

Personnel Committee

Wednesday, 13 March 2019 at 11:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 30 January 2019 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Sickness Absence Performance Trends and Ongoing Action for Improvement | 7 - 26 |
| 5 | Staffing Resource for the Local Government Pensions Scheme – Guaranteed Minimum Pension Reconciliation Project with HMRC | 27 - 32 |
| 6 | Business Support Review Programme | 33 - 40 |
| 7 | Work Programme | 41 - 44 |

Notes

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

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Sarah Ashton (Tel. 0115 977 3962) or a colleague in Democratic Services prior to the meeting.

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



Minutes

Meeting **PERSONNEL COMMITTEE**

Date **Wednesday 30 January 2019 (commencing at 10.30am)**

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Neil Clarke MBE (Chairman)

Richard Butler
Maureen Dobson
Errol Henry JP
Rachel Madden
John Ogle

John Longdon
Sheila Place
Steve Vickers
Jonathan Wheeler
Yvonne Woodhead

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Group Manager – HR
Helen Richardson	Senior Business Manager - WPOD
Sarah Stevenson	Group Manager for Business Services Centre

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 28 November 2018, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

Membership changes:

Councillor John Longdon replaced Councillor Keith Walker for this meeting only. Councillor Richard Butler replaced Councillor Gordon Wheeler for this meeting only and Councillor Rachel Madden replaced Councillor Helen-Ann Smith for this meeting only.

3. DECLARATIONS OF INTEREST

None.

4. WORKPLACE BUDDY SCHEME - UPDATE

RESOLVED 2019/01

- 1) That the Workplace Buddy Scheme and communication to employees to promote the developing scheme be approved.
- 2) That the Committee agrees to receives a further report in six months' time on the wider support provision including the Workplace Buddy Scheme.

5. GENDER PAY GAP - UPDATE

RESOLVED 2019/02

- 1) That the publication on the public website of the Gender Pay Gap information as set out in appendix 1 be approved.
- 2) That the action plan in appendix 2 be agreed, and that this be discussed further at Corporate Equalities Group.
- 3) That the Committee agrees to receives an annual report on the progress reference to closing the gender pay gap within the Council.

6. BUSINESS SERVICES CENTRE PROPOSALS FOR DELIVERY OF SAVINGS FROM 1 APRIL 2019

RESOLVED 2019/03

That the deletion of the following posts at the Business Services Centre from 1 April 2019 to deliver a further savings of £152,372, be approved

- 1 Senior Practitioner Organisational and Position Management
- 1 BSC Account Manager
- 2 BSC Account Manager

7. LEADERSHIP DEVELOPMENT PROGRAMME - UPDATE

RESOLVED 2019/04

- 1) That the use of the Apprenticeship Levy to fund the proposed leadership and management qualifications element of the leadership development programme, be approved.
- 2) That the Committee agrees to receive further information on progress being made with the programme in six months' time.

8. WORK PROGRAMME

RESOLVED 2019/05

That more dates to be added to the work programme once the 2019/2020 diary had been approved and a brief update in the May meeting regarding the Apprenticeship Levy if there are changes to the National position, be accepted.

The meeting closed at 11.17am.

CHAIRMAN

13 March 2019**Agenda Item: 4****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****SICKNESS ABSENCE PERFORMANCE TRENDS AND ONGOING ACTION
FOR IMPROVEMENT****Purpose of the Report**

1. a) To update Members on quarterly performance information, **as at 31st December 2018**, in relation to levels of sickness absence across the directly employed Nottinghamshire County Council workforce.
- b) To ask Members to agree the Council's absence target for 2019/20.
- c) To seek approval for ongoing actions to further understand reasons for sickness and therefore reduce absence levels.

Information**Background**

2. This report sets out the latest available sickness absence figures and the actions being taken by the Council to continue to improve the health and wellbeing of its employees with an aim to further reduce these to make sustainable progress towards the achievement of the target of **7.00 days average per employee per annum**.
3. The range of strategic HR, Workforce and Organisational Development and wellbeing interventions and guidance has been extended as detailed in previous reports to this Committee, most recently that we are currently seeking to train a number of volunteer mental health first aiders. The County Council continues to give priority to providing a safe and healthy working environment which maximises workforce productivity and performance, motivates and engages all employees and actively promotes a culture of positive mental and physical wellbeing at work.
4. Absence levels and related trend data provide an indicator of how well the Council is performing in this respect and continue to be used to highlight areas of focus for both service specific and strategic actions to promote employee wellbeing and further develop the employee support package. Included in this report at paragraph 19 is a short case study which demonstrates the importance of targeted action and focus on improvement.

5. This approach has resulted in an overall trend of incremental improvement over recent years although there have been slight increases in the overall recorded level of absence in the most recent quarters.

Performance Monitoring and Trend Analysis

6. The table below shows the quarterly breakdown, by department since January 2017 as a 12 month rolling figure.

	(A) January 2017 to December 2017	(B) April 2017 to March 2018	(C) July 2017 to June 2018	(D) October 2017 to September 2018	(E)January 2018 to December 2018
Adult Social Care, Health	12.99	12.79	12.60	11.76	11.96
Children and Families	10.32	10.89	10.61	10.49	10.54
Place	9.49	9.47	9.03	8.98	9.20
Chief Executive's (prev. Resources)	8.75	9.21	9.21	8.59	8.17
NCC Schools*	6.13	6.34	6.34	6.72	6.79

* Maintained schools only

7. The Infographic in the **Appendix D** to this report illustrates in executive summary the situation as at 31st December 2018, when the headcount of direct NCC employees was 7,488 in relation to:
 - The level of performance against the current Council target and CIPFA national benchmarking data
 - The most significant causes of reported absence across the Council and by department during the quarter
 - The relative distribution of short and long term absence.
8. **The average level of sickness per employee per annum at the end of quarter 3 was 8.50 days overall.** This is an increase of 0.08 percentage points compared to the previous quarter when it stood at 8.42 days.
9. **Appendix B** to this report illustrates that stress and related conditions remain the most prevalent overall reason for absence across the Council and has increased slightly since the previous quarter currently standing at **21.19%** of all reported absence. This is followed by **Other** at **16.43%** and Operations/Post-Operative recovery at **15.68%**.
10. There has been an increase from **23.31%** to **29.03 %** attributed to stress and related conditions in Children and Families which requires further examination. The primary reason for absence in Adult Social Care for this period is **Other** standing at **19.58%** replacing stress at **18.88%** as the primary reason for absence.

11. Stress has been the most significant reported reason for absence in the Chief Executive's department over recent quarters, currently remaining static at **21.93%** for this period. As the restructure effective from July 2018 beds in, it is expected that this figure will have peaked and should improve in the coming months.
12. The Place department continues to be the exception where the most prevalent reported reason continues to be muscular / skeletal injury which increased from **22.22% to 22.82%** compared to stress at **18.64%**.
13. Stress, depression, anxiety, mental health and fatigue also remain the most common overall cause of all absence across the local government sector, the most recent LGA data, comprising of **22.30%** of all absence across the sector nationally and **22.40%** for comparable Councils.
14. At **21.19%** the Council's overall performance reflects its commitment to taking action to prevent and manage stress and related conditions to achieve continuing improvement and continues to compare favourably with other Councils and public sector employers nationally.
15. The next most significant attributed reasons for absence across the Council are operations and post-operative recovery replaced by Other at **16.43%**. The increased use of Other as an absence reason requires further investigation as previously managers inputting absence onto BMS have used it as a default reason and work has previously been undertaken to limit its use.
16. Muscular / skeletal conditions are the third most reported reason but have fallen again this quarter from **12.22% to 11.74%**. This particular downward trend is indicative of the changing nature of the workforce with fewer employees being engaged in physical/manual labour.
17. Absence due to Flu shows a slight decrease this quarter having moved from **9.85% to 9.45%**. It is expected that this figure will increase in the next reporting period as a recognised seasonal trend. Anecdotally it has already been noted that there has been an increase in absence attributable to these symptoms within areas which do not usually experience high levels of short term absence. The next report will contain further analysis on the various reasons for absence to further inform any additional actions required.

