

Personnel Committee

Wednesday, 22 May 2019 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- 1 To note the appointment of the County Council on 16 May 2019 of Councillor Neil Clarke MBE as Chairman of the Committee, and Councillor Keith Walker as Vice-Chairman.
- 2 To note the membership of the Committee. Councillors Maureen Dobson, Errol Henry JP, John Ogle, Helen-Ann Smith, Sheila Place, Steve Vickers, Gordon Wheeler, Jonathan Wheeler and Yvonne Woodhead
- 3 Minutes of the last meeting held on 13 March 2019 3 - 4
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Update on Attendance at careers Outreach Events 5 - 10
- 7 Work Readiness Offer For Looked After Young People And Care Leavers 11 - 18
- 8 Health and Safety Review and Action Plan 19 - 32
- 9 Sickness Absence Performance Trends and Ongoing Action for Improvement 33 - 50
- 10 Update on Progress Towards Disability Confident Accreditation 51 - 58

11	Update on Changes to Employees' Terms and Conditions	59 - 64
12	Update on Further Developments to Flexible Working Arrangements	65 - 72
13	Work Programme	73 - 76

Notes

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

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact 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 13 March 2019 (commencing at 10.30am)**

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Neil Clarke MBE (Chairman)
Keith Walker (Vice-Chairman)

	Maureen Dobson	Sheila Place
	Errol Henry JP	Gordon Wheeler
	John Ogle	Jonathan Wheeler
A	Helen-Ann Smith	Yvonne Woodhead

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Group Manager – HR
Julie Forster	Group Manager, Business Support
Sarah Drury	Programme Officer, Business Support
Sarah Stevenson	Group Manager for Business Services Centre

OTHERS IN ATTENDANCE

Jane Botcherby Graduate on 2 weeks work experience

Chairman introduced Jane Botcherby to Members and Officers

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 30 January 2019, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

3. DECLARATIONS OF INTEREST

None.

4. SICKNESS ABSENCE PERFORMANCE TRENDS AND ONGOING ACTION FOR IMPROVEMENT

RESOLVED 2019/06

- 1) That the Committee would receive updates regarding the revised Employee Health and Wellbeing Action Plan 2018/19 and that the use of 'other' and 'not assigned' be investigated in more depth.
- 2) That to restate the target of 7 days absence for the coming year (April 2019 to March 2020) be approved.
- 3) That a further report on progress at the final quarter of 2018/19 be received at the May Committee meeting.

5. STAFFING RESOURCE FOR THE LOCAL GOVERNMENT PENSION SCHEME – GUARANTEED MINIMUM PENSION RECONCILIATION PROJECT WITH HER MAJESTY'S REVENUE AND CUSTOMS (HMRC)

RESOLVED 2019/07

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

6. THE BUSINESS SUPPORT REVIEW PROGRAMME

RESOLVED 2019/08

That the revised Business Support Structure as set out in Appendix A, be approved

7. WORK PROGRAMME

RESOLVED 2019/09

That the Apprenticeship Levy and the Terms and Conditions update be added to the work programme.

The meeting closed at 12.02pm.

CHAIRMAN

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****UPDATE ON ATTENDANCE AT CAREERS OUTREACH EVENTS****Purpose of the Report**

1. To seek approval from Members for the continued attendance at career outreach events across the County. Attendance at these events enables Nottinghamshire County Council to promote itself as an employer of choice and to support the associated commitments which are outlined in the Council Plan, “Your Nottinghamshire, Your Future”.

Information**Background**

2. In undertaking a range of careers outreach activity, the Council is able to promote Apprenticeships, Graduates and other employment opportunities both within the Council and with businesses across the County.
3. To undertake this external activity, the Human Resources, Workforce and Organisational Development (HRWOD) team attend a variety of jobs fairs and career events across the County throughout the year. If an event is targeted at a particular professional group then subject experts of those professional groups are also invited to attend and so far this year, these events have included colleagues from Adult Social Care and Children’s Services. Colleagues from the Economic Development Team also attend some of these events to support employment activities and skills development across the wider economy of Nottinghamshire. HRWOD colleagues have also recently been working closely with the stakeholder manager from the Building Better Communities Programme.

Progress to date

4. The planned programme of events reported to the 28 November 2018 Personnel Committee has been updated in the schedule attached in **Appendix 1**. This appendix provides a brief summary report on each event attended and identifies new opportunities to attend events where appropriate to do so.
5. This year, numerous events across both of the local universities have been attended to ensure that the Council’s in-house graduate scheme is promoted more widely. To assist with the

recruitment to this year's graduate programme, two of the current graduate trainees have been filmed for a short, informative insight into what the scheme at the Council offers. These video clips can be viewed at: https://youtu.be/l55ial_gw9c and https://youtu.be/gw6yZ_96MI0. These have proved very popular.

6. The HRWOD team continue to identify specific events taking place across the County to ensure that there is focus on areas of greater deprivation and that the Council has a workforce drawn from across, and representative of, the whole County. The HRWOD team have contacted all District and Borough Councils to establish links with recruitment activity taking place within their respective areas and through this contact, the team will be attending events in most areas of the County.
7. The team also receives information from the Communications and Marketing team in relation to activities taking place across the County which may provide further opportunities to promote employment and development opportunities with the Council. In addition to the planned programme of events, as approved in the previous report to Personnel Committee, the team will attend additional events on an ad-hoc basis where beneficial for Nottinghamshire residents and where they support the delivery of the Council's key priorities. These will continue to be added to the schedule in **Appendix 1**.
8. The HRWOD team continue to assess attendance at events in relation to their contribution towards the Council's strategic and service priorities and these are included in the events schedule accordingly. The plan will continue to be regularly reviewed and updated to reflect these new opportunities and to support the achievement of the ambition to have county wide coverage.
9. The HRWOD team continue to engage with colleagues in Economic Development to ensure greater joining up of efforts to promote wider employment opportunities across Nottinghamshire as one of the largest local employers, and as part of the Council's role as a community leader. The HRWOD team co-ordinated the Council's attendance at the Jobs Fair held at the Albert Hall in Nottingham, ensuring that the Council was represented in terms of recruitment opportunities across both Adult Social Care & Health and the Children and Families department.
10. The HRWOD team will continue to take a creative and inclusive approach to the attraction, development and management of talent across the Council. The HRWOD team are bringing together all of the talent management programmes currently undertaken by the Council. These changes will be beneficial to the citizens of Nottinghamshire as it will allow for a clearer understanding of the career opportunities within the Council, starting with the Council's Work Experience programme through to opportunities to participate in the numerous schemes the Council organises such as the Leonard Cheshire Change 100 programme and the In-house Graduate Development and Apprenticeship Programmes.

Other Options Considered

11. The HRWOD Team has a programme of activity to support the Council in recruiting, developing and retaining employees with the knowledge, skills and experience required to develop and sustain the workforce it requires now and for the future. Attendance at these events is one way of supporting this activity and promotes employment opportunities for local communities.

Reasons for Recommendations

12. This report seeks the approval from Members to continue work to promote the Council as an employer of choice. This work supports the Council's wider workforce planning priorities through the talent management programmes and participation in attendance at the career outreach events.

Statutory and Policy Implications

13. 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

14. All personal data collected from individuals has been done so with their prior consent and is handled according to legal requirements and the Council's agreed policies and procedures.

Financial Implications

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

Human Resources Implications

16. Attendance at these events supports the Council in identifying and developing the workforce it requires now and for the future to ensure effective front line service delivery. Furthermore this approach supports the delivery of commitments and priorities set out within the Council Plan in relation to local employment opportunities and skills development.

Public Sector Equality Duty implications

17. Attendance at careers outreach events will help the Council ensure that its workforce is more representative of the communities it serves and promote an inclusive employment approach. Council materials used to publicise events are designed to be accessible to all attendees in order to support this.

RECOMMENDATIONS

It is recommended that Members:

- 1) Agree the continued attendance at and promotion of career outreach events as set out in Appendix 1 and that ad hoc events are added to the schedule as appropriate.
- 2) Agree that further work be undertaken by the HRWOD to ensure that events are attended in all districts of the County.

- 3) Agree to receive a further report on attendance at careers outreach events and how the information gathered is being used to inform future activity going forward, in six months' time.

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

For any enquiries about this report please contact: Helen Richardson, Senior Business Partner
0115 9772070, helen.richardson@nottsc.gov.uk

Constitutional Comments (KK 02/05/19)

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

Financial Comments (SES 01/05/19)

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

Human Resources Comments (JP 07/05/19)

20. Attendance at the Careers Outreach events supports the Council in ensuring that it delivers objectives as set out in the Council Plan and has the workforce it needs now and for the future.

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

APPENDIX 1

Name of the Event	Cycle	District	Update for Personnel Committee – May 2019
Armed Forces Covenant Job Shop	Annually	Countywide	Attended event on 19 th April 2018. Will continue to attend future events but no date has yet been identified for 2019.
Careers day at Arnold Hill Academy	Ad-hoc	Gedling	Attended event on 21 st June 2018. Run by Gedling Borough Council, to discuss career options to Year 10 pupils.
Stapleford Community Group Job Fair	Annually	Broxtowe	September 2019 - dates to be confirmed.
Nottingham Jobs Health and Social Care Job Fair	Annually	Countywide	2019 Date to be confirmed.
Gedling Apprenticeship Fair	Annually	Gedling	Tuesday 26 th February 2019 Event to promote NCC Apprenticeship Programme
“Futures First Expo”	Ad-hoc	Newark	Wednesday 7 th November 2018 Event held at Newark Showground for around 1000 students from 8 schools across Newark and also open to members of the public.
D2N2 Public Service Apprentice of the Year Award event	Annually	D2N2	Monday 12 th November 2018 Award ceremony for Apprentice of the Year and information stand for the promotion of apprenticeships at NCC.
Graduate scheme recruitment & assessment days	Annually	Focus on local Universities and Nottinghamshire graduates/returning graduates	A comprehensive programme continues to be used to recruit to the scheme, including half day assessment centres and follow up interviews to be held in June 2019.
Graduate Development Programme	Annually	Countywide	Digital campaign run to highlight the scheme and drive traffic towards a dedicated webpage about the scheme with links to the jobs site. Media campaign includes: twitter and Facebook campaign; county council website; county council e-mail footer messages; LinkedIn; advertising on digital jobs sites (e.g. Indeed.co.uk); digital advertising via university communication teams. Digital campaign has been highly successful at raising awareness and extremely cost-effective.
My Learning, My Career promotion events	Ad-hoc	Countywide	October 2018 Career development portal pop up shops to promote to NCC employees.
Mock interviews	Ad hoc	University of Nottingham	Wednesday 28 th November 2018 To improve employability skills for students and promote NCC generally and the GDP specifically

Toot Hill School Careers & Networking Fair	Ad hoc	Toot Hill Bingham	Thursday 10 th January 2019 Event to promote NCC apprenticeships to students and their parents.
Employer Pop-up stands and presentation	Spring	NTU	Events specifically requested by NCC to promote the GDP to NTU students through a combination of pop up stands followed by student presentations: <ul style="list-style-type: none"> • Tuesday 12th February – NTU City Campus • Thursday 14th March – NTU Clifton Campus
Mock Assessment Centres	Spring	NTU	Support to run mock assessment centres for students to improve employability and to promote NCC generally and the GDP specifically: <ul style="list-style-type: none"> • Wednesday 13th February – City Campus • Wednesday 27th March – City Campus
Employer Presentations	Spring	Nottingham University/NTU	Student presentations to promote NCC but specifically to attract candidates to the GDP: <ul style="list-style-type: none"> • Wednesday 13th February – NTU politics students – City Campus • Thursday 7th March – Nottingham University students
Public Sector and Charities Careers Fair	February	Nottingham University	Wednesday 27 th February 2019 University careers event – attended to promote NCC and highlight the GDP to potential applicants
Graduate and Placement Fair	March	NTU	Tuesday 5 th March 2019 Large event organised by NTU to promote employers' jobs and placement schemes
Ambitions North Nott's	May 2019	Sparken Hill Academy	Careers event for young people / school visits
In post Apprenticeship pop up shops	Annually	Countywide	Apprentice Week: 5 th March – 8 th March 2019 – various pop up shops promoting in post apprenticeships and providing advice to NCC employees in regards to the NCC apprenticeship programme.
Nottingham Careers Fair	March	Nottingham	Wednesday 13 th March 2019 Event at Albert Hall open to the general public to promote NCC apprenticeships and Graduate Development Programme.
Robert Jenrick Careers Fair	Annually	Newark & Sherwood	Friday 15 th March 2019 Event to promote Apprenticeships, work experience opportunities and the Graduate Development Programme.
Nottingham College Apprenticeship Event	Annually	Countywide	Wednesday 3 rd April Event to promote Apprenticeships and work experience opportunities
Change100 Assessment Centre	Annually	Countywide	Change100 Graduate Intern Programme assessment centres run by Leonard Cheshire through January to March for employers involvement in the assessment of candidates for the National scheme

REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK READINESS OFFER FOR LOOKED AFTER YOUNG PEOPLE AND CARE LEAVERS

Purpose of the Report

1. To inform Personnel Committee of the work of the Human Resources, Workforce & Organisational Development team (HRWOD) in the support offered to NCC Looked after Children (LAC) and Care Leavers in relation to work readiness and apprenticeships.
2. Approve the transfer of up to 25% of unallocated Apprenticeship Levy payments to an Apprenticeship Training Agency to support this work.

