

## Personnel Committee

**Wednesday, 27 September 2017 at 10:30**

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

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### AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 3rd July 2017  | 3 - 6   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Nottinghamshire County Council Workforce Profile Information 2017  | 7 - 42  |
| 5 | Nottinghamshire County Council's Employer Apprenticeship Strategy  | 43 - 70 |
| 6 | Employee Health & Wellbeing & Sickness Absence Performance & Action For Improvement  | 71 - 88 |
| 7 | Customer Service Centre  | 89 - 94 |
| 8 | Work Programme   | 95 - 98 |

### 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 **Monday 3rd July 2017 (commencing at 10.30am)**

### **Membership**

Persons absent are marked with an 'A'

### **COUNCILLORS**

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

Maureen Dobson  
Boyd Elliot  
Tony Harper  
Errol Henry JP  
John Ogle

Helen-Ann Smith  
Sheila Place  
Francis Purdue-Horan  
Yvonne Woodhead

### **OFFICERS IN ATTENDANCE**

Sarah Ashton	Assistant Democratic Services Officer
Julie Brailsford	Assistant Democratic Services Officer
Claire Gollin	Group Manager HR and Customer Services
John Nilan	Team Manager HR and Customer Services
Marje Toward	Service Director HR and Customer Service

### **MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 29<sup>th</sup> March 2017, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

### **TERMS OF REFERENCE AND MEMBERSHIP**

#### **RESOLVED 2017/04**

To note the committee's membership and terms of reference subject to clarification of paragraph 4.

### **APOLOGIES FOR ABSENCE**

No apologise for absence were received.

### **MEMBERSHIP**

It was reported that Councillor Tony Harper had been appointed in place of Councillor John Handley and Councillor Francis Purdue-Horan had been appointed in place of Councillor Jonathan Wheeler.

### **DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **HEALTH AND SAFETY REVIEW AND ACTION PLAN 2017/18**

#### **RESOLVED 2017/05**

To approve the 2017-18 Health and Safety Action Plan contained within Appendix A to the report.

### **EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE PERFORMANCE UPDATE AS AT 31<sup>ST</sup> MARCH 2017**

#### **RESOLVED 2017/06**

1. To note the current level of performance in respect of sickness absence and agreed to continue to receive regular quarterly update reports.
2. To agree the Employee Health and Wellbeing Action Plan 2017-18 in Appendix D to the report to ensure continued progress towards the previously agreed target of an average of 7 days absence per fte.

### **NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING INFORMATION AS AT 31<sup>ST</sup> MARCH 2017**

#### **RESOLVED 2017/07**

1. To note the updated workforce planning information and trends identified within the report and that they will be used to develop the Council's revised Workforce Strategy and underpin the Workforce Plan and that these would be the subjects of a future report to the committee.
2. To agree that the future scope and format of the report would be reviewed to reflect the Council's future reporting requirements as set out in the new Planning and Performance Framework agreed by Policy Committee.

### **WORK PROGRAMME**

**RESOLVED 2017/08**

That the Committee's work programme be noted.

The meeting closed at 12.02am.

**CHAIRMAN**

3<sup>rd</sup> July 2017



**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN  
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PROFILE  
INFORMATION 2017****Purpose of the Report**

1. The purpose of this report is to provide Personnel Committee with an updated annual summary of the diversity profile of the direct workforce of Nottinghamshire County Council by their “protected characteristics”, in response to the Council’s public sector duty under the Equality Act 2010.

**Information and Advice****Background**

2. Since 2011 public sector employers with 150 or more employees have a specific statutory duty to collect and publish annually relevant, proportionate, information about the profile of their direct workforce defined by their “protected characteristics”, that is age, gender (including gender reassignment), race/ethnicity, disability, religion/belief and sexual orientation.
3. In compliance with this duty the Council reports on and compares the current profile of its workforce at April each year.
4. External comparison is made, where relevant data is available, in order to benchmark the diversity profile of the protected characteristics of the Council's workforce against that of:
  - The overall community of the population of the whole of Nottinghamshire using data drawn from the most recent (2011) national Census.
  - The Local Labour Market (LLM) of working age people (age 16-64) of Nottinghamshire as defined by the most recent Office of National Statistics (ONS), survey (December 2016).
5. The intention of the report is to provide the public with the information they need to hold public bodies to account for their performance on equality in employment and to enable employers to set themselves specific, measurable equality objectives.

6. Collecting this information has facilitated the Council to undertake a year on year trend analysis, using comparable data which provides an evidence base to inform how it assesses its equality performance as an employer and to benchmark its performance against other comparable local authorities.
7. The workforce profile information is used to help ensure that the Council's employment practices and services are free from discrimination and prejudice and to identify any necessary remedial action.
8. It will also be used to inform the review and development of actions to support the delivery of the Council's wider workforce planning priorities, including succession planning and talent management, to ensure that it has a flexible and diverse workforce which provide the skills base to enable it to deliver its future service priorities.

### **Basis of reporting**

9. The data in the **appended** report has historically been generated through the Council's Business Management System (BMS), based on the Full Time Equivalent (fte) occupancy of posts, rather than headcount. The retrospective trend data reflects the most recent 5 year period, that is 2013 to 2017 and reporting on the basis of full time equivalent (fte) has been maintained in order to enable meaningful year on year comparison.
10. In addition, the use of full time equivalent data is a better measure of the relative impact of multiple employments which are consolidated, reflecting the complexity of working arrangements across the Council. It also provides a standard measure to enable the Council to compare our performance with other County Council's through the CIPFA Value for Money reporting regime (see **paragraph 30**).
11. The latest annual workforce information for Nottinghamshire County Council (NCC) is **as at April 2017** when the overall workforce of centrally employed permanent and temporary staff, many of whom are part time employees, stood at **5456.59** fte.
12. The nature of the authority's current relationship with schools means that it is unable to directly influence their recruitment, promotion and retention practices or associated action plans for improvement. As there is also no statutory obligation on a local authority to include data relating to employees of controlled schools, their employees are therefore not included in this data set. Previous analysis has demonstrated that to include schools' data would introduce a significant variance in the percentage representation of employees by all protected characteristics when compared with the direct County Council workforce and it is therefore excluded. Not including schools is also consistent with other County Councils which in the main also exclude school based employees from the scope of their own direct reporting.
13. Data in respect of the successful candidate for each NCC job vacancy is entered into the Council's Business Management System (BMS) at the point of



recruitment. Comparison with previous years enables trends to be identified and reflects the degree to which the County Council's workforce has changed over time in relation to the representation of protected characteristics.

14. The full implementation of an e-recruitment portal since the last update report now enables the Council to report on the profile of applicants from 2017 onward for the majority of its advertised vacancies which are now processed through this facility.
15. A breakdown of applicants, individuals shortlisted for interview and those appointed into post is set out in **section 5** of the appendix to this report. As this is the first time that it has been possible to report on this data this is shown by headcount as there is no previous year on year fte comparison.
16. Certain protected characteristics, including an employee's disability status, may change during the course of their employment and can be updated direct by the employee on the Employee Self Service facility of the BMS system. Managers of those front line employees without direct access to BMS are encouraged to liaise