Benchmarking

18. Despite the recent increase, overall the level of the Council's current performance continues to compare well against the most recently available benchmarking data for the local government sector. The Council is awaiting updated information from our identified benchmarking sources but the current figures are produced below for ease of reference:
 - The Chartered Institute of Public Finance Accountancy (CIPFA) published data for March 2017 shows that the average for comparable County Councils in the national benchmark cohort is now **8.60 days** (having increased from **8.50 days** at the previous year) and **9.30 days** for all Councils.
 - The most recent annual Local Government Association (LGA), Workforce Survey (March 2018), continues to report an average of **8.70 days** across all local authority respondents.
 - The most recent (May 2018) annual benchmarking report on absence management from the Chartered Institute for Personnel and Development (CIPD), reports the average days

absence reported by respondents across the wider public sector, including Health and Central Government, as **8.50 days** and across respondent private sector services as **6.60 days**.

Case Study – Business Service Centre (BSC)

19. During 2018 the BSC had a focus on reducing its levels of sickness absence and ensuring that the Authority's agreed employment processes and procedures relating to attendance management were robustly and consistently applied. It was noted that between January and December 2017, the full time equivalent days lost at the BSC was **12.4 days**. Due to targeted interventions, this has reduced by just under 25% for the period January to December 2018 to **9.4 days**.

20. This has been achieved through the following actions:

- Local managers working with a dedicated HR Business Partner
- Ensuring that all managers responsible for managing sickness absence were fully briefed and current with the agreed processes and procedures
- Ensuring that all absences were reviewed on a quarterly basis
- Actions included robust completion of Return to Work discussions, undertaking trigger meetings, issuing cautions and where appropriate, taking formal action to deliver the required improvement. Managers have been held accountable for their actions
- This has resulted in a range of outcomes with employees being supported to access a range of services – including counselling, Occupational Health, Access to Work, physiotherapy services – all of which have made a positive contribution toward assisting people to return to work earlier.

21. As a consequence, people have felt more motivated to return to work, understanding that their absence has a direct impact on their colleagues and service delivery. The service will continue to build on this initial improvement by continuing this focused approach into 2019.

Actions for Improvement

22. The ongoing challenge of preventing and significantly reducing stress and stress related absence and enabling employees to improve their resilience and mental wellbeing therefore continues to be a priority of the Council's employee health and wellbeing action planning and delivery, supported by a range of existing initiatives. Members of Personnel Committee have received detailed information on a number of occasions describing our extensive provision to promote good mental health in the workplace.

23. The focus on mental health at work will continue to be a key area on which to focus activity and we continue to work closely with the recognised trades unions to identify and test the effectiveness of the various initiatives in place and develop new approaches and activities to further improve employee health and wellbeing and reduce absence. This includes reviewing the current action plan.

24. The refreshed employee support package on the platform of the Wellbeing intranet page launched in April 2018 provides additional information including how to access the new Workplace Buddies and the Chaplaincy Service.

25. Recent feedback received as part of the consultation on a revised package of terms and conditions has highlighted a number of interesting points around how people are feeling and their view of working for the Council. It is considered important to listen to this information and to provide employees with a further opportunity to express their views.
26. We will continue to explore any suggested additional provision to determine whether there is a benefit to adding to our existing package of support.

Other Options Considered

27. In addition to its overall strategic approach, the Council continues to benefit from the ongoing commitment of the recognised trade unions in considering options to improve employee health and wellbeing. Their active engagement and involvement, and that of the employee support groups, in task focussed, time limited, joint working groups which operate as sub groups of the Central Joint Consultative and Negotiating Panel, are helpful in developing proposals for further consideration by Members. It is also intended to work more closely with colleagues in Public Health to engage their expertise in finite pieces of work which will add to our overarching strategy.

Reasons for Recommendations

28. The recommendations in this report will enable Elected Members to regularly review the current levels of performance and consider potential actions to further reduce the level of absence in order to meet the Council's identified target.

Statutory and Policy Implications

29. 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

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

Financial Implications

31. There is no specific budget allocation to fund the development and delivery of employee wellbeing interventions and initiatives. This is met from within the HR, Workforce and Organisational Development budgets.

Human Resources Implications

32. These are set out in the body of this report. The trades unions continue to be engaged in joint working with managers and HR colleagues to further develop employee health and wellbeing initiatives including joint training and guidance and have commented very positively on joint working with management and the impact of this on staff absence levels.

Public Sector Equality Duty Implications

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

RECOMMENDATIONS

It is recommended that Members:

- 1) Continue to receive updates regarding the revised Employee Health and Wellbeing Action Plan 2018/19 and agree any new additions to the plan.
- 2) Agree to restate the target of 7 days absence for the coming year (April 2019 to March 2020).
- 3) Receive a further report on progress at the final quarter of 2018/19 at May's Committee.

Marjorie Toward

Service Director – Customers, Governance and Employees
Chief Executive's Department

For any enquiries about this report please contact:

Gill Elder, Group Manager HR, on 0115 9773867 or gill.elder@nottsc.gov.uk

Constitutional Comments (KK 19/02/19)

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

Financial Comments (RWK 21/02/19)

35. The financial implications are set out in paragraph 31 of the report.

HR Comments (GME 13/02//19)

36. The human resources implications are set out in the body of the report. Significant activity has been undertaken to develop a comprehensive support package for employees experiencing periods of both physical and mental ill health and this is subject to ongoing review to ascertain the impact of individual measures and the overall package. Where possible if business/service needs allow, employees are actively encouraged to work more flexibly to enable them to have an element of choice in how and when they work which can assist with the management of long term health conditions.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

