

**REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN  
RESOURCES****REVIEW OF NOTTINGHAMSHIRE COUNTY COUNCIL'S PARTICIPATION IN  
LEONARD CHESHIRE CHANGE 100 INTERNSHIP PROGRAMME****Purpose of the Report**

1. To provide Members with a review of the Council's participation in the Leonard Cheshire Change 100 Internship Programme and to seek approval for continuing participation in the scheme from 2018 onwards.

**Information****Background**

2. As part of its Workforce Strategy, the Council has a strategic aspiration to be both an employer of choice and also to ensure that it treats people fairly.
3. The annual Workforce Profile report presented to Members at the Personnel Committee on 27 September 2017 identified some key actions for improving inclusivity across the workforce, including young people aged 16-24 and people with a disability, to encourage employment with the Council.
4. As part of the Council's wider approach to attracting local graduates into the workforce, and thereby contributing to commitment 4 of the Council Plan; (Nottinghamshire has a thriving jobs market), the Council partnered with the national Leonard Cheshire Disability Organisation to participate in its Change 100 programme.
5. The Change 100 programme aims to bring together talented disabled students and graduates to take part in a three month paid work experience internship. The programme includes mentoring within the workplace and support to the individual interns via the national Leonard Cheshire Organisation.
6. The scheme was first launched nationally in 2014 with 7 employing organisations involved. Nottinghamshire County Council was approached in 2016 to participate in the June 2017 intake and initially offered to pilot the programme with three internships undertaking placements identified as appropriate in the following service areas:
  - HR Workforce Planning and Organisational Development team (Resources Dept.)
  - Complaints and Information team (Resources Dept.)

- ASCH Transformation team (Adult Social Care and Public Health Dept.)
7. A team manager was allocated to each intern from within the service area concerned, along with a mentor selected from the Council's Coaching Network. This approach helped to engage managers in the programme and provide them with guidance and tools to enable them to support employees with a disability.
  8. The Change 100 programme undertook a recruitment and assessment process in January 2017 to attract suitable candidates to the scheme. A matching exercise was then undertaken to identify suitable candidates for the identified vacancies within the Council. The Council was provided with the opportunity to meet with a representative from Leonard Cheshire to discuss the reasonable adjustments that were required for each of the candidates and to provide generic information regarding employees with disabilities.
  9. The three interns commenced their placements in June 2017 through to September 2017 and experienced a number of different aspects of the Council's day to day business including attendance at Committee Meetings, Full Council and they also benefited from opportunities to meet with both the Chief Executive and the Leader of the Council.
  10. During their placements the interns were provided with opportunities to work on specific projects that would contribute to the outcomes of their placement teams. This included the development of the use of infographics relating to HR and WP&OD performance measures, embedding new processes in the ASCH department to provide a quality assurance framework that will enable peer reviews of support plans to be embedded across Adult Social Care, and developing a risk assessment process for categorising and reporting data breaches, including the development of an online form.

## **Evaluation**

11. All three projects undertaken by the Change 100 interns have contributed to improvements in data collection and the production of performance information in a more streamlined and user friendly way. The success of these projects has provided a real return on investment in relation to the cost of the Council's participation in the programme.
12. Work has been undertaken to evaluate the impact of the Change 100 pilot programme and the benefits of the Council's continued participation. The interns brought a modern skill set to the teams they were placed in and shared their knowledge and expertise with established team members particularly in relation to digital skills and the use of social media.
13. The evaluation feedback received from Placement Managers and the Interns themselves was very positive. It provided an opportunity to comment on what they thought had been successful about the programme, and make suggestions for continuous improvements. Most of the areas for improvement related to the running of the scheme by Leonard Cheshire and have been addressed by the Council through the feedback session. For example, one of the points raised was that more details about the interns should be made available to placement managers in order to ensure potential risks were identified and effectively managed throughout the placement. Leonard Cheshire responded positively to our request for this and will be building it into the programme for 2018 for all employers.