Information

Background

3. At the November 2018 Personnel Committee, members approved the ongoing involvement of the HRWOD team in the development of a work readiness programme to support LAC and Care Leavers. As corporate parent, the Council has a responsibility to ensure that not only do Looked after Children have a safe and stable home life, but that they also have the necessary support needed to make the move from school into further education, training or work.
4. The Councils Partnership Strategy for LAC and Care Leavers 2018-21 which was approved by the Children and Young People's Committee in January 2018 outlines the commitment to:
 - *Offer work experience and work placements, within an appropriate bespoke curriculum pathway plan, that supports children and young people, as far as they are able, to aspire to access the most appropriate route into future education, employment or training from Year 9 onwards;*
 - *Provide initial work experience from Year 9, leading into work placements and employment from 16 years. This is to ensure that all LAC and care leavers have opportunities for learning and developing the appropriate skills that will support them in their future careers.*

5. The HRWOD team continue to work with colleagues in the Children and Families department to ensure that relevant and appropriate opportunities are provided across the Council in line with other work experience opportunities provided more universally.

Progress to Date

6. The action plan presented to Personnel Committee in November 2018 outlined the activity required to assist the Council with its responsibilities as a corporate parent and to increase the accessibility of apprenticeships and work experience opportunities for Care Leavers and Looked after Children.
7. HRW&OD team members continue to engage with managers across the Council to identify work experience opportunities and possible apprenticeships for Care Leavers and Looked after Children.
8. The Apprenticeship budget held by the HRWOD team has been prioritised to support the employment costs of Care Leavers seeking to undertake an apprenticeship at the Council. Through this support, the Council currently has 5 Care Leavers undertaking apprenticeships to a level 3 standard.
9. The recently published Care Leavers Strategy publicises the Council's commitment to guaranteeing all Care Leavers an interview for any apprenticeship vacancy where they meet the essential requirements.
10. The Council, along with the seven District and Borough Councils has also launched a Local Offer for Care Leavers and recently held a very successful breakfast event for local businesses. This event was supported by Sir John Peace, Lord Lieutenant of Nottinghamshire and was attended by over 50 local businesses including Boots, Experian and East Midlands Airport. The aim of this event was to ask businesses to pledge their support to care leavers by offering opportunities for apprenticeships and work experience. Work is ongoing to translate these commitments into actual opportunities for young people leaving care.

Next Steps

11. The HRWOD team will continue to monitor progress via the Action Plan (Appendix 1) to ensure that the commitments made in the Care Leavers strategy are accomplished within the timescales identified.
12. The transfer of up to 25% of apprenticeship levy funds to an Apprentice Training Agency, such as Futures, would enable more Care Leavers to access a wider variety of apprenticeships not applicable to, or available in, the public sector.
13. A further programme of work experience in the summer term 2019 will be provided to the previous Year 8 group as they are now Year 9 students. A further group of Year 8's will be invited to attend the Induction to the programme. These young people will continue to be supported with work experience opportunities and careers advice until they leave school.
14. Promotional materials will be produced to promote Apprenticeships as a positive career choice and promote the offer of work experience opportunities for NCC LAC/Care Leavers.

This information will be circulated to those schools with LAC and support will be offered to schools to encourage the take up of opportunities.

15. The HRWOD team will continue to work with local Higher Education Institutions to develop a pathway to higher degree level apprenticeships for Care Leavers.

Other Options Considered

16. The Council has considered a wide range of options and working with partners, identified those which can be delivered and will provide the best outcome for care leavers and looked after young people.

Reason for Recommendations

17. To support the Council to deliver its statutory duty to safeguard and promote the welfare of Looked after Children and to act as a good corporate parent.

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. Transfer of up to 25% of the apprenticeship levy to an apprentice training agency would not impact on the financial resources of the Council as the levy is taken at source by HMRC. This figure fluctuates depending on the monthly deduction made by HMRC which varies according to the monthly headcount. For illustrative purpose the 25% figure for March 2019 equates to £32,378.

Human Resource Implications

20. As a key part of its overall approach to workforce planning and underpinning its commitment to being an Employer of Choice, the County Council supports the use of Apprenticeships as a means of offering jobs, work based learning and career opportunities to a diverse range of new recruits, looked after young people and care leavers and existing employees.

Public Sector Equality Duty Implications

21. This additional support enables the Council to support care leavers to achieve their full potential and improve their social mobility prospects through working in partnership with other organisations and supporting the care leavers with their chosen career pathway.

RECOMMENDATIONS

It is recommended that members:

- 1) Approve the ongoing engagement of the HRWOD team in the delivery of a work readiness programme for Care Leavers and Looked after Children.
- 2) Approve the transfer of up to 25% of unallocated apprenticeship levy payments to an Apprenticeship Training Agency to support Care Leavers seeking to undertake apprenticeships.

Marjorie Toward

Service Director – Customers, Governance and Employees

For any enquiries about this report please contact: Helen Richardson Senior OD Business Partner on 0115 9772070 helen.richardson@nottsc.gov.uk

Constitutional Comments (KK 02/05/19)

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

Financial Comments (RWK 09/05/19)

23. The report proposes the transfer of up to 25% of the apprenticeship levy incurred by the council to an apprenticeship training agency to enable more Care Leavers to access a wider variety of apprenticeships not applicable to, or available in, the public sector. The apprenticeship levy paid by the council is approximately £120,000 per month, 25% of this levy would be around £30,000 per month.

Human Resources Comments (JP 09/05/19)

24. The initiatives outlined in this report and provided by the HRWOD team ensure the Council is meeting its responsibility as corporate parent and ensure that the Council has a wide range of knowledge, skills and experience in its workforce by being an inclusive employer and employer of choice.

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.

- Care Leavers Local Offer
- Chief Executives blog

Electoral Division(s) and Member(s) Affected

- All

Action Plan for the delivery of the Work Experience and Apprenticeship Programme for Nottinghamshire County Council's Looked after Children and Care Leavers October 2018 – April 2021

- Aims:**
- 1. To deliver on NCC's responsibilities as Corporate Parent**
 - 2. To increase the accessibility of Apprenticeships to Looked After Young People (LAYP) and Care Leavers (CL)**
 - 3. To increase the work readiness, career opportunities and socio-economic potential of LAYP and CL**
 - 4. To provide pathways into training, employment or further education for those most vulnerable of NEET (Not in Education, Employment or Training) status**

1. To deliver on NCC's responsibilities as Corporate Parent

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Engage with managers across the authority to identify work experience and apprenticeship opportunities for NCC LAC/CL	Human Resources, Workforce and Organisational Development (HR,WOD) team NCC staff	November 2018 – onwards and continuing	Increased number of opportunities available for work experience and apprenticeships Managers aware of the corporate parent commitment	
Prioritise the transfer of the Apprenticeship Levy to local businesses committed to employing Care Leavers in apprenticeships	HR,WOD team	April 2019	Increased capacity within local businesses to offer an apprenticeship	Consider the transfer of Levy funds to an Apprenticeship Training Agency for the facilitation of Care Leaver Apprenticeships across all professions
Identify funding for the employment costs for Care Leavers wanting to undertake Apprenticeships with the authority	HR,WOD team and CFS	April 2019	Employment costs for the increased numbers of Apprenticeships can be met from the centrally held budget	

2. To increase the accessibility of Apprenticeships to Looked After Young People (LAYP) and Care Leavers (CL)

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
<p>Improve the promotion and attraction of apprenticeships as career choices to LAYP and Care Leavers</p> <p>Production of promotional materials aimed at LAYP/CL</p>	HR,WOD team	<p>January 2019</p> <p>December 2019</p>	LAYP and CL are more aware of their options and are more likely to consider an apprenticeship as a route through their chosen career	
To identify LAYP/CL at application stage to prioritise shortlisting for apprenticeships	HR,WOD team Recruitment Team	September 2017	More LAYP/CL are shortlisted and identified without having to disclose this information at interview	<p>Already in place on supernumerary apprenticeship application form</p> <p>Ensuring Recruiting Managers are aware of LAC/CL applicants</p>
Work with CL Personal Advisors to identify individual career aspirations and potential apprenticeship opportunities	HR,WOD team CL Personal Advisors	January 2019	CL will be able to secure jobs/apprenticeships in their chosen profession	
<p>Develop an agreement with local Universities to offer Degree Level Apprenticeships to NCC Care Leavers</p> <p>(NTU, Nottingham University, Sheffield Hallam, Derby, Lincoln, Leicester)</p>	HR,WOD team Local Universities	January 2019 (ready for Autumn 2019 enrolment)	Where CL want to attend University, a degree level apprenticeship may offer an alternative route	

3. To increase the work readiness, career opportunities and socio-economic potential of LAYP and CL

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Develop, implement and embed a diverse work experience programme that offers opportunities to LAYP	HR,WOD team Virtual Schools	July 2018	LAYP have increased awareness and understanding of the types of jobs offered by the council and are prepared to enter the work place	First cohort of Year 8 LAYP attending introduction day July 2018. Second Cohort planned for July 2019 Year 9 work experience days being planned for summer term 2019
Provide additional support and development opportunities to increase retention rates in Apprenticeships and provide sustainable jobs for LAYP and CL.	HR,WOD team Personal Advisors Line Managers	September 2017 - onwards	More LAYP and CL successfully complete their apprenticeships Line managers/members of the team are aware of support needs and can offer additional support Coaching offer will be extended to all LAYP/CL undertaking apprenticeships within the Council	First cohort of LAYP/CL appointed September 2017 Second cohort of LAYP/CL appointed October 2018
Provide additional support for LAYP (aged 16 – 18) and CL aged 19 – 24 in line with Government funding criteria	HR,WOD team	October 2018 - onwards	The allocation of funds are readily available to support LAYP/CL in their apprenticeship and will support the successful completion of the apprenticeship	Funding rules changed August 2018 to provide additional funding for CL. October 2018 cohort will be the first to access this funding

Provide opportunities for LAYP and CL to access Apprenticeships in local businesses in order to develop skills in their chosen career path	HR,WOD team Personal Advisors Economic Development	April 2019	LAYP/CL will be able to secure apprenticeships in their chosen profession	
4. To provide pathways into training, employment or further education for those most vulnerable of NEET status				
Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Partner with a learning provider to design traineeships and work ready programmes for LAYP and CL who are not Apprenticeship ready	HR,WOD team Virtual School Local training providers	September 2017 - onwards	LAYP/CL less likely to end up NEET Programmes designed to develop LAYP/CL skills, knowledge and behaviours needed for the workplace	First cohort were supported by Futures
Work with training providers to identify additional needs and offer appropriate support, that includes offering apprenticeships over a longer period of time and appropriate use of the additional funding available	HR,WOD team	October 2018 - onwards	Procurement activities reflect the needs of LAYP/CL and Apprenticeship contracts are set accordingly More LAYP/CL are supported appropriately to successfully complete their apprenticeship	First procurement of training provider identifies the requirement to deliver apprenticeships to CL

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****HEALTH AND SAFETY REVIEW AND ACTION PLAN****Purpose of the Report**

1. This report provides a statement of the Council's health and safety management for the financial year 2018-2019 and a review of health and safety performance, activities and incidents over the last 12 months. The attached infographic Appendix A supports this report.
2. Additionally the report seeks approval for the Corporate Health and Safety Action Plan for 2019-2020 attached as Appendix B.