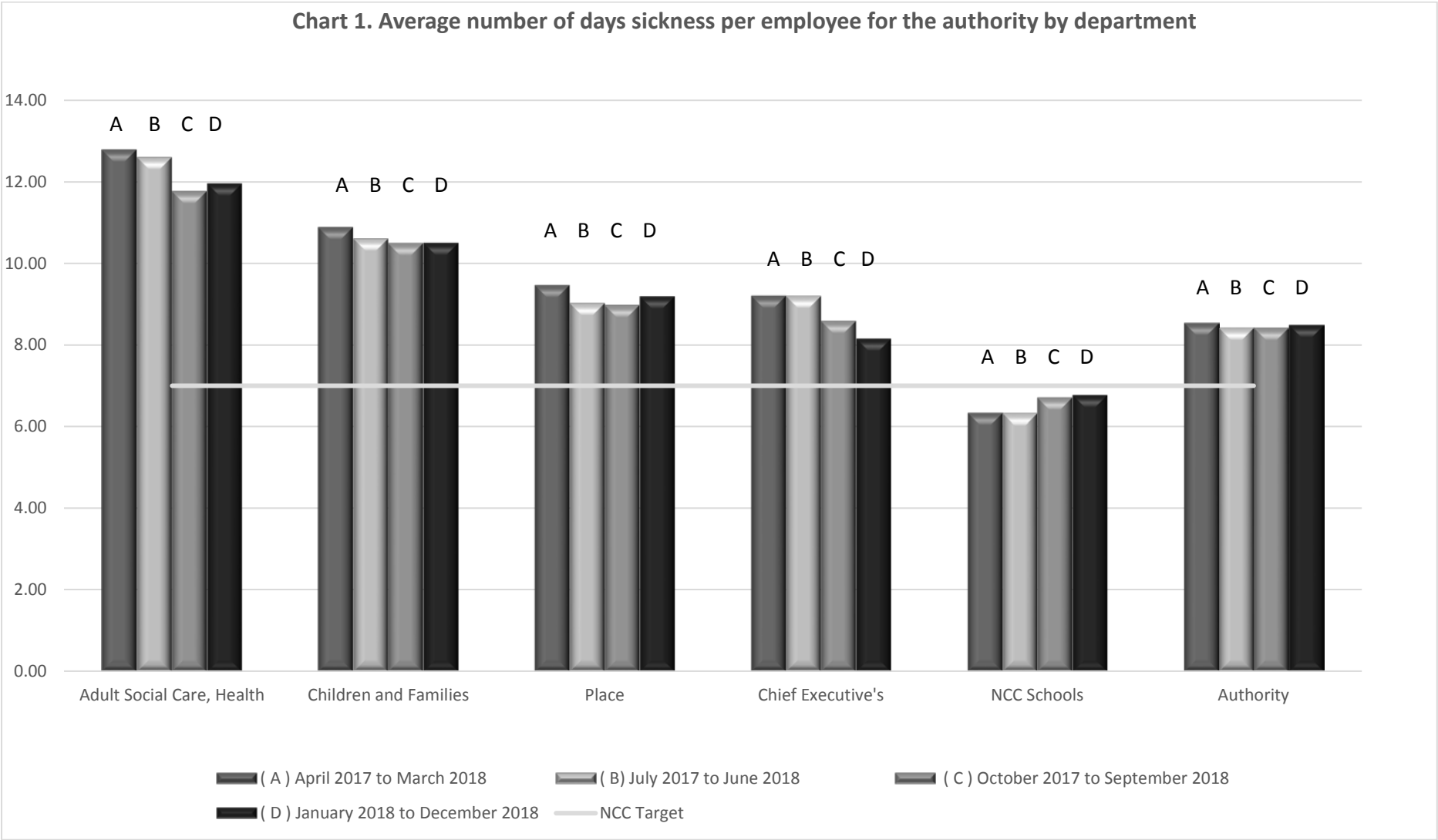


Chart 2 ASCH January to December 2018

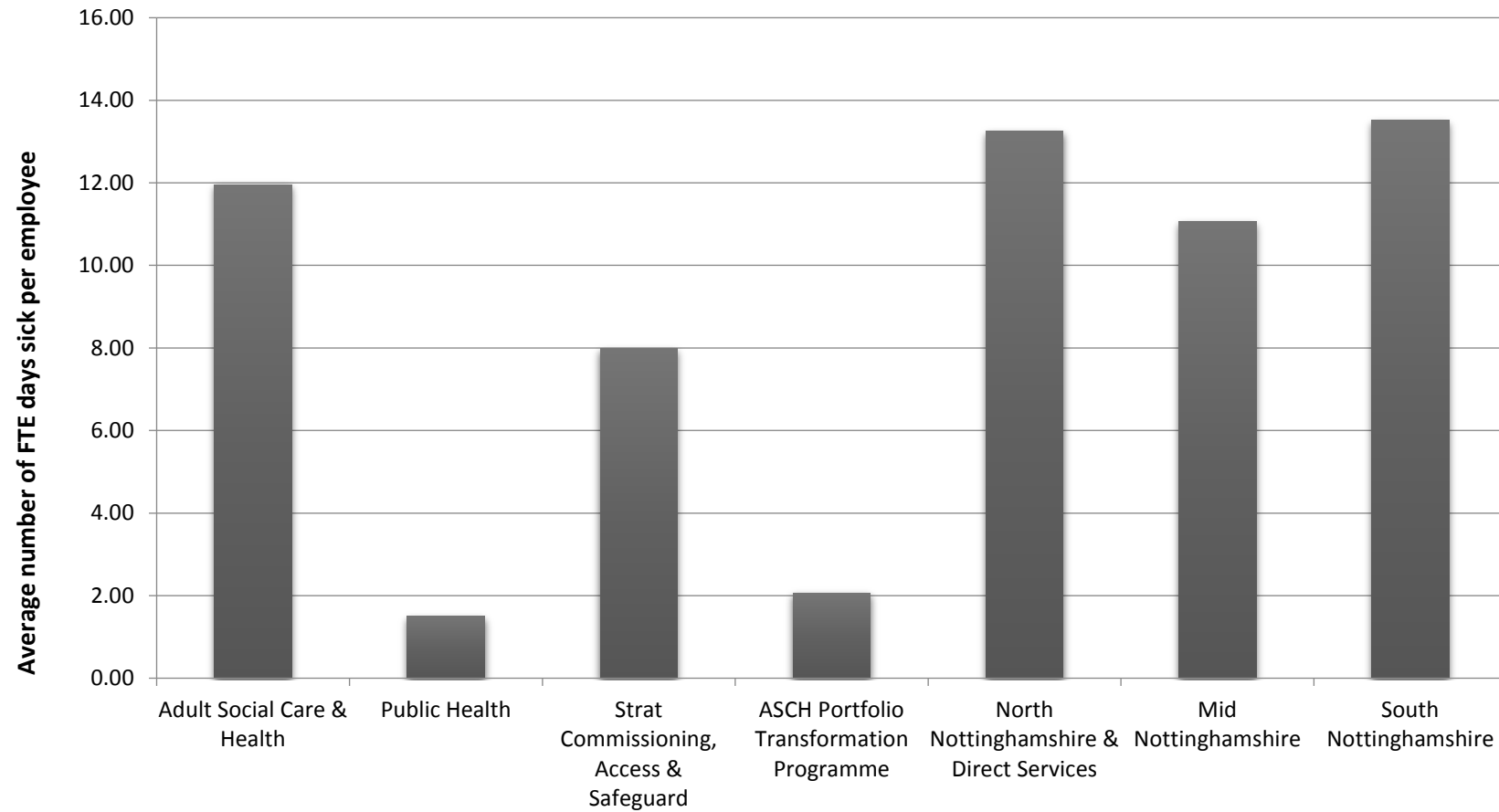


Chart 3 Children and Families January to December 2018

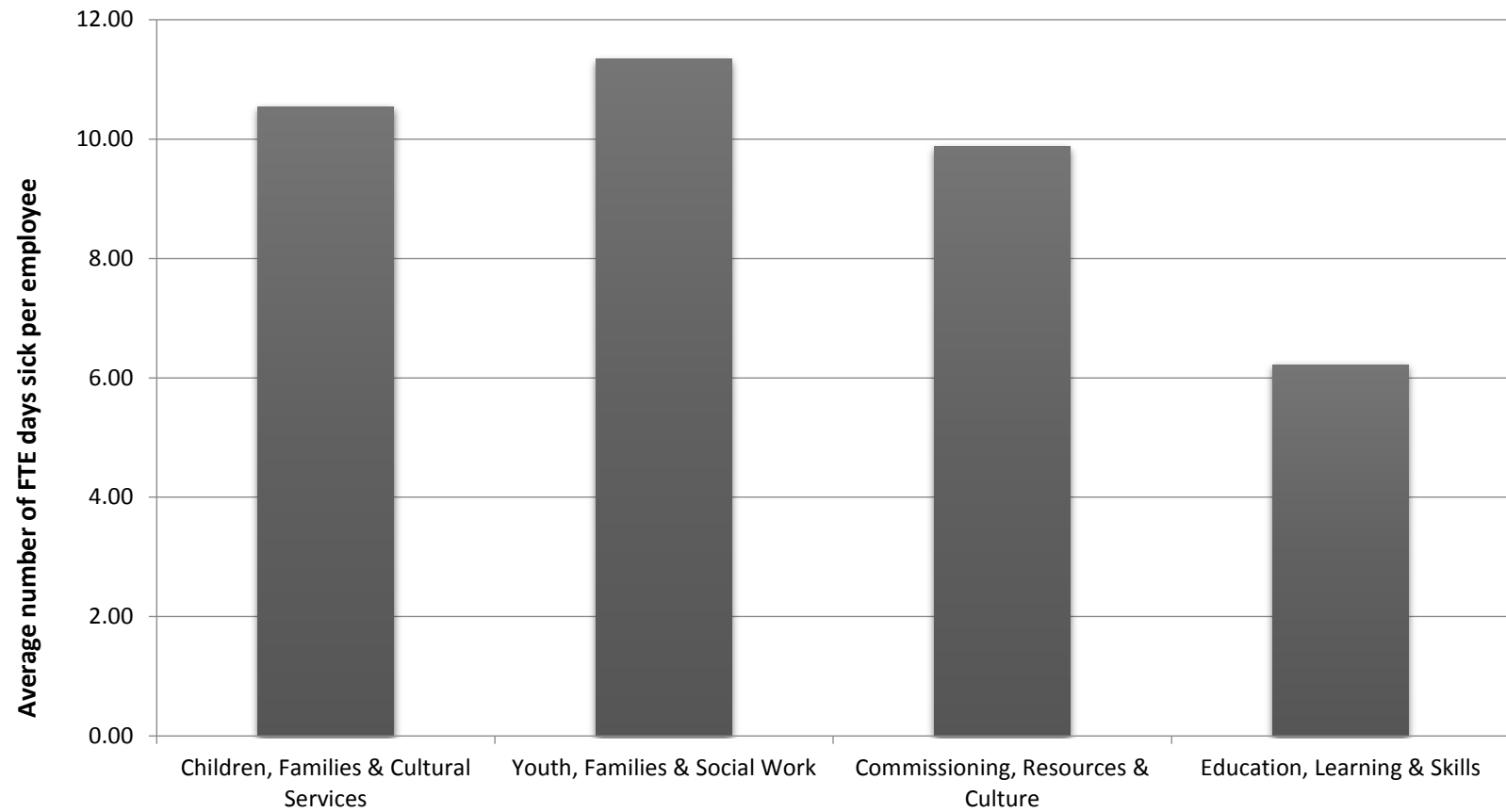


Chart 4 Place January to December 2018

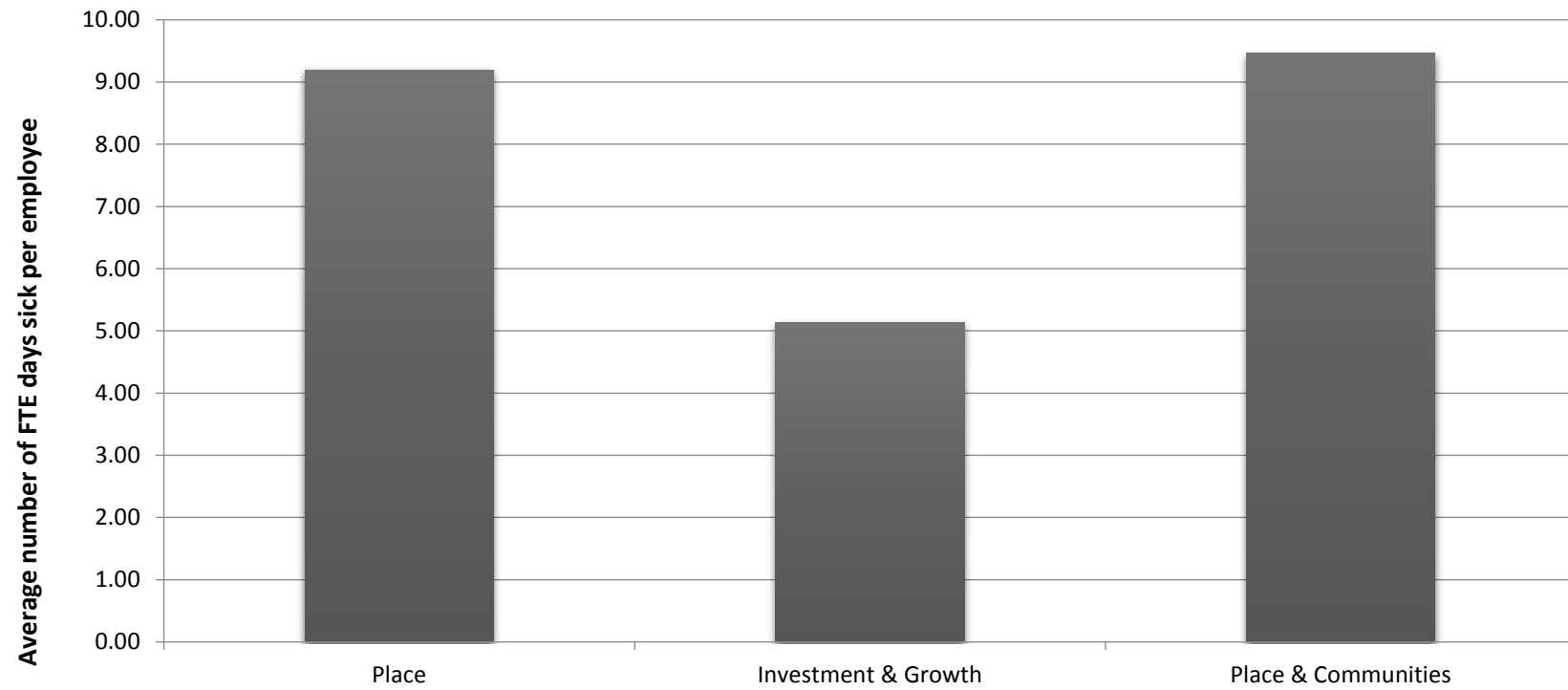