14. The interns also provided feedback on their placements to the Corporate Equalities Group and to the Corporate Leadership Team where they identified positive outcomes and indicated that the inclusive culture of the County Council has enabled them to make a success of their placement and that they would recommend placements and employment opportunities with the Council to other young people with disabilities.
15. The Group Manager - Human Resources, along with officers from the Workforce Planning and Organisational Development team held a conference call with representatives from Leonard Cheshire to offer feedback on the quality of the input from their organisation and the Council's own evaluation of the impact of the programme, including the value for money offered. This included areas for future development of the programme which Leonard Cheshire have agreed to implement.

### **Future participation in the programme**

16. Participation in the Change 100 scheme in future years would further support the strategic workforce planning objectives set out in the Workforce Strategy, building on the Council's positive reputation as an employer of choice and a healthy organisation which supports all employees to realise their full potential.
17. Ongoing commitment to participation in the programme and further developing the Council's involvement could also assist the Council with its aim to improve the diversity profile of its workforce, encouraging young people with disabilities to join, progress and remain in the workforce.
18. Continued participation in the Change 100 scheme will require departmental commitment of line management time and input within the team hosting the placement. It is also anticipated that mentoring support continue to be provided to support the interns' personal and professional development.
19. It is therefore proposed that the Council continues to engage with the scheme and grows its commitment in a structured manner. The initial target of a minimum of four interns, one intern per service department, for the 2018 intake is proposed.

### **Other Options Considered**

20. Given the specific nature of the scheme no other options were considered as the Leonard Cheshire Programme is unique in its focus on graduates with disabilities. The programme is one of a number of the ways in which the Council can build its reputation as an employer and attract future talent from the widest possible pool and it compliments other workforce planning and development initiatives in place or being actively considered for implementation.

### **Reason for Recommendation**

21. To seek approval from Personnel Committee to continue with an expanded participation in the Change 100 programme to enable the Council to make progress against the key actions identified in the 2017 Workforce Profile Report and to contribute to the Council's wider workforce planning objectives relating to talent management and succession planning.

## **Statutory and Policy Implications**

22. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, 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, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

## **Data Protection and Information Governance**

23. The data in this report and the associated appendix cannot be attributed to individual employees and therefore protects their privacy.

## **Financial Implications**

24. The Council's involvement in the Change 100 programme required a placement fee to be paid to Leonard Cheshire of £3250 per intern. As this is a paid internship programme, the costs of salaries and on-costs for the three interns totalled £14,262. All interns were paid at the National Living Wage Foundation rate as required of employers by Leonard Cheshire to participate in the programme. The host service budgets have been used to fund the placement costs during the pilot and it is proposed that this approach continues. Therefore no additional funding is required.

## **Human Resources Implications**

25. Responsibility for all placement planning arrangements have been undertaken by the Council's Workforce Planning and Organisational Development team.

26. Continued participation enables the Council to promote itself as an employer of choice to encourage underrepresented groups into the Council and the wider local government sector. Involvement in a scheme specifically targeted at graduates with disabilities also contributes to the recruitment of younger employees into the Council as part of its wider refocussed talent management strategy.

27. Trades union colleagues are very supportive of this initiative and hopeful that the Council continues to develop its association with Leonard Cheshire. Trades union colleagues have commented that "the positive reputation the Council has in employing and giving individuals with a disability every opportunity to reach their full potential should be recognised and applauded".

## **Public Sector Equality Duty Implications**

28. Participation in the Change 100 programme and achievement of a number of the key actions identified in the 2017 Workforce Profile report would support compliance with this duty.

## **RECOMMENDATION**

- 1) It is recommended that Members agree to the Council's ongoing participation in the Change 100 Programme, with an initial target of 4 interns for 2018/19.

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### **Constitutional Comments (GR 05/01/18)**

29. Pursuant to the County Council's Constitution the recommendations contained within this report fall within the delegated authority to the Personnel Committee for consideration.

### **Financial Comments (SES 05/01/18)**

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

### **HR Comments (CLG 23/10/17)**

31. These are included in the body of the report. The recommendations support the Council's strategic workforce planning objectives and will encourage a more diverse workforce.

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

- None

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

- All