Information**Management of Health and Safety**

3. The British Standards Institute (BSI) have maintained a programme of continuing assessment visits during this period. This has provided assurance of the adequacy of the corporate health and safety management arrangements and application of safety policy at service level.
4. A continuing assessment visit on 23 January 2019 indicated that the Council's management of health and safety fulfils the standards and audit criteria of the Occupational Health and Safety Assessment Series 18001:2007 (OHSAS18001) and deemed that the health and safety management system continues to achieve its intended outcomes.
5. The period 11 OHSAS18001 audits were undertaken and an overall number of non-conformities were raised totalling 25. The top 5 findings are indicated in Appendix A. All non conformity findings were actioned and closed within the specified time period in line with the requirements of the OHSAS 18001 standard.
6. Preparations are underway to migrate from the OHSAS 18001 management standard, which will not be recognised after March 2021, to ISO 45001:2018, with a three year transition period to the new standard.
7. Training for the corporate health and safety team on implementation of the new standard was completed in February 2019 and an initial gap analysis indicating the Council's

readiness has been undertaken. Progress will be monitored via Health and Safety Compliance Board and the Risk Safety and Emergency Management Board.

8. The three yearly OHSAS18001 strategic review is scheduled for 1 July 2019, this will further inform planning and enable the scope of the new system to be established and a detailed timeline prepared.

Health and Safety Compliance

9. No enforcement notices have been raised by the Health and Safety Executive against the Council during this period in respect of statutory health and safety breaches, no fees for intervention have been applied.
10. Evaluation of compliance forms an integral part of our health and safety management standard and where audits have identified corrective action or opportunities for improvement, these have been actioned. Additionally, audits have noted the need for timely closure and systems are in place to monitor progress.
11. 70 internal compliance inspections across all service areas identified trends for improvement in fire safety, mainly minimising risk via housekeeping or arson risk reduction, the management of contractors and premises related hazards.
12. Internal audit programmes both across services and Local Authority Maintained Schools identified risk assessment as the key area for improvement. This corresponds to broader risk assessment review findings in Place Department and non-conformities raised by BSI external auditors. Training and awareness briefings will be planned in this current period to address this.

Incident Trends

13. Overall work related injuries reported have decreased from 344 in 2018 to 298. Those incidents that are reportable to the Health and Safety Executive under the Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) have increased in the specified injury category.
14. RIDDOR incidents totalled 16 in 2018, and have increased to 21 this period with slip trip or fall being the most common cause, followed by striking fixed objects.
15. Against the CIPFA average benchmark indicator of 5.3 for RIDDOR accident incidence rates, the Council's average is significantly below the CIPFA indicator at 2.81 and benchmarks lower than similar comparable councils in range.
16. Violence and aggression shows an increasing trend, with two incidents within the RIDDOR over 7 day injury category. The 2019-20 action plan reflects this risk with mitigating measures in place.

Training, Awareness and Development

17. During the first week in October the authority ran a safety campaign focussing on personal safety and security. Feedback from the event was positive with 80% of the comment slips indicating a high level of satisfaction.
18. This event was used to launch ACT e-learning (Action Counters Terrorism) a national Counter Terrorism Policing training initiative, made available to Council staff via the learning portal which has demonstrated positive usage and feedback.
19. During this period we reviewed open water risks on council owned sites and recorded 11 specific risk profiles in line with the Nottinghamshire Water Safety Partnership guidance. Work continues with a planned water safety awareness day this period.

Future Actions and Improvement

20. The 2019-2020 action plan focuses on key risks reflecting the above review and preparations for transition to ISO 45001. This is attached as Appendix B.
21. During 2019-2020 the health and safety team will aim to further embed a positive health and safety culture through broader collegiate working with service and external partners.

Reasons for Recommendation

22. Elected members require visibility of the risk control measures in place to make informed decisions affecting the councils health and safety risks.

Statutory and Policy Implications

23. 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

24. There are no implications arising directly from this report as no individual or personal data or information is used.

Financial Implications

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

Human Resources Implications

26. These are outlined in the body of the report. The action plan addresses key risks and embeds good Health and Safety culture, standards and practices across the whole Council.

Public Sector Equality Duty implications

27. The proposals in this report meet the Council's existing commitment to meeting, and where possible exceeding, the statutory requirements of the Equality Act 2010.

RECOMMENDATIONS

It is recommended that Members:

- 1) Consider performance to date and approve the attached health and safety action plan 2019 – 2020 (Appendix B)
- 2) Receive a further Health and Safety performance update in six months.

Marjorie Toward

Service Director - Customers, Governance and Employees

For any enquiries about this report please contact:

John Nilan, Team Manager – Health & Safety
john.nilan@nottsc.gov.uk or 0115 8040380

Constitutional Comments (KK 02/05/19)

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

Financial Comments (SES 01/05/19)

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

HR Comments (JP 07/05/19)

30. The council has an ongoing commitment to managing Health and Safety. Planning and performance review are key requirements of the Health and Safety Management System.

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.

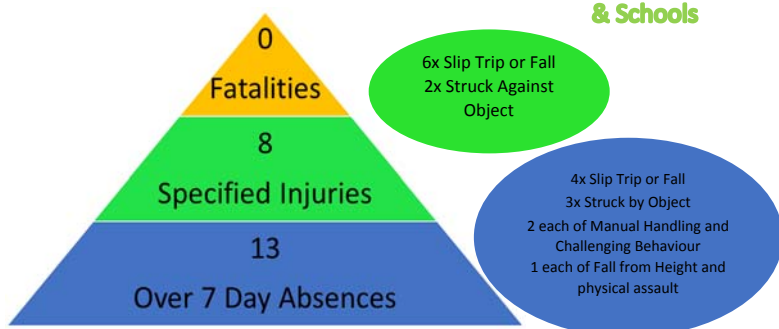
- None

Electoral Division(s) and Member(s) Affected

- All



RIDDOR Reportable Incidents exc Academy's & Schools



Work Related Injury Indicator (RIDDOR Accident Incident Rate)

2018-19 – $\frac{\text{Number of RIDDORS } 21 \times 1000}{\text{Number of employees } 7457} = 2.81$

Number of employees 7457

Actual for 2017-18 = 2.12

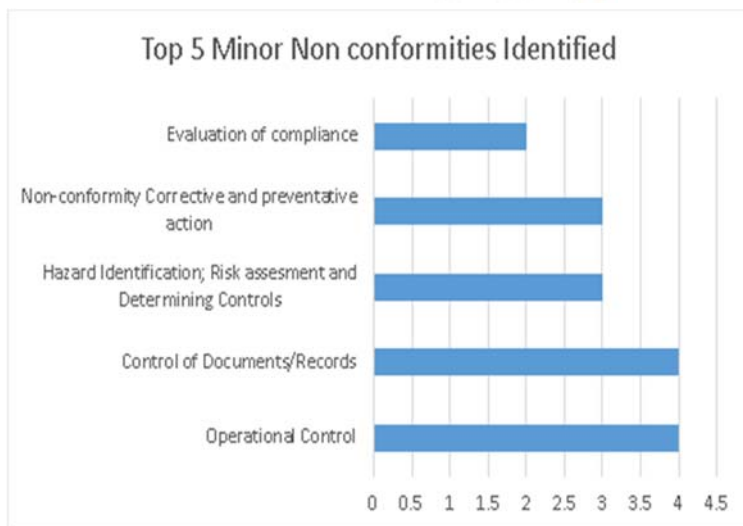
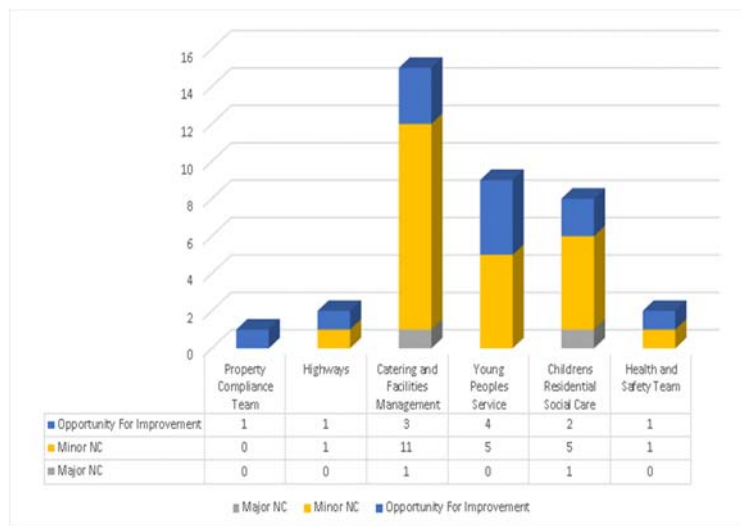
CIPFA Benchmark Average = 5.3

Indicates increase of reportable incidents this year.

Majors non conformities x2 :-

Corrective Action & Evaluation of Compliance

BSI OHSAS 18001 Audits

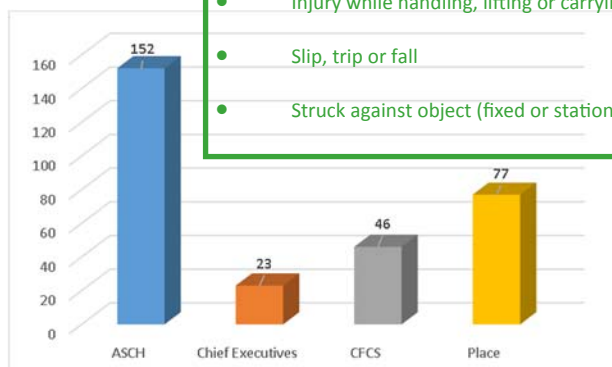


Work Related Injuries

Total = 298

Top 3 Causes:

- Injury while handling, lifting or carrying
- Slip, trip or fall
- Struck against object (fixed or stationary)



Inspections

The year end figure of 70 completed inspections.

Main Issues—Fire Issues (Housekeeping & Arson Reduction)

Management of Contractors

Premises Related Hazards

Planned Internal Audit Programme

14 Internal Health & Safety Audits Undertaken

78 LA School Audits Undertaken

Common Non-Conformities Identified:

- Hazard Identification gaps (Risk Assessment & COSHH)
- Identified Controls measures not implemented
- Competence, Training and Awareness, Improvement Required



SR58: Corporate Health and Safety Action Plan 2019-20

Department:	Corporate	Service/School:		Team:	Health and Safety
Approved by:	Personnel Committee & CLT	Date:		Review dates:	June/September/December 2019

Subject: Effective occupational health and safety management systems					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments, Progress & Result Update
1.1	<p>Health and Safety management system</p> <p>Occupational Health and Safety Assessment Series (OHSAS 18001) strategic review of last three years</p> <p>Undertake gap analysis for transition to international standards organisation (ISO) 45001:2018</p> <p>Establish scope and context of organisation under ISO 45001 requirements</p> <p>Develop transition time line and action plan (Initial planning day June 6th 2019)</p>	Health and Safety	<p>July 2019</p> <p>July 2019</p> <p>From July 2019 deadline for conversion by March 2021</p>	Medium	<p>Future model focussed on management arrangements</p> <p>Next key date 1 July 2019 – re certification audit</p>

Subject: Effective occupational health and safety management systems					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments, Progress & Result Update
1.2	Safety Management Culture Establish mechanism for visible safety leadership in support of ISO 45001 requirements Establish KPIs for management safety tours: <ul style="list-style-type: none"> • Directors 1 per year • Group managers 2 per year • Team managers 4 per year 	Health and Safety Directors and Group/team managers	Oct 2019 Implement from April 2020	Low	Develop new SR form for recording Based on opportunities for improvement
1.3	Review supporting policies and guidance in line with changes to current legislation and best practice <ul style="list-style-type: none"> • Risk assessment • Occupational road risk • Incident Protocol • Lone working and personal safety 	Health and Safety	December 2019	Medium	Ongoing