Chart 5 Chief Executive's January to December 2018

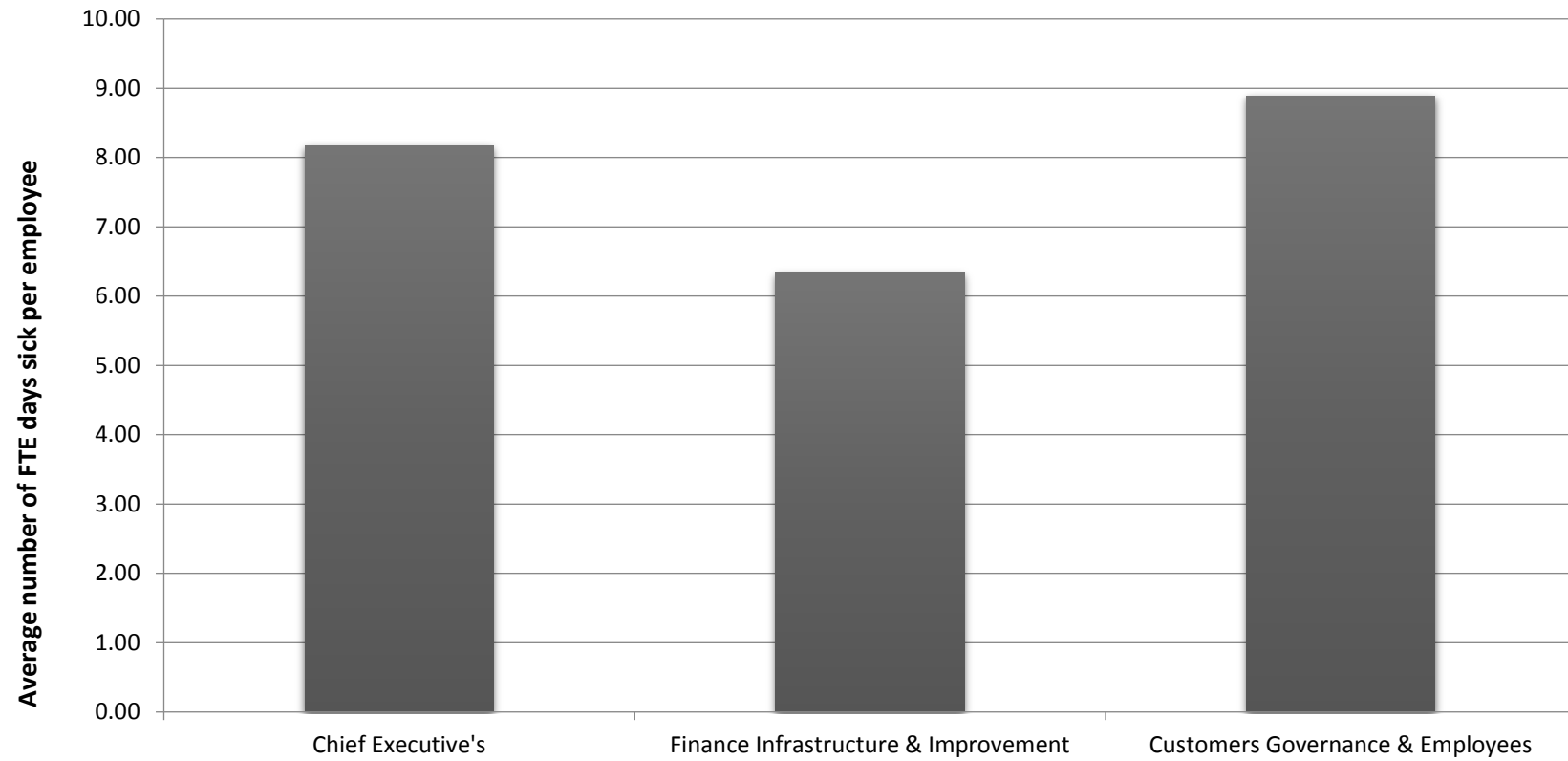


Table 1. Sickness Levels over rolling 12 month basis by Department

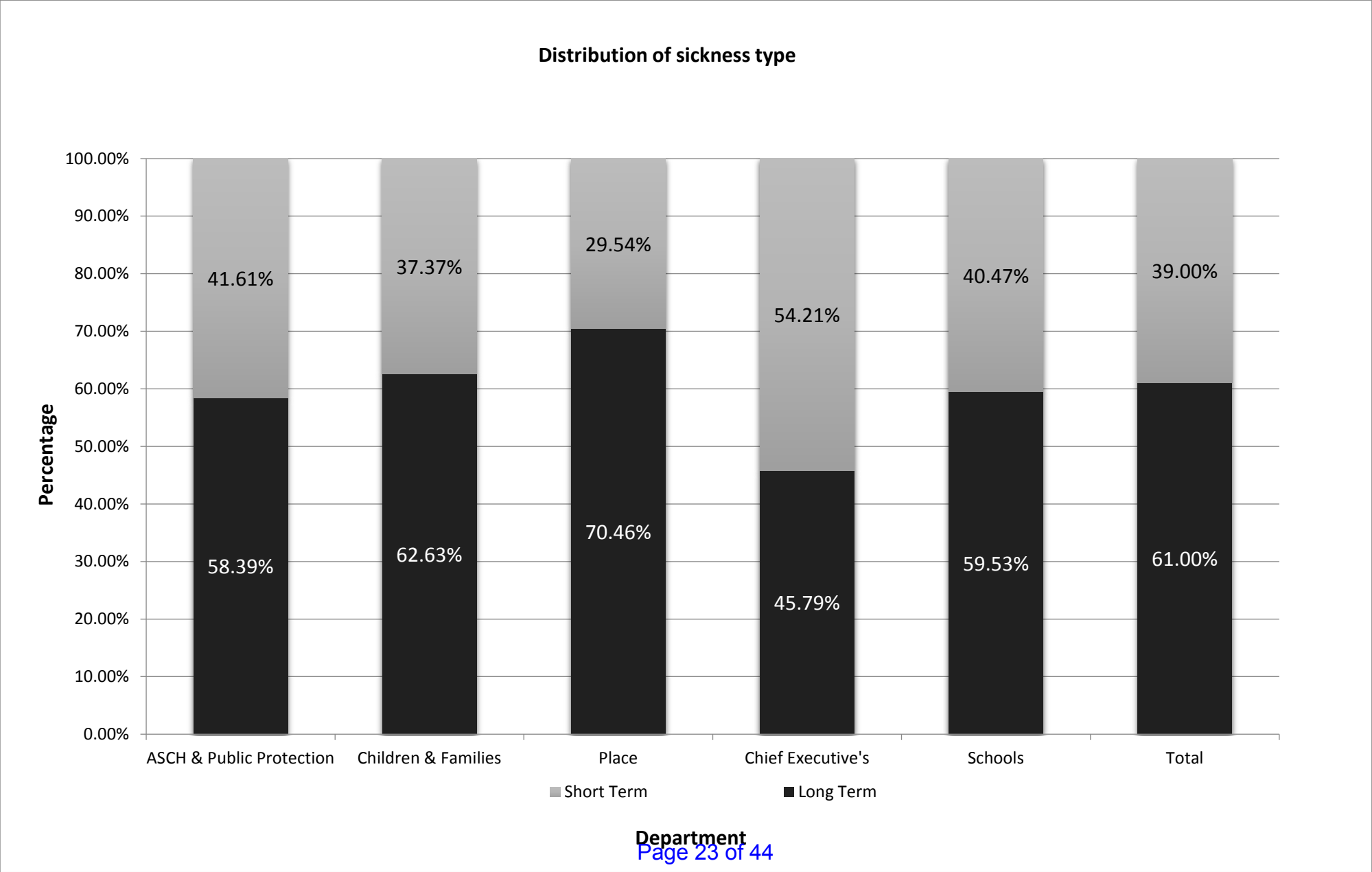
	(A) April 2017 to March 2018	(B) July 2017 to June 2018	(C) October 2017 to September 2018	(D) January 2018 to December 2018
Adult Social Care, Health	12.79	12.60	11.76	11.96
Children Families and Cultural Services	10.89	10.61	10.49	10.54
Place	9.47	9.03	8.98	9.20
Chief Executive's (prev. Resources)	9.21	9.21	8.59	8.17
NCC Schools*	6.34	6.34	6.72	6.79
Authority	8.54	8.42	8.42	8.50

