using frozen. Over 70 % by volume of food on the plate is now sourced from Nottinghamshire or the East Midlands and represents a value of £1.25m. The Authority has the Silver accreditation under the Food for Life programme, which ensures that no undesirable food additives or hydrogenated fats, meat supplied is from farms which meet UK welfare standards, 75% of dishes served are freshly prepared, that menus are seasonal and other food related criteria.
- 10. Healthy Eating** - Supporting this agenda remains a high priority for the Authority. The linkages between food consumed, longer term health and academic achievements have been proven by various studies in recent years. For the last 8 years the service has been running a variety of healthy eating

initiatives. These include running cookery clubs for pupils and parents, visits to farms, menu planning days, recipe testing and supporting school council forums. Additionally there is a requirement for meals served to meet a standard of 14 minimum and maximum nutrients.

Scrutiny Review

11. A joint member scrutiny review was conducted in 2009 with an emphasis on increasing the take-up of school meals. The main recommendations were the introduction of an electronic payment method for school meals, combining all school food associated services within one department, removing plastic meal trays, reduced meal prices or provide free meals for all Key Stage 1 Children and examine in detail services in schools with less than a 35% take-up (below County average). With the exception of reducing meal prices or providing free meals for all key stage 1 pupils, the others have either been implemented or due to their nature continue to require ongoing implementation. For example by the summer of 2012 it is anticipated that 30% of schools will have an online payment system. Changes to lunchtime arrangements are conducted in conjunction with schools and an increasing number are moving away from a counter type service to the more traditional family service style bringing with it a less rushed approach to the lunchtime experience. The combining of the work carried out across two departments has resulted in a financial saving of £200k per year and has had little impact on schools who continue to require some support, which is provided, where they are providing the service themselves.

The future

12. Support for a hot meal service by schools and parents in Nottinghamshire remains extremely positive. Services bought by schools and academies will continue to be closely examined to ensure that it is providing value for money and more importantly delivering the quality of service they require. Investment is being made into a quality management system that will provide a closer inspection, standards maintenance and improvement approach. The financial support from the government of £610k in the form of the schools lunch grant is helping to ensure the viability of the school meals service as well as maintaining the quality of food being served without the need to increase the selling price. Changes are expected shortly concerning the outcome of a review of free meal eligibility under Universal Credit System being introduced in 2013. It is anticipated that a report will be brought to this committee when the impacts are known.

Other Options Considered

6. Report for information.

Statutory and Policy Implications

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

RECOMMENDATION

8. That this report is noted.

Name of Report Author – Kevin McKay

Title of Report Author – Group Manager Catering & Facilities Management

For any enquiries about this report please contact: Kevin McKay tel 0115 977 4369

Background Papers

Scrutiny Report.

May 2011 School Meals Survey Results

Electoral Division(s) and Member(s) Affected

Nottinghamshire

Market Share Breakdown 2009

	Primary	Special	Secondary	Total	%
	No of Schools				
NCC (Communities)	270	8	33	311	91.5
Private Sector	0	2	3	5	1.5
Self managed	12	1	11	24	7.0
Total	282	11	47	340	100

Market Share Breakdown 2012

	Primary	Special	Secondary	Academies	Total	%
	No of Schools					
NCC (E&R)	265	8	17	16	306	90.2
Private Sector	0	0	2	1	3	1
Self managed	12	3	5	10	30	8.8
Total	277	11	24	27	339	100
<i>Self-managed supplied support</i>	8	1	3	3	15	50