Subject: Health & Safety Compliance and Risk Management					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments, Progress & Result Update
2.1	Audit and Quality assurance Implement internal inspection and audit programme Inspections KPI's 75 inspections total for 2019-20 across all departments 80% to be reasonable assurance Audits KPI less than 25% to have major nonconformities raised	Health and Safety	March 2020	Medium	
2.2	Ensure effective health and safety management of suppliers, contractors and service delivery partners: Joint working between H&S and procurement to establish suite of KPIs for performance monitoring in order to strengthen H&S aspects of contract management Report to Compliance Board Review supplier assessment form SR73a/b	Health and Safety	May 2019 June 2019 April 2019	High	Ongoing. Confirmation of suitable monitoring and safety management systems via supply chain audits Receive supplier performance updates-ongoing through planned programme Produce single simplified form

Subject: Health & Safety Compliance and Risk Management					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments, Progress & Result ate
2.3	Event safety and security Plan and implement arrangements to ensure staff safety during cricket world cup series and key matches in conjunction with Nottinghamshire County Cricket Club and the police Work with event organisers and safety advisory groups to ensure safely planned and delivered events	Health and Safety	April 19 Ongoing	High	Major events monitored Rufford and Sherwood country parks
2.4	Lone working and personal safety Implementation of lone working App Guardian 24 and effective escalation procedures Scope and undertake crosscutting review of lone working and personal safety arrangements and report to Compliance Board Undertake lone working audit and report outcomes	ICT Health & Safety Laurence Jones Health and Safety Health and Safety	September 2019 June 2019	High	
2.5	Security/personal safety in schools and academies Work with tackling emerging threats to children's team (TETC) to provide joined up advice and reporting regarding knife crime prevention in schools Review how security advice is provided and security surveys are undertaken Develop supporting checklists	TETC Health and Safety	June 2019 Oct 2019		Revise SR77 contractor induction to account for security of contractors tools and equipment Monitor incident reports for trends and forward to TETC In response to Department for Education guidance

Subject: Improved Awareness & Competence					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments, Progress & Result Update
3.1	Review health and safety competency matrix and mandatory H&S training Revise Health & Safety essentials to include ISO 45001 requirements 35% managers to have undertaken H&S essentials within period Develop new safety leadership training to replace active safety management and align to 45001 requirements 35% Group Managers and above to have undertaken Develop workbook based COSHH training for schools	Health and Safety Health and Safety	October 2019 October 2019 October 2020 October 2019 October 2019	Medium Medium Medium	Competency matrix updated to reflect new courses
3.2	Risk Assessment Review training content and provide briefing sessions to address identified knowledge gaps	Health and Safety	Oct 2019		Include ISO 45001 requirements
3.3	Establish more effective means of recording and reporting on training at corporate level Communications to staff and managers instructing them to use the My learning, My Career portal to record training	HRWOD Health and Safety Departments	May 2019		To include all health and safety training Promote during learning week

Subject: Improved Awareness & Competence					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments, Progress & Result Update
3.4	Develop new E-learning packages specifically for inclusion on the learning portal and to support blended learning <ul style="list-style-type: none"> Remote working & mobile devices Lone working App Asbestos code of practice 	Health and Safety Property compliance team in conjunction with Arc	Developed by October 2019	Medium	To enable continued access to updates after compliance team move to Arc
3.5	Health & Safety promotional events Water safety day Lone working, personal safety & security day Host Working Well together mock trial	Health & Safety Health & Safety and trade unions Health & Safety WWT / HSE	July 2019 Oct 2019 April 16 th 2019 July 10 th 2019	Low	Raise staff and school awareness of open water swimming dangers in conjunction with Water Safety Partnership Use to promote lone working App Facilitated by Robert Woodhead Ltd
3.6	Counter Terrorism Awareness Training Maintain updates of Action Counters Terrorism (ACT) eLearning package Specific face to face taught training as required.	Health and Safety	Ongoing quarterly	Medium	Quarterly report to provider
3.7	Occupational Road Risk (ORR) Implement recommendations from Griffiths & Armour action plan <ul style="list-style-type: none"> Eyesight suitability confirmation Driving conviction checks 	Health and Safety, Transportation and Risk and Insurance	September 2019 Ongoing	High	Check box for driving requirement on recruitment forms

Subject: Premises and Facilities Management					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments, Progress & Result Update
4.1	<p>Premises and Protective Security</p> <p>Ensure Corporate buildings have assessed security risks and have effective incident response plans in place</p> <p>Plans are exercised and tested</p>	<p>C&FM facilities NPOs Health and Safety</p> <p>C&FM facilities NPOs</p>	September 2019	Medium	<p>SR85 Protective security risk assessment</p> <p>SR 90 Emergency action template under review</p>
4.2	<p>Identify emerging risk from organisational change and transformation including:</p> <p>Maintenance of emergency arrangement cover in corporate buildings and touch down areas sufficient trained persons available for:</p> <ul style="list-style-type: none"> • First aid emergencies • Fire evacuation • Implementation of personal evacuation plans • Other premise evacuations • Responding to internal alarms lift/panic <p>Implementation of Evacuation chair replacement programme with evacuation mats</p>	<p>Health and Safety and Programme and Projects</p> <p>C&FM Facilities management</p> <p>C&FM Facilities management</p>	<p>April 2019 onwards</p> <p>September 2019</p>	High	<p>Monitor to ensure effective cover maintained during Smarter Working 2 moves</p>

Subject: Premises and Facilities Management					
Ref:	Action and Expected Result	Lead	Timescale	Priority	Comments ,Progress & Result Update
4.3	Review risk control and safety arrangements at vacant premises Monitor surplus and vacant premises as part of inspection programme Work with Smarter Working and managers and insurers to ensure safe closure or handover of premises including – <ul style="list-style-type: none"> • Office relocation of staff and equipment • Temporary storage arrangements • Contractor performance monitoring 	Property Risk and insurance Health and Safety	Ongoing Ongoing	High	
4.4	Statutory engineering inspection contract Ensure complete handover to Arc to enable new supplier to undertake contract	Health and Safety Property and Arc	May 2019	Medium	Managed by property and Arc from April 2019

(All departments will be required to develop action plans to identify the measures/steps being taken to priorities, eliminate and reduce identified risks and address any outstanding issues or areas of concern with a particular focus on this Action Plan)

22 May 2019**Agenda Item: 7****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 March 2019**, in relation to levels of sickness absence across the directly employed Nottinghamshire County Council workforce.
- b) To seek approval for ongoing actions to further understand reasons for sickness and therefore reduce absence levels.
- c) To report back to Members on the use of “Other” as an absence reason.

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. It is encouraging that we received over 30 applications from employees wishing to train as volunteer mental health first aiders. It is our intention to publicise this new addition to our wellbeing support package along with other important measures including the buddying scheme and the workplace chaplaincy over the course of Mental Health Awareness week which runs from 13th to 19th May this year. We are seeking to align our programme with Learning at Work Week which runs concurrently to maximise this awareness raising opportunity.
4. 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.

5. 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.
6. At Committee in March 2019, Members requested some further information regarding the use of “Other” as an absence type. Internal Audit colleagues are preparing an overarching audit on the application of the sickness absence procedures. As part of the preparation for the audit, they have been asked to explore this matter further. However, an initial analysis has indicated that the percentage of absence declared as “Other” is showing increased usage for each quarter of the last 12 months. In quarter 4 2017/18 this stood at 14.21% and for the same quarter in 2018/19 it was 16.83%. In the first two quarters of 2018/19 it was the third placed absence type but this rose to second place for the last two quarters. An intranet news item and Team Talk reminder will be published to ensure managers understand the importance of accurately recording the reason for absence to ensure we are properly targeting our energies to reduce absence in the correct areas. We will report back to Members on the audit findings and suggested actions to address the issue.

Performance Monitoring and Trend Analysis

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

	(A) July 2017 to June 2018	(B) October 2017 to September 2018	(C) January 2018 to December 2018	(D) April 2018 to March 2019
Adult Social Care, Health	12.60	11.76	11.96	11.70
Children and Families	10.61	10.49	10.51	10.28
Place	9.03	8.98	9.20	9.33
Chief Executive's	9.21	8.59	8.17	8.30
NCC Schools*	6.34	6.72	6.79	6.86
Authority	8.43	8.42	8.50	8.52

8. The Infographic in the **Appendix D** to this report illustrates in executive summary the situation as at 31st March 2019, when the headcount of direct NCC employees was 7,457 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.
9. **The average level of sickness per employee per annum at the end of quarter 4 was 8.52 days overall.** This is an increase of 0.02 percentage points compared to the previous quarter when it stood at 8.50 days.

10. **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 **23.41%** of all reported absence. This is followed by Other at **16.83%** and Operations/Post-Operative recovery at **13.4%**.
11. There has been an increase from **29.03%** to **34.97%** 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 also **Stress and Depression** rather than Other standing at **19.48%**.
12. Stress has also been the most significant reported reason for absence in the Chief Executive's department over recent quarters, having slightly increased to **24.51%** from **21.93%** for this period.
13. The Place department continues to be the exception where the most prevalent reported reason continues to be muscular / skeletal injury which decreased slightly to **21.98%** from **22.82%** compared to stress at **21.15%**.
14. Absence due to flu shows a further slight decrease this quarter having moved from **9.45%** to **9.30%**. It was reported in March that the expectation was that this figure would increase this quarter but that has not been the case. A possible conclusion from this may be the increased take up of flu vaccination vouchers from **710** in 2017/18 to **900** in 2018/19. Further work is being undertaken with Public Health colleagues to determine how we can further increase the take-up.

Benchmarking:

15. The updated information from CIPFA for 2018 was not received in time to be included in this report. This information will be updated in the report to Committee in July 2019. Generally the Council's position in relation to absence attributed to sickness has been lower than other Councils in the benchmarked data.

Actions for Improvement:

16. 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.
17. 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.

18. Work has begun with Public Health colleague to examine our wellbeing offer to understand what interventions and approaches are most effective and we will bring further information and related actions back to this Committee as the work progresses.

19. We will also 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

20. 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. As mentioned above, the work with Public Health colleagues has begun and their insight and expertise will prove invaluable to understanding and addressing the root causes for absence and what else we can do to improve the Council's performance in this area.

Reasons for Recommendations

21. 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

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 appendices cannot be attributed to individual employees and therefore protects their privacy.

Financial Implications

24. The development and delivery of employee wellbeing interventions and initiatives is met from within the HR, Workforce and Organisational Development budgets.

Human Resources Implications

25. These are set out in the body of this report. Reducing absence remains a priority area for the Council and work continues with individual service areas to deliver targeted interventions as previously demonstrated in the Case Study of the BSC reported to Committee in March.

Public Sector Equality Duty implications

26. 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 sickness absence performance and ongoing actions for improvement on a quarterly basis and identify any further necessary actions.
- 2) Receive a further report on progress at quarter 1 of 2019/20 at July'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 02/05/19)

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

Financial Comments (RWK 08/05/19)

28. The financial implications are set out in paragraph 24 of the report.

HR Comments (JP 08/05/19)

29. The HR implications are set out in the body of the report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Appendix A

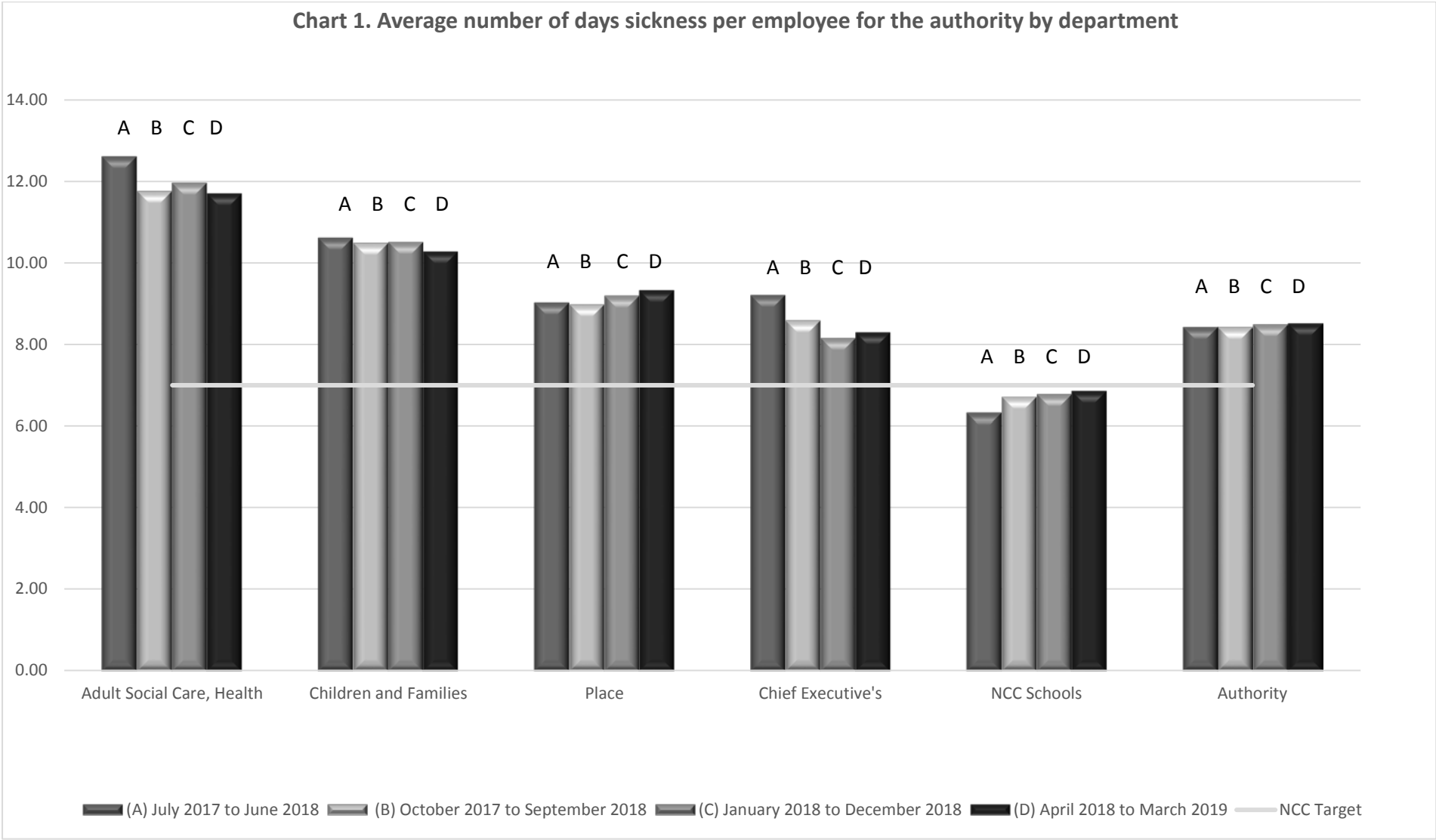


Chart 2 ASCH April 2018 to March 2019

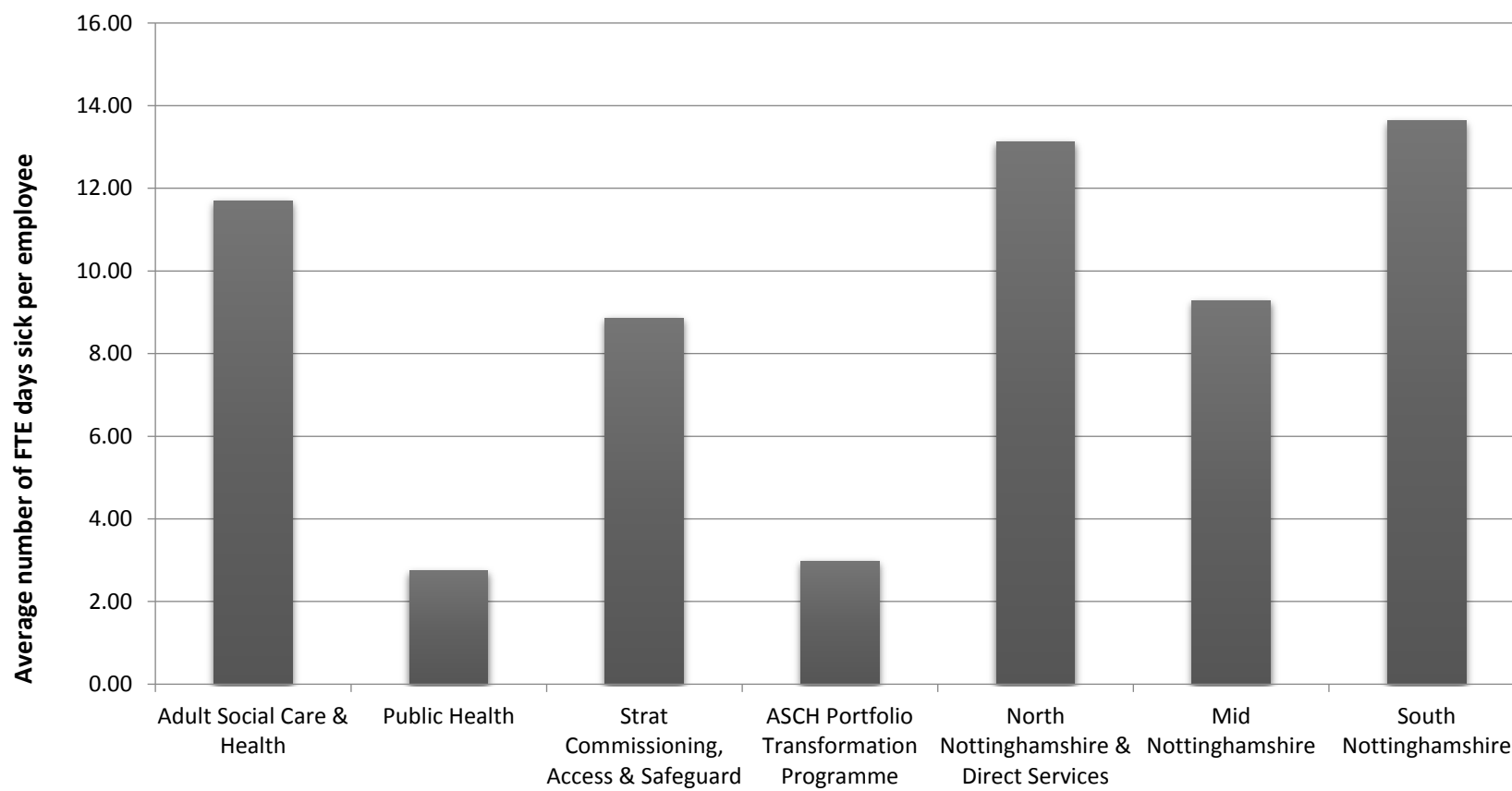


Chart 3 Children and Families April 2018 to March 2019

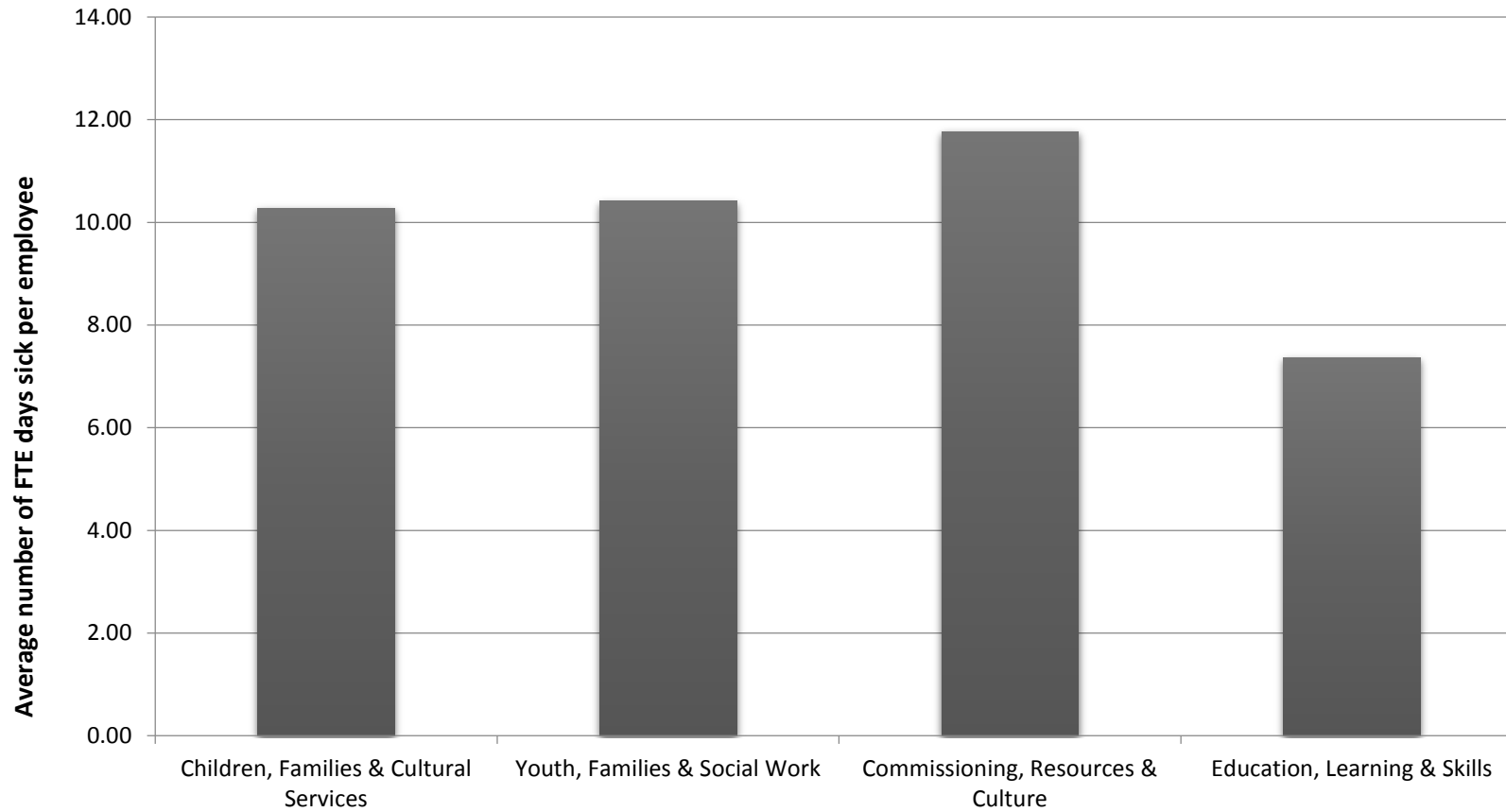


Chart 4 Place April 2018 to March 2019

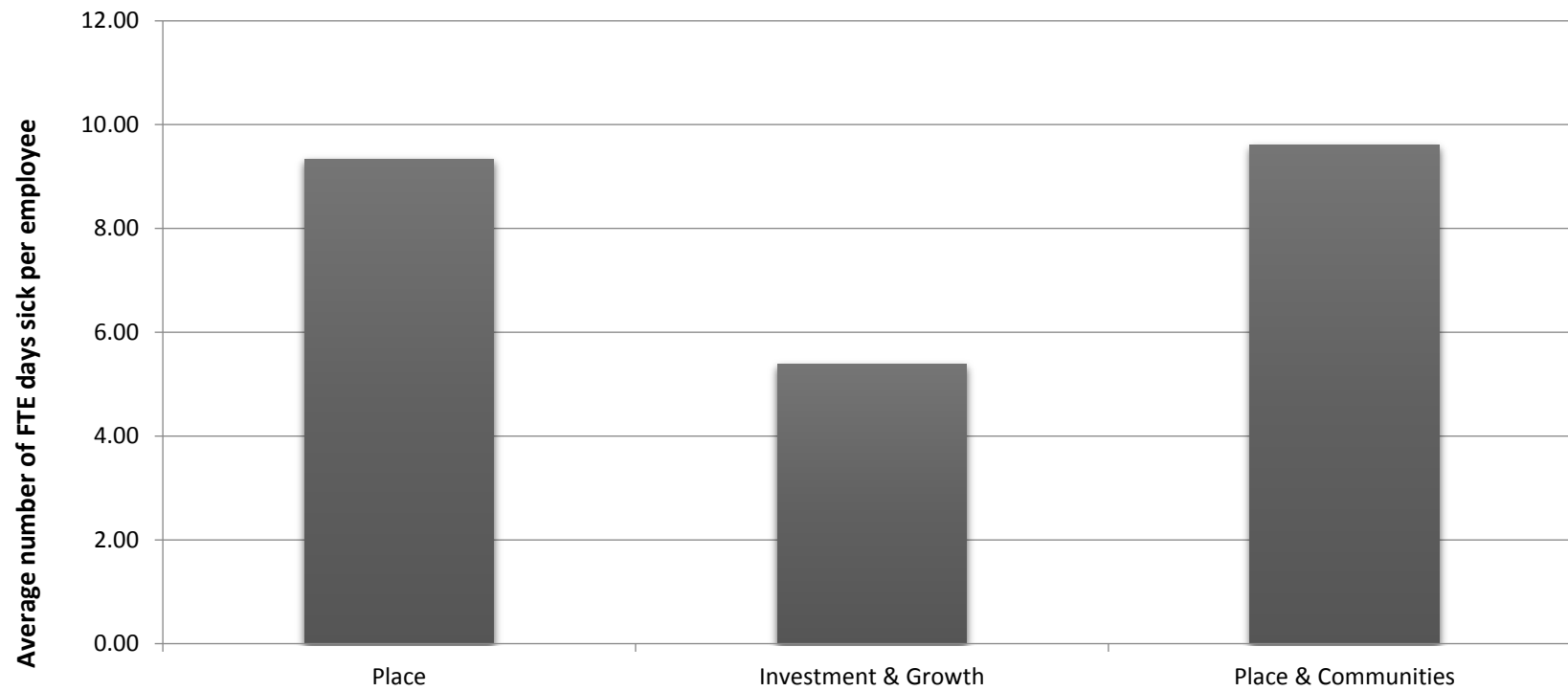


Chart 5 Chief Executive's April 2018 to March 2019

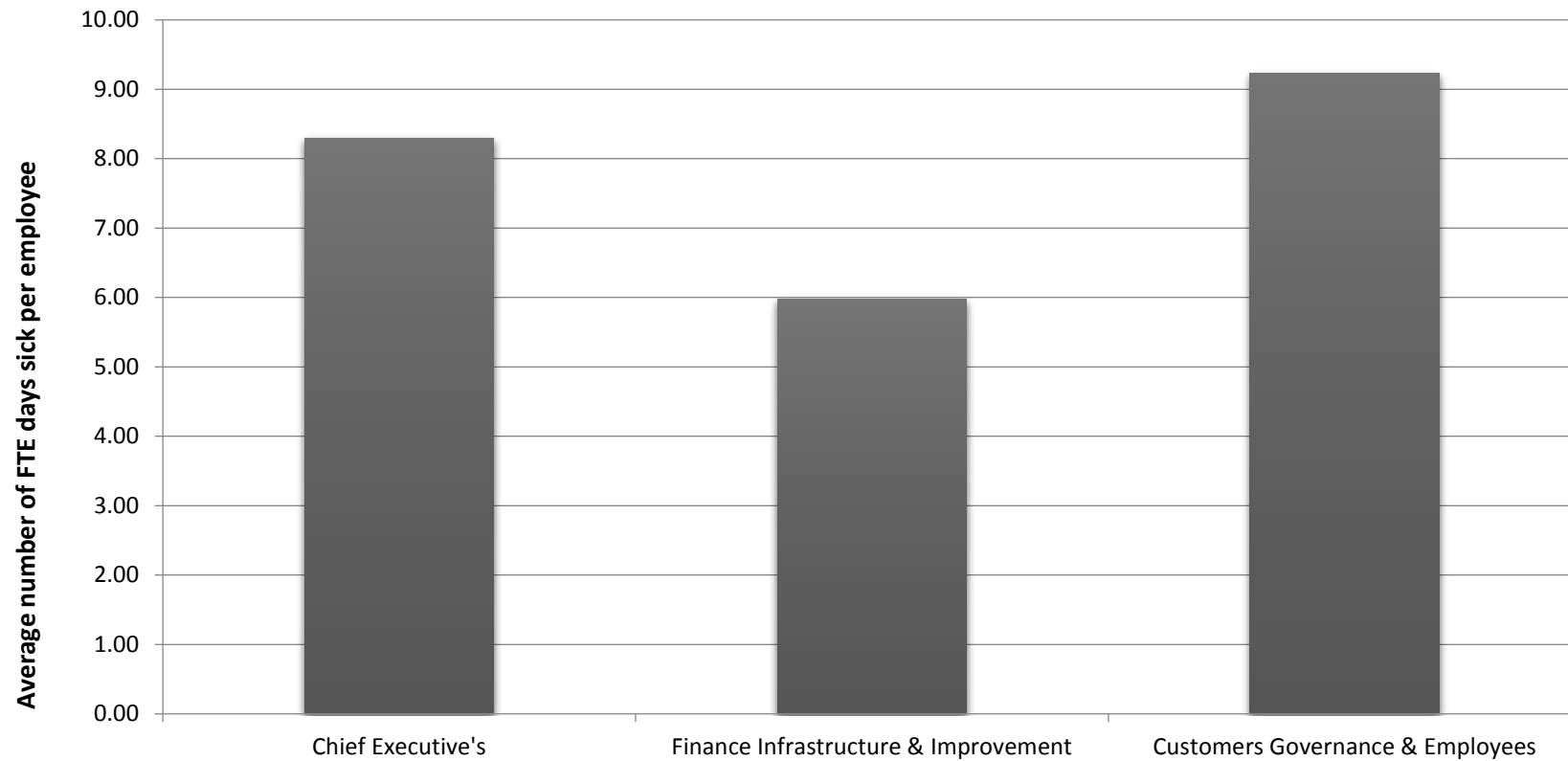


Table 1. Sickness Levels over rolling 12 month basis by Department

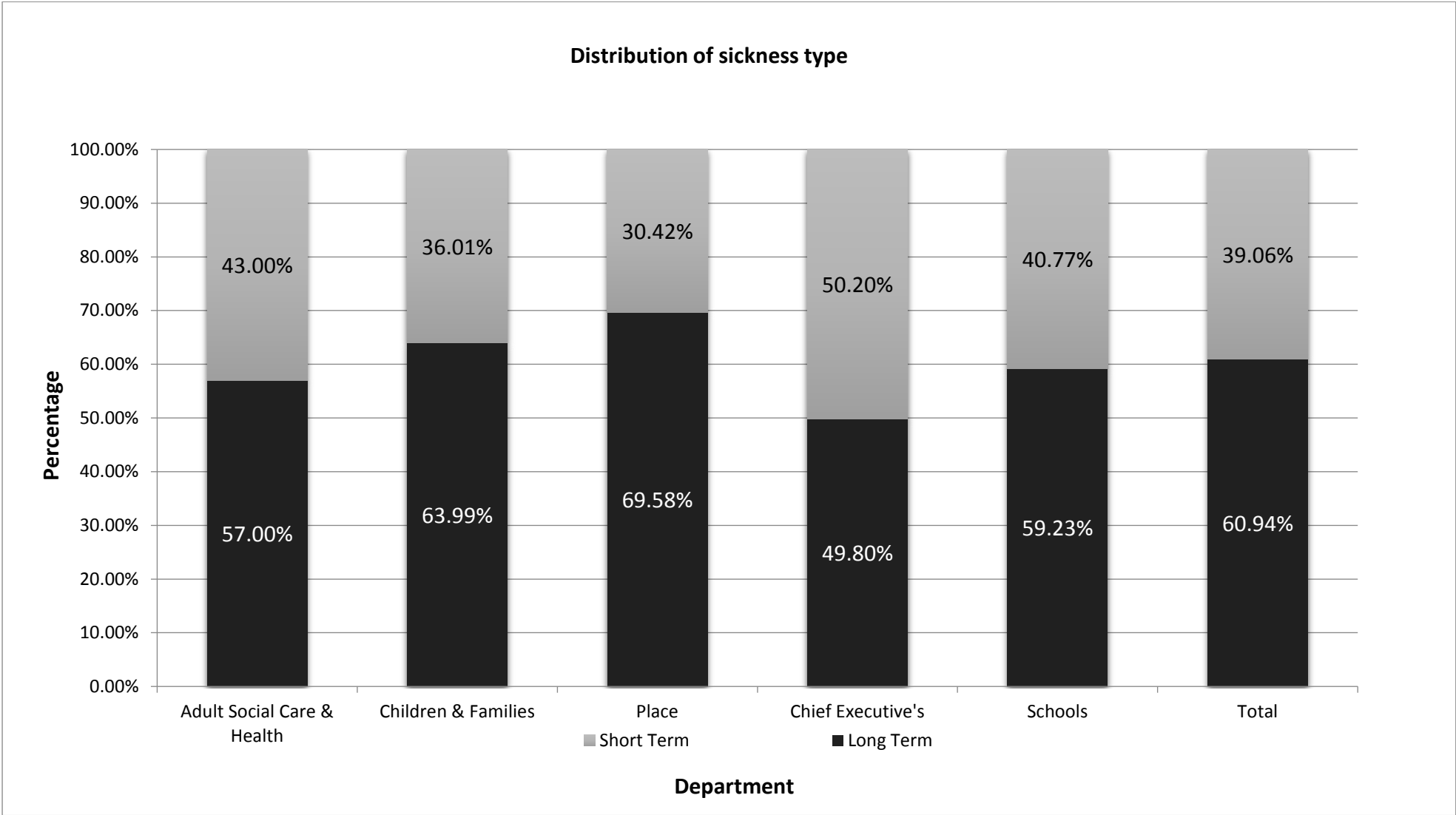
	(A) July 2017 to June 2018	(B) October 2017 to September 2018	(C) January 2018 to December 2018	(D) April 2018 to March 2019
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Chief Executive's	9.21	8.59	8.17	8.30
NCC Schools*	6.34	6.72	6.79	6.86
Authority	8.43	8.42	8.50	8.52

* 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	4.21%	9.62%	1.89%	3.22%	5.15%	11.05%	11.18%	18.65%	1.88%	2.00%	0.41%	8.34%	19.48%	0.00%	2.92%
Children and Families	3.51%	8.16%	1.47%	0.83%	4.14%	8.24%	10.18%	16.88%	1.87%	2.45%	0.10%	5.62%	34.97%	0.21%	1.37%
Place	4.07%	4.96%	1.18%	3.31%	1.77%	21.98%	13.84%	14.54%	1.11%	3.55%	0.34%	6.14%	21.15%	0.88%	1.20%
Chief Executive's	4.20%	13.75%	3.51%	2.68%	2.53%	5.52%	13.31%	17.06%	0.93%	2.07%	0.27%	8.37%	24.51%	0.78%	0.51%
Schools	4.85%	10.23%	1.88%	0.97%	4.99%	8.42%	15.71%	16.69%	1.80%	2.44%	0.10%	10.05%	21.66%	0.18%	0.01%
Totals	4.33%	9.32%	1.88%	1.95%	4.14%	10.78%	13.40%	16.83%	1.63%	2.49%	0.22%	8.25%	23.41%	0.31%	1.06%

Appendix C: Long and Short Term Sickness



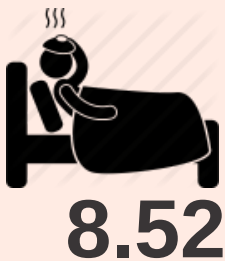


Employee wellbeing and sickness absence performance Q4 2018 - 2019

Corporate performance April 2018 to March 2019

60.9%

Long term absence



39.1%

Short term absence



7 days

NCC Target

CiPFA average

8.6 days



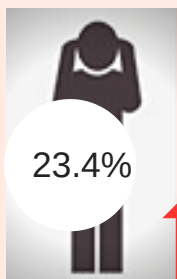
0.02 day increase over the
previous quarter



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

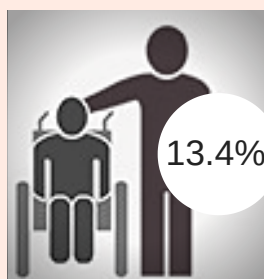
Sickness absence

The most common top four causes and trend indicators



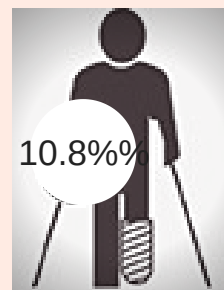
23.4%

Stress



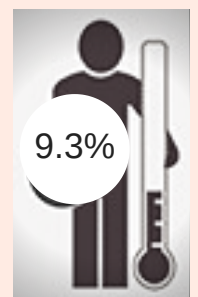
13.4%

Op/Post Op
Recovery



10.8%

Muscular/
Skeletal



9.3%

Cold/Flu/
Sore Throat

Main cause for absence
by dept.

STRESS:



C Exec



CFCS



ASCH

Muscular/
Skeletal



Place

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****UPDATE ON PROGRESS TOWARDS DISABILITY CONFIDENT
ACCREDITATION****Purpose of the Report**

1. To advise Members of the outcome of the Council's application to move from the status of Disability Committed to that of Disability Confident Employer and to seek approval for ongoing work to raise awareness through further actions and communication that Nottinghamshire County Council is now formally accredited under the Department of Work and Pensions (DWP) "Disability Confident" employer standard.

Information

2. Members of Personnel Committee have previously agreed in March 2018 that the Council would undertake the self-assessment process to identify required actions to become an accredited Disability Confident employer. The Disability Confident scheme replaces the former "Two Ticks" Positive About Disabled People government employer scheme.
3. A further report advising of progress was brought to Committee in October 2018. It is considered important to demonstrate active commitment to becoming a recognised Disability Confident employer providing a focus for the further development of the existing range of activities, procedures, provisions and guidance available to support the Council's managers to recruit, develop and retain people with disabilities.
4. Members restated their ongoing commitment to becoming a Disability Confident Employer and this was reflected in the self assessment. Members also agreed to receive a further report once the outcome of our submission was known and to determine whether we wanted to progress to the next level of accreditation to become a Disability Confident - Leader by the time of the next assessment in April 2021.
5. It is important for our commitment to be recognised and understood by prospective employees so that they feel comfortable in applying for jobs with Nottinghamshire County Council in the knowledge that we aim to be an inclusive employer, seeking to support and enable people to access work opportunities. The Council acknowledges and celebrates the positive contribution that people with physical and/or mental disabilities make to its overall talent pool, it seeks to welcome them into its workforce and aims to be an exemplar employer by modelling good practice and promoting these benefits to other local employers.

6. There are three progressive Disability Confident levels – Disability Committed, Disability Confident and finally Disability Confident Leader. As reported back in March, the Council was able to register as Disability Committed on the basis of current employment practices in relation to recruitment, available support at interview, willingness to make reasonable adjustments, and support for existing employees who acquire a disability to remain in work.
7. The Council aims to go beyond the minimum statutory requirements set out in the Equality Act 2010 and has undertaken the following actions to support it to move to Disability Confident status:
 - Reviewed how employees share information around their disability (disabilities) and any required adjustments/adaptations with a view to streamlining how information is conveyed. This work is currently badged as the “disability passport” but will eventually be included in a wider piece of work around how employees’ personal information is collected and stored to comply with new data protection requirements. A joint workshop with the trades unions was held in August 2018 to determine how this work would be developed and has subsequently been the subject of a presentation to Central Joint Consultative and Negotiating Panel (CJCNP) to the recognised trades unions
 - As mentioned in the Workforce Profile report, we encourage employees to disclose any protected characteristic they may have including disability. The Council aims to foster a climate of inclusiveness and trust where employees feel comfortable about sharing this personal and intimate information. We continue to work with the Council’s self managed support groups to improve our disclosure rates
 - We engaged in work with Healthy Working Futures in a bid for funding from the Work and Health Unit Challenge Fund to undertake further research using a holistic Bio-Psycho-Social model but were unfortunately unsuccessful in the work
 - However we have engaged with Public Health colleagues to work on an evidence based analysis of reasons for absence including those related to disability and long term medical conditions. Ongoing engagement with smoking cessation and obesity programmes will aim to reduce the number of people who potentially will become disabled over the course of their employment
 - We have reviewed the procedures and associated guidance for employees and managers to ensure their currency and legal compliance. This provided the opportunity to review their application across the whole workforce including any employee with a disability
 - We have refreshed management guidance on a range of subject areas including supporting employees with mental health issues, terminal illness and dyslexia. Our management guidance on supporting employees with a terminal illness has been recognised as an example of best practice nationally
 - Promoted the Council to new graduates through our work with the Leonard Cheshire Change 100 Internship Programme, in our apprenticeship offer and graduate programme. Employability is a new core programme of work led by the Corporate Director ASCH to underpin the commitments made in the refreshed Council Plan and Departmental Strategies and this will have a focus on supporting people with disabilities to become work ready and ultimately into employment.
8. The Council has received confirmation from the Department of Work and Pensions that the Council is a Disability Confident Employer (copy of certificate provided at Appendix 1) and can

use the logo on our stationery, website and correspondence. Further details of the use of the branding will be published on the Council's intranet.

Other Options Considered

9. The Disability Confident standard is a nationally recognised accreditation which allows employers to demonstrate their commitment to becoming fully inclusive and go beyond the basic statutory requirements of the Equality Act 2010. As such, no other options were considered. We want to demonstrate to our current and future workforce our achievement of the Disability Confident standard and ensure we continue to undertake meaningful actions to remove any barriers to employment with the Council.

Reasons for Recommendations

10. The achievement of the Disability Confident standard demonstrates real commitment to our workforce in attracting and retaining talented individuals from all areas of the community and highlights the Council's community leadership role as being an exemplar employer in relation to the employment of people with disabilities.

Statutory and Policy Implications

11. 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

12. The report contains no personal information to ensure privacy of individuals. The new requirements under GDPR will inform and underpin the work required toward accreditation and that already being undertaken around the "disability passport".

Financial Implications

13. Participation in the Disability Confident scheme is free of charge. The retention of talented employees with a disability may reduce recruitment costs and positively impact on turnover over time.

Human Resources Implications

14. The Human Resources implications are contained within the body of the report. It is important for the Council to be an employer of choice and to act as a community leader in this respect. It is however crucial that there is real commitment and action attributed to the Council to maintain Disability Confident accreditation to demonstrate genuine inclusivity and a willingness to be flexible in how work is undertaken and to develop our programme of work to becoming a Disability Confident Leader within the next two years.

Public Sector Equality Duty implications

15. The achievement of the Disability Confident accreditation demonstrates our ongoing commitment to meeting and wherever possible exceeding the statutory requirements of the Equality Act 2010.

RECOMMENDATIONS

It is recommended that Members agree:

- 1) Ongoing actions and the creation of a wide ranging communications plan to promote the Council as an employer of choice and to encourage more people with a disability to apply for our advertised roles as we become more inclusive.
- 2) That the Council delivers a programme of activity with the aim of becoming a Disability Confident Leader by the time of the next assessment in April 2021.

Marjorie Toward

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

For any enquiries about this report please contact:

Gill Elder, HR, Workforce and Organisational Development Group Manager on 0115 9773867 or email gill.elder@nottsc.gov.uk

Constitutional Comments (KK 02/05/19)

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

Financial Comments (RWK 08/05/19)

17. There are no specific financial implications arising directly from this report. Any ongoing actions and communications to promote the council as an employer of choice in relation to employing people with a disability will be met from within existing revenue budget allocations.

HR Comments (JP 07/05/19)

18. The Council has certain legal duties towards employees with disabilities. However in seeking to attract and retain the most talented candidates from the widest recruitment pool, it is important to translate our ongoing commitment into meaningful actions. The Council recognises the contribution of all its employees and recognises the ongoing benefits to service users, stakeholders and employees of recruiting and maintaining a diverse and inclusive workforce.

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



This is to certify that

is a Disability Confident Employer

Period of award:

Issue date:

As a Disability Confident Employer we:

- have undertaken and successfully completed the Disability Confident self-assessment
- are taking all of the core actions to be a Disability Confident employer
- are offering at least one activity to get the right people for our business and at least one activity to keep and develop our people.

Find out more about Disability Confident at:
www.gov.uk/dwp/disabilityconfident

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 **#DisabilityConfident**

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****UPDATE ON CHANGES TO EMPLOYEES' TERMS AND CONDITIONS****Purpose of the Report**

1. To provide Members with an update on the final position reached following extensive negotiations on the changes to employee terms and conditions with the nominated negotiating representatives of the recognised Trades Unions.

Information

2. The Chief Executive wrote to all employees in March and April 2018 and then again on 5 February 2019. In these letters, he outlined the reasons for the need to make savings from the employment package and updated on progress of the negotiations.
3. The proposals were developed using some guiding principles, including the need to:
 - Save a minimum of £1 million in the Council's revenue budget
 - Reduce future staffing costs
 - Increase efficiency and outputs
 - Retain a good overall package to enable the Council to continue to attract and retain the best people
 - Minimise the impact on take home pay.
4. Following dialogue with trades union colleagues, an undertaking was given that if this could be achieved, there would be no further changes to terms and conditions for the lifetime of the current Administration. This is a significant commitment given the ongoing financial pressures this and many other Councils continue to face.
5. The initial revised proposals were rejected by the workforce following an indicative ballot by the recognised trades unions. This ballot also sought the views and comments from employees. The decision was taken to pause the negotiations and consider the feedback received before going back to illicit further information to understand why people had rejected the proposals

even though specific care had been given to formulating a set of proposals which tried to minimise impact on take home pay.

6. In addition to the information provided by the Chief Executive's letters, the Council received feedback from a number of sources. This included the indicative ballot held by the recognised trades unions, the comments received into a dedicated email account, through managers and the feedback from a series of Employee Focus Groups, led by the Chief Executive. Over 10% of the workforce chose to provide their feedback which is a significant sample for an organisation of our size. Clearly there were differing impacts on employees depending on their length of service, age and what jobs they were undertaking.
7. The feedback provided an invaluable insight into what employees were thinking and provided a very clear indication of how proud people were to work for Nottinghamshire County Council, and in the main, it is viewed as a good place to work. During the next twelve months, the Chief Executive and the Corporate Leadership Team intend to take more opportunities to meet the workforce, listen to their views and involve employees more in the change and transformation of the Council to improve outcomes for local residents.
8. The impact on different groups of employees is reflected in the Equality Impact Assessment which has been completed as part of considering and developing the proposals and the completion of this report.
9. Further changes were made to the revised package of terms and conditions which in effect altered the redundancy package, changed the duration of pay protection from two to one year and removed the legacy entitlement to additional annual leave in certain service areas. In addition the proposals included a commitment to introduce an annual leave buyback scheme and to continue to work with our partner Timewise to maximise the benefits of flexible working.
10. The recognised trades unions balloted their membership and on the basis of that outcome we have now reached a signed collective agreement on the changed package, effective from 1 April 2019, with the commitment that there will be no further changes for the life of the current Administration.
11. Although it did not form part of the local negotiations on terms and conditions, it is worth noting that the Council implemented the nationally determined pay settlement in full which included all employees covered by the NJC agreement effective from 1st April 2019. This resulted in an increase to all included employees basic salary. It was considered important to include this information to demonstrate that this Council's employees are one of our most important assets which is reflected in our terms and conditions of employment. When considered in the round, the Council's overall employment package remains one of the best in local government.

Other Options Considered

12. Every option was considered in determining the package of revised terms and conditions but the final offer came closest to meeting the guiding principles outlined in paragraph 3 and reflected feedback from trades union colleagues and employees.

Reasons for Recommendations

13. The overarching driver was to make the required saving whilst retaining terms and conditions sufficiently attractive to enable the Council to attract and retain high calibre employees. Further work is required to complete the commitments in terms of introducing the annual leave buyback scheme and the review of flexible working to maximise the benefits to the organisation and individuals.

Statutory and Policy Implications

14. 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 Implications

15. There is no personal information about named individuals contained within the body of the report.

Financial Implications

16. The financial implications are contained within the body of the report. The Council is required to make ongoing savings to enable it to continue to deliver quality services to the people of Nottinghamshire. The range of measures now part of the collective agreement enables a saving of £1 million to be made which will improve overall efficiency and protect employment in the longer term.

Human Resources Implications

17. The Council engaged in extensive negotiations with the nominated representatives of the recognised trades unions to arrive at a position where the proposals form part of a collective agreement. The views of employees who chose to respond to various letters about the proposals, or attended one of the employee focus groups, were actively considered in shaping the final set of proposals. Where individual groups of staff were adversely impacted around the time of implementation, issues have been worked through on an individual basis. At the most recent regular meeting between trades union representatives and the Chief Executive, they provided very positive feedback on the level and style of engagement with the entire workforce.

Public Sector Equality Duty implications

18. The revised package of terms and conditions has been the subject of an equality impact assessment. The changes are to be universally applied to all employees and therefore there is no particular group adversely impacted as a result of the changes. The developing work on flexible working will benefit a range of employees including those with caring responsibilities and assist those managing long term health conditions or a disability.

Smarter Working Implications

19. The ongoing review of flexible working will continue under the overarching programmes of work around Smarter Working (Phase 2) and Digital Development.

RECOMMENDATIONS

It is recommended that Members agree:

- 1) To receive the updated position on the negotiations around changes to terms and conditions.
- 2) To approve the outstanding actions to continue around the introduction of the annual leave buyback scheme and review of flexible working.

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, Workforce and Organisational Development on 0115 9773867
or gill.elder@nottsc.gov.uk

Constitutional Comments (KK 02/05/19)

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

Financial Comments (RWK 08/05/19)

21. The measures detailed in the report will reduce the revenue budget in 2019/20 and future years by £1 million. The saving in 2019/20 will be £750,000 with savings of £125,000 in both 2020/21 and 2021/22.

HR Comments (GME 17/04/19)

22. The employment implications are included in the body of the report. In arriving at this position, the Council has utilised its agreed consultation and collective bargaining processes. Employees have been invited and accepted the opportunity to comment on the proposals and through this engagement, the package was further revised over time to reflect the views received as part of these processes.

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.

- Terms and Conditions Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

- All

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****UPDATE ON FURTHER DEVELOPMENTS TO FLEXIBLE WORKING
ARRANGEMENTS****Purpose of the Report**

1. To provide Members with an update on the developments around flexible working for Council employees and to seek approval to continue to progress the work currently being undertaken with Timewise.

Information

2. Members have received a separate report providing an update on the negotiations on a revised package of terms and conditions for the Council's directly employed workforce. The report specifically mentioned work being undertaken with Timewise, an award winning social business providing consultancy services to help identify, encourage adoption of and share best practice on flexible working.
3. Employees were advised that the work around flexible working would continue over the summer months whilst a series of employee workshops led by the Chief Executive took place inviting them to provide ideas and suggestions to further inform future actions. Employees unable to attend the workshops were provided the opportunity to email their comments, ideas and feedback to a confidential email address and these have been added to the information already gathered from the sessions which have taken place.
4. A further report was brought to Personnel Committee on 3 October 2018 which described the initial scoping meetings with managers, the trades unions and Timewise. Discussions with Timewise have continued around the Council's existing flexible working provisions. Members may recall Timewise helps businesses and organisations to attract and develop the best talent through flexible working. They provide market insights, deliver training and consultancy, and provide recruitment services.
5. It is refreshing to learn from them that many employees are reviewing their position as flexible working is still an emerging area of business. Timewise facilitates the sharing of knowledge and experience across different businesses including online at timewise.co.uk and offline through their programme of roundtables and events for partner businesses. Timewise have a particular focus which aligns with our ambition to understand how flexible working can help us attract and nurture great talent. Their expertise has grown out of the experience of running

Timewise Jobs, their national jobs board for part time jobs and jobs that are open flexibly. Timewise also runs the annual Power Part Time List - showcasing the achievements of 50 business leaders who work part time. The list seeks to erode the stigma that 'part time is just for low skill roles', and to help prove that flexibility is a talent issue. Further details will be included in the People Strategy due to come to July's Personnel Committee.

6. Members will also be aware from the update report on today's agenda, of the position arrived at regarding a collective agreement reached with the recognised trades unions on a revised package of terms and conditions. Having focussed our energies on reaching the collective agreement, the timing is now right to up the pace of developing this progressive area of work and to ensure the relevant synergies provided by Phase 2 of the Smarter Working Programme and the "Enhancing Customer Experience through Digital Development" programme are realised.
7. We are aiming to become part of the growing network of local authorities taking a leadership role on flexible and agile working which will help ensure that the Council has the workforce it needs now and for the future to meet the service and organisational priorities set out in the Council Plan and refreshed Departmental Strategies.
8. This Council is committed to the principles of working flexibly where service needs allow. We have made significant investment in new technologies to enable and facilitate more flexible ways of working where this is an option. In seeking to review the Council's overall approach to flexible working, we will ensure that we make the best use of the available opportunities to support service delivery.
9. The very positive initial discussions with Timewise, managers and trades union colleagues began to look at different approaches and best practice as we work to become a Timewise accredited employer. It is recognised that working flexibly is something many colleagues value and that it can also benefit the Council and people for whom we provide services.
10. The feedback from the employee workshops is invaluable in developing the ongoing work around flexible working with Timewise. Clearly many colleagues value the opportunities it presents but in some places there is an issue around what working flexibly actually means. For some areas it is viewed simply as a way to alter start and finish times of work. However there is a much greater range of options for services to consider from revised working patterns, remote working, compressed hours to more fundamentally how jobs are designed to reflect the different ways some parts of our workforce can now operate and how resources are designed to maximise self-service and use of technology.
11. We have continued to analyse the feedback we received from employees both positive and negative where flexible working can be supported in a range of service areas. Understanding the potential trust issues as well as those of isolation and sense of "loss of team identity" are being actively considered and call for a different approach to team building and leadership which will in time drive further transformation. We continue to build on our ambition to be an Employer of Choice and flexible working supports this ambition and better places us in the race for talent whilst focussing our workforce on services designed and delivered around local people.

12. Another potential benefit to be realised from more flexible working opportunities is in the efforts to reduce absence and to improve efficiency. At the moment some employees have to absent themselves from work due to feeling unwell. What we have found is that for those people who have the facility to work at home, they will, when sufficiently fit to do so, work remotely rather than coming into a workbase and spreading infection. Clearly this requires careful management as we are not asking people to work when not fit to do so. However in those situations where the rigid requirement to report sick by a certain time means that a whole day is therefore recorded as unproductive. Where appropriate, for employees who feel better later on in the day, there is the option to make up their hours without being recorded as sick for the whole day.
13. Similarly on occasions where a full day would have been requested for Urgent Domestic Business to facilitate short notice absence from work for reasons other than sickness, there is now the opportunity to take the time required and then work outside of the normal operating office hours to accommodate this more flexible approach.
14. The engagement with employees and their managers is key to further developing our existing flexible working provisions because, as with any provision which impacts on where, when and how work is delivered, the service to our citizens will always take priority. These will be key aspects in the rollout of the revised People Strategy and new Leadership and Management Development offer.

Other Options Considered

15. Personnel Committee has already approved the engagement and ongoing development of work with Timewise. The Council has aligned itself with the Timewise accreditation process to demonstrate ongoing commitment to meet the expectations of our workforce as a modern public services employer. It is recognised there has been a degree of delay in moving the agenda forward, however it was considered important to arrive at a final position on the changes to terms and conditions before engaging the wider workforce in this more progressive piece of work. With the implementation of a revised People Strategy the Council will also have the opportunity to re-baseline its position regarding flexible working focussed around refreshed Departmental Strategies.

Reasons for Recommendations

16. The ongoing work with Timewise demonstrates the Council's ongoing ambition to be an Employer of Choice and its commitment to its workforce through the development of modern working practices which seek to align the specific needs of services with personal choice where possible.

Statutory and Policy Implications

17. 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

18. There is no personal information about named individuals contained within the body of the report. However there are challenges for the Council as employees choose to work more flexibly around data security, safeguarding personal information and information storage. These issues remain under constant review and are primary considerations in the design and development of training packages to support flexible working solutions.

Financial Implications

19. The Council has paid the Timewise fee of £8,000 from 2018/19 budget. It is considered value for money to use their nationally gained expertise to support the Council as it continues to develop its flexible working arrangements.

Human Resources Implications

20. The ongoing work on flexible working in its widest sense will be included as part of the overarching People Strategy informed by the developing Action Plan and will inevitably dovetail with Phase 2 of the Smarter Working Programme and the “Enhancing Customer Experience through Digital Development” programme.

Public Sector Equality Duty implications

21. The opportunity to work more flexibly enables our employees to maintain a more positive worklife balance which is important for both physical and mental well-being. In some cases it enables people to continue working whilst living with long term health conditions or disability. Where the flexible working facility can be extended, it also enables people with caring responsibilities to arrange work around these obligations. As required under the Public Sector Equality Duty, the needs of all our employees were considered in shaping our flexible working offer. However it is recognised that some services’ operational imperatives to be available 24/7, limit some aspects of flexible working.

Smarter Working Implications

22. The opportunities to maximise the benefits of flexible working rely on the existing principles of smarter working but extend beyond the physical environment and address more fundamental organisational and cultural issues such as how jobs are designed to reflect a more transformational approach, how work is planned, managed and ultimately delivered.

RECOMMENDATIONS

It is recommended that Members agree:

- 1) To the progression of work with Timewise to enable the Council to maximise the positive outcomes provided by a range of flexible working opportunities whilst meeting organisational commitments as set out in the Council Plan.
- 2) To further engagement with managers, employees and the recognised trades unions to develop an action plan to reflect the requirements of a modern, public service employer in respect of flexible working provisions.

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, Workforce and Organisational Development on 0115 9773867
or gill.elder@nottsc.gov.uk

Constitutional Comments (KK 02/05/19)

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

Financial Comments (SES 01/05/19)

24. The Timewise fee of £8,000 from has been met from the 2018/19 HR related budgetary provision. It is considered value for money to use their nationally gained expertise to support the Council as it continues to develop its flexible working arrangements.

HR Comments (GME 25/04/2019)

25. The importance of ongoing engagement with our workforce will enable the Council to maximise its flexible working offer and create buy-in to the ongoing developments. This will assist with the continuing challenge to attract and retain high calibre employees who will in turn enable the Council to deliver its ambitious commitments to the people of Nottinghamshire. As with any proposed change to existing provisions, these will be widely discussed with employees, managers and the recognised trades unions to ensure there are clear business reasons for how work is delivered and to support new and ongoing transformation programmes.

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

Various Types of Flexible Working

Flexible working describes any type of working arrangement that gives some degree of flexibility on how long, where and when employees work.

Flexible working arrangements have been an option in many employment sectors for a long time, helping employers meet the changing needs of their customers and their staff.

- **Customers** expect to have goods and services available outside of the traditional 9-5 working hours
- **Employees** want to achieve a better balance between work and home life
- **Organisations** want to meet their customers and employees needs in a way that enables them to be as productive as possible.

The range of provision falls into a number of categories:

- How work is delivered – this can include face to face; through the Customer Service Centre; over the telephone; through an App, webpage or other digital platform; or it could be through a commissioned service or by a third party provider
- Where work is undertaken – increasingly this can be in many different places for example at home, in the service user's home, in the office of a partner organisation, in a different work base. This will always be a matter for discussion and agreement depending on service needs
- When work is undertaken – not all work has to be undertaken between 08.30 and 17.00. There may be no constraints on when work is undertaken as long as the overall objectives are achieved. As we continue to deliver services which operate 24/7 and customer expectations change this will necessitate us reviewing working patterns and arrangements facilitated by better use of technology.

In addition, other types of flexible working may include:

- Flexitime
- Part-time work
- Overtime
- Job share
- Compressed hours
- Shift work
- Annualised hours
- Temporary working and fixed term contracts
- Term-time working
- Sub-contracting
- Homeworking
- Mobile working
- Hot-desking
- Career breaks
- Shared parental leave
- Special leave provision including urgent domestic business
- Self rostering

The list is not exhaustive and continues to develop.

**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
24 July 2019			
People Strategy	Strategy to compliment the Council Plan to ensure we have the right resources to deliver on our commitments	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
Update on Apprenticeship Levy Uptake	Update on the Apprenticeship Levy Uptake	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			
Gender Pay Gap - Update			

11 March 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
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			
To be confirmed			