* Maintained schools that use NCC Payroll service

Appendix B

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Terminal Illness	Not assigned
ASCH & Public Protection	4.53%	9.82%	1.81%	3.70%	4.33%	9.82%	11.46%	19.58%	1.35%	2.33%	0.58%	9.28%	18.88%	0.00%	2.51%
Children and Families	3.21%	8.39%	1.80%	1.32%	4.48%	11.59%	12.55%	15.73%	2.02%	2.16%	0.24%	5.40%	29.03%	0.64%	1.45%
Place	3.62%	4.90%	1.20%	4.86%	2.01%	22.82%	16.59%	14.54%	0.95%	2.57%	0.94%	5.49%	18.64%	0.14%	0.75%
Chief Executive's	5.41%	15.10%	2.40%	1.69%	2.56%	5.85%	14.30%	17.80%	0.57%	1.63%	0.88%	8.23%	21.93%	0.71%	0.95%
Schools	4.28%	10.93%	1.78%	0.96%	4.64%	8.07%	18.24%	16.05%	1.76%	2.41%	0.14%	9.49%	20.82%	0.41%	0.02%
Totals	4.13%	9.45%	1.71%	2.35%	3.87%	11.74%	15.68%	16.43%	1.47%	2.34%	0.45%	7.99%	21.19%	0.34%	0.86%

Appendix C: Long and Short Term Sickness



Employee wellbeing and sickness absence performance Q3 2018 - 2019

Corporate performance January to December 2018

61.0%

Long term absence



FTE days on average
per employee per
annum
(Including schools)



0.08 day decrease over the
previous quarter

39.0%

Short term absence



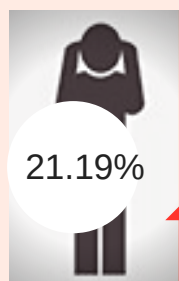
7 days

NCC Target
CiPFA average
8.6 days



Sickness absence

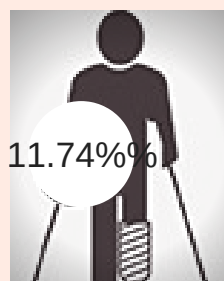
The most common top four causes and trend indicators



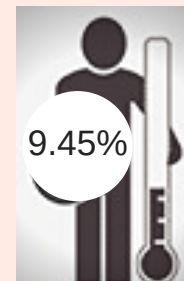
Stress



Op/Post Op
Recovery



Muscular/
Skeletal

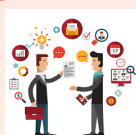


Cold/Flu/
Sore Throat



Main cause for absence
by dept.

STRESS:



C Exec



CFCS

Page 25 of 44
Other



ASCH

Muscular/
Skeletal



Place

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE, AND
EMPLOYEES****STAFFING RESOURCE FOR THE LOCAL GOVERNMENT PENSION SCHEME
– GUARANTEED MINIMUM PENSION RECONCILIATION PROJECT WITH
HMRC****Purpose of the Report**

1. The purpose of the report is to seek approval for the extension of the temporary project manager post within the Pensions Administration Team in order to complete the reconciliation of Pension Records with those held by HMRC.

Information**Background**

2. The reconciliation exercise is a national requirement initiated by HMRC which is impacting on all Public and Private sector Pension Funds who were contracted out of additional state pension.
3. Up until April 2016 contributing members of the Local Government Pension Scheme (LGPS) paid lower rate National Insurance contributions as they were “contracted out” of the Additional State Pension which has previously been known as S2P, the state second pension or the State Earnings-Related Pension (SERPS). LGPS employers also paid reduced rate National Insurance contributions in respect of their employees who were in the LGPS. Contracting out ended from 6 April 2016 as part of the Government’s introduction of a single-tier basic state pension.
4. Between 1978 and 1997 contracting out of the Additional State Pension was undertaken on a Guaranteed Minimum Pension (GMP) basis. This required contracted out pension schemes to offer pension benefits for the period of contracting out that were worth at least as much as the benefits the additional state pension would have provided. Contracted out pension schemes had to record the relevant contracted out earnings for that period and supply HMRC with details of these. HMRC retained a record of contracted out earnings and GMP entitlement for each individual and then advised pension schemes of GMP entitlements when the individuals reach state pension age.

5. There are complex regulations regarding annual inflationary increases to the GMP element of an individual's pension and the dates at which it becomes payable to the scheme member. The Government decided that with effect from 6 April 2016 contracting-out would be abolished, coinciding with the introduction of the new single tier pension, and as a result HMRC are providing a one off service to enable schemes to reconcile the GMP figures they hold with those held by HMRC through a bulk process which ceased in December 2018. HMRC are continuing to provide a manual service for individual reconciliation queries.
6. It is important to reconcile the GMP element recorded on the pension fund administration system with that held on the HMRC system, to ensure that pensions coming into payment, together with those already in payment, are paid at the correct amount, and that the liabilities of the pension scheme, so far as GMP values are concerned, are represented accurately at each future valuation.
7. Regular update reports on the progress of the GMP Reconciliation Project have been presented to Pensions Committee and a further report detailing the current progress will be presented to Pensions Committee on Thursday 7 March 2019.

The Reconciliation Process

8. Following approval by Pension Committee on 8 March 2018 the Pension Fund has been engaged in a national reconciliation exercise with support from Civica the Pension Fund software provider. The additional resource of a temporary project manager, which was approved by Personnel Committee in March 2018, has supported the project team in the complicated process of working to reconcile a total of 165,713 records within the fund.
9. The work undertaken with Civica has enabled the Pension Fund to agree a position with HMRC relating to the fund's GMP liabilities against the pension records of the fund. This has been achieved using a blended approach by using pension administration resources in the form of a Temporary Project Manager, and supplementing pension administration resources with Civica resources.
10. The Project Manager has undertaken the day to day project coordination, project planning, reporting and has managed the additional Payroll Reconciliation Project which is still ongoing.
11. Initially it was planned that the rectification phase would have started in October 2018 following the data being completed and issued to the fund by HMRC. However due to the amount of reconciliation work with all public and private sector Pension Funds, HMRC have extended their project time lines. The fund is now not expecting to receive its data file from HMRC until May 2019, a delay of six months, because of this there is a need to review the administration team's resources in order to complete the rectification phase. The work that will be required cannot be picked up by the current resources within the administration team given the work plan for the current year, which includes data improvement for the scheme valuation exercise, changes in regulations, other national initiatives, and the business as usual pension administration activity.
12. It is estimated that the project will run for a further 18 months until September 2020 to enable the completion of rectifying pensioner records and pensions in payment, this will involve devising and implementing a communication plan, involving writing to affected members, assessing progress, dealing with calculation queries, and liaising with HMRC to deal with

outstanding data queries. Other data improvement actions will need to be undertaken across the funds member records.

Additional Work with HMRC

13. HMRC have also increased the scope of the GMP project and now also require Pensions Funds to reconcile financial records relating to contributions equivalent payments (CEP). A CEP payment is a payment to HMRC where a member of a scheme who had a refund on contributions on ceasing to be a member, requires the Pension Fund to make a payment that restores a member of an occupational pension scheme into the state second pension (S2P).
14. HMRC require funds to review their records of payment over a 30 year plus timescale, and if in deficit / or surplus then the appropriate adjustment will be made. Therefore work is required on reconciling historic financial data with HMRC records. The plan is that this work will be led by the temporary Project Manager.

Other Options Considered

15. Information from other LGPS Pension Funds across the country is that a number have engaged external providers to manage the project in totality at significantly greater costs, some are relying on internal resources with larger internal project teams. The process and approach that the fund has followed has enabled the reconciliation of data to be completed in a much quicker time, and has kept the fund on schedule. It is only the change by HMRC in their time frame due to their ability to respond to funds and the increase scope that has caused the delay and extension to the original project time.

Reasons for Recommendation

16. In order to support the project to completion it will be necessary to extend the temporary contract of the Project Manager.
17. The work also supports the requirements of the Pension Regulator to reconcile and ensure that pension records are accurate and up to date, as the Pension Regulator will be asking funds to report on the accuracy of the fund data later in the year as part of the Annual Scheme return. Also whilst this rectification process will not impact on the 2019 valuation it will contribute to improving data for future valuations.

Statutory and Policy Implications

18. 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 frame advice sought on these issues as required.

Data Protection and Information Governance

19. The project, by its very nature, involves reconciliation, sharing and processing of personal and sensitive data. This is covered by existing arrangements and agreements with HMRC and

Civica, the software provider. However, a data impact assessment has been completed for the project overall to reflect the aspects of the data sharing, and updating of data, along with ensuring the mitigation of risks arising from the project activity itself.

Financial Implications

20. The budget requirement for the cost of a Project Manager at Band B will be a maximum of £52,842 if the project continues until the end of September 2020 and these costs will be charged to the fund. Should the work be completed earlier the contract end date will be reviewed based on work requirements.

Human Resources Implication

21. The human resources implications are contained within the body of the report.

RECOMMENDATION

It is recommended that:

- 1) Members approve the extension of the temporary post of Project Manager, Band B, until 30 September 2020, subject to confirmation by the Pensions Committee at its meeting on 7 March 2019 that the costs will be funded by the Pension Fund.

Marjorie Toward

Service Director – Customers, Governance and Employees

For any enquiries about this report please contact:

Jonathan Clewes, Pension Manager on 0115 9773434 or Jon.Clewes@nottsc.gov.uk

Constitutional Comments (KK 19/02/19)

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

Financial Comments (RWK 21/02/19)

23. The financial implications are set out in paragraph 20 of the report.

HR Comments (JP 04/03/19)]

24. The report sets out the reasons for the approval of an extension to the temporary resource in support of the reconciliation exercise.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

THE BUSINESS SUPPORT REVIEW PROGRAMME

Purpose of the Report

1. To seek approval for the revised Business Support Service structure (see Appendix A) which will come into effect from 1st April 2019 and deliver further savings as set out below.

Information

Background

2. The Business Support Review is an established ongoing programme which seeks to review and re-design processes and develop new operating models for service support within a modern organisation.

Savings

3. Legacy and future committed savings can be found in the following table:

Opening Budget;	£11,107,237.00	
Financial Year	FTE	Savings
2013/14	548	
2014/15	475	£911,000 Savings Delivered
2015/16	440	£895,000 Savings Delivered
2016/17	435	£534,000 Savings Delivered
2017/18	434.5	£508,000 Savings Delivered
2018/19	406	£715,000 Savings Delivered
2019/20	396.5	£300,000 Savings Delivered
2020/21		£221,000 to be Delivered
2021/22		£97,000 to be Delivered

Overall savings from the Business Support Service, delivered by the end of 2021 would be £4,181m.

*it should be noted that 2016/17 and 2017/18 net staffing numbers remained broadly the same, due to the assimilation of Public Health and Corporate Leadership Business Support teams into the wider Business Support Service

Reviewing the way in which Business Support is delivered

4. We have continued throughout the life of the programme, to liaise with operational colleagues via senior and divisional leadership forums where we discuss, identify requirements and revise business support arrangements.
5. We have also engaged and negotiated at a local level, bespoke Service Level Agreements which has enabled front line practitioners to have a direct influence over how their support is prioritised.
6. Most recently we have been actively involved in supporting the work to review Children's Social Care Practices and have been proactively and positively embraced within the Remodelling Social Work Practice Project Board.
7. Changes in operational support requirements and new ways of working, provides an opportunity for the provision of elements of business support to be delivered at 'arms-length'. Whilst recognising that 'one size does not fit all' there are significant areas of commonality across services in terms of their support needs i.e. data input and transactional activity.
8. Facilitated by the roll out of Smarter Working across the County and in collaboration with our customers, we have where possible, co-located Business Support staff into 'Hubs' which has also enabled the service to review managerial arrangements and spans of control.
9. Corporate Leadership Team have approved a change request to postpone delivery of our final £97,000 of efficiency savings until 2022. This is in recognition of the unintended yet positive consequence of the roll out of new technologies and more flexible working practices and the need to maximise the benefits of these developments through continued local systems and cultural change support, which is provided through our Business Systems Support Officers.

The Purchase to Pay (P2P) Hub Project

10. We continue to work closely with operational customers alongside colleagues within both the Business Support Centre and Corporate Procurement to streamline performance in relation to the ordering of goods, invoice processing and payment.
11. We have also moved the Purchase to Pay team previously located at Sir John Robinson Way across to County Hall and have begun to scope P2P activity across the County Hall campus for inclusion within the Hub.

The Meeting Support Service Hub Project

12. We have continued to review the way in which we support meetings across the Authority with view to moving away from the reliance or expectation that an administrator will attend to take arising actions or in some cases more comprehensive minutes.
13. With the support of ICT and the collaboration of the Independent Chair Service we have successfully introduced digital recording and revised secure storage solutions for Child Protection Conferences and Reviews. We have also supported organisational managers and colleagues within Human Resources, to introduce recording solutions for employee relations matters.
14. This gradual transition toward greater self-sufficiency has enabled the service to review and reduce the amount of administrators dedicated to this area of work, it has also ensured that we are more compliant with regard to issues such as GDPR.

Summary

15. The savings delivered to date as a result of the Council's continual review of business support activity have been achieved without the need for compulsory redundancy. Any further reductions required will continue to be achieved by a combination of the deletion of existing vacancies and if required, voluntary redundancy.
16. Business support staff have been consulted with regard to the revised structure appended to this report and there have been no concerns or comments received.
17. In respect of the savings required from 2019/20 onwards it is the Council's intention to bring a further report to Personnel Committee in the Autumn of 2019.

Statutory and Policy Implications

18. 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.

Financial Implications

19. As set out within the table under section 3 and within the HR implications below, the deletion of 12.45 vacant posts will enable the service to deliver the required savings of £300,000 by 1st April 2019.
20. The service is currently forecasting an underspend of £270k in 2018/19. This underspend relates to savings associated with holding vacancies in anticipation of the above budgetary savings commitment from 1st April 2019 onwards.

Human Resources Implications

21. The net impact of the efficiency measures described are illustrated within the table under section 3 of the report and above. More specifically actual post reductions are as follows:

Post Reduction Summary:

Team Manager (Band C)	0.5
Business Support Assistant Grade 4	0.9
Business Support Assistant Grade 3	8.8
Business Support Assistant Grade 2	2.25
Total	12.45

22. As set out above, post reductions have been achieved through business process re-engineering and the deletion of vacancies.

RECOMMENDATION

1) That Members approve the revised Business Support Structure as set out in Appendix A.

Marjorie Toward

Service Director – Customers, Governance and Employees

For any enquiries about this report please contact:

Julie Forster, Group Manager, Business Support, on 0115 9772302
or Julie.forster@nottsc.gov.uk

Constitutional Comments (KK 19/02/19)

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

Financial Comments (SES 01/02/19)

24. The financial implications are set out in paragraph 19 and 20 of the report.

HR Comments (JP 13/02/19)

25. Consultation has taken place with business support staff and with the recognised Trades Unions.

26. Trades Union colleagues have commented that the savings being made from the Business Support Service are significant. Trades Union colleagues note that to date the majority of savings have been made through effective vacancy management and are keen to see this approach continue. They do however, recognise that it may be necessary to consider voluntary redundancies as the savings programme continues and accept that the proposals reflect the most efficient way of delivering savings.

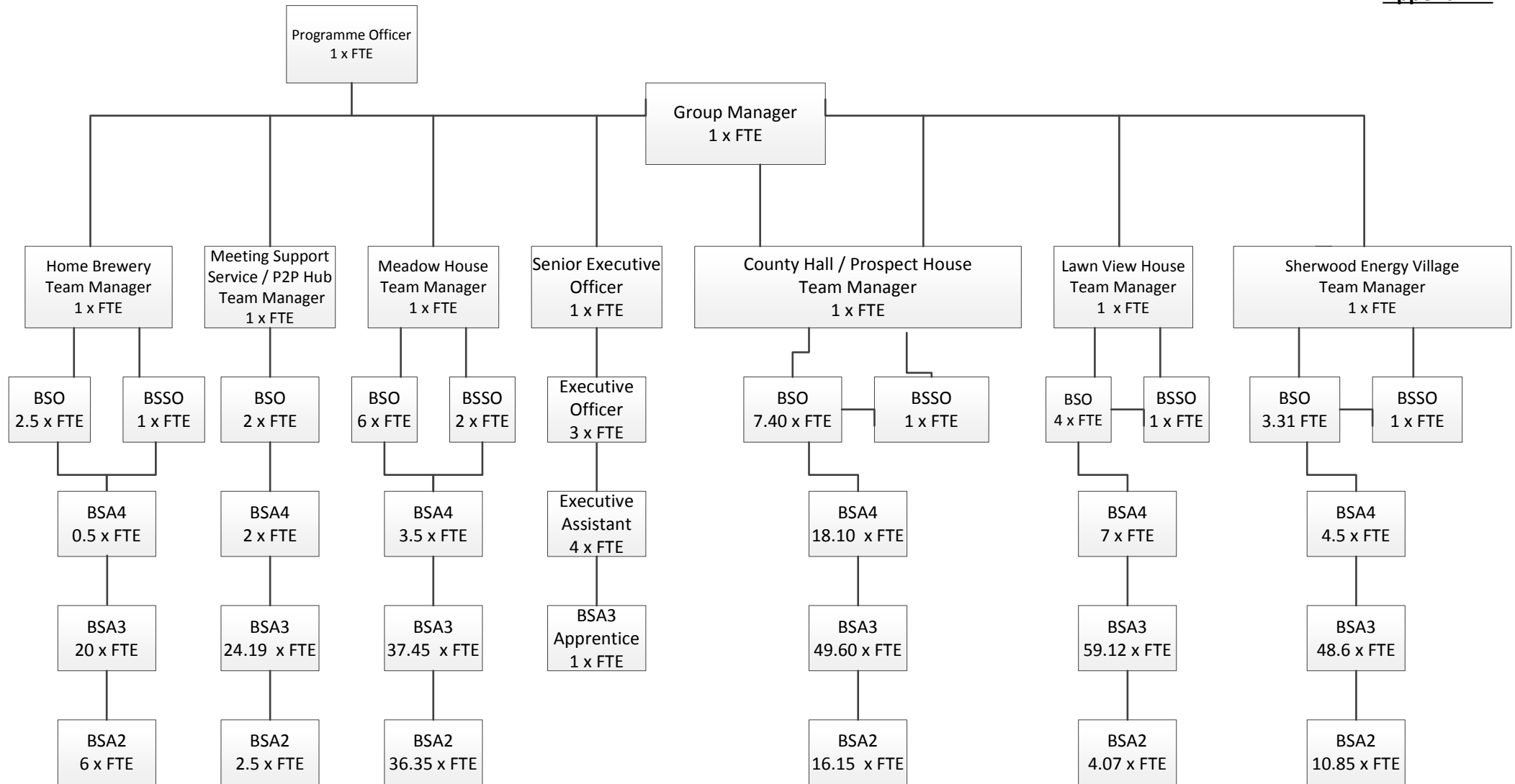
Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All



**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2019 / 2020.

Information

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of 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.

RECOMMENDATION/S

- 1) That the Committee considers whether any amendments are required to the Work Programme.

Marjorie Toward
Service Director – Customers, Governance and Employees

For any enquiries about this report please contact: Sarah Ashton, Democratic Services Officer, Tel: 0115 977 3962

Constitutional Comments (HD)

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

Financial Comments (NS)

9. 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.

- None

Electoral Division(s) and Member(s) Affected

- All

Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
22 May 2019			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 4 - 2018/19)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Health and Safety Six Monthly Update	Update on progress and approval of next steps	Marje Toward	John Nilan
Attendance at Careers Outreach Events – Six Monthly Update	Review and learning from previous events to inform future programme of activity	Marje Toward	Gill Elder
Care Leavers and How We Support Them	Review and learning from previous events to inform future programme of activity	Marje Toward	Gill Elder
Update on progress in relation to Disability Confident scheme	Update on outcome of self-assessment process and approval of next steps	Marje Toward	Gill Elder
Update on review of flexible working	Update on flexible working review	Marje Toward	Gill Elder
24 July 2019			
Workforce Strategy – update report	Update on progress and approval of further actions	Marje Toward	Gill Elder
Workforce Plan	Information regarding the changing shape of the workforce	Marje Toward	Gill Elder
Leadership Development Programme – Update	Update on the use of the Apprenticeship Levy for the Leadership Development Programme qualifications	Marje Toward	Gill Elder
Support for Employees with Mental Health Issues	Update on the range of initiatives to support employees experiencing mental health issues	Marje Toward	Gill Elder
2 October 2019			
Workforce Profile information	Annual update on workforce profile information	Marje Toward	Gill Elder

Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 1 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
27 November 2019			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 2 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Health and Safety Six Monthly Update	Update on progress and approval of next steps	Marje Toward	John Nilan
29 January 2020			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 3 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Gender Pay Gap - Update	Update on progress	Marje Toward	Gill Elder
11 March 2020			
Information to follow			
06 May 2020			
Health and Safety Six Monthly Update	Update on progress and approval of next steps	Marje Toward	John Nilan
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 4 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
08 July 2020			
Information to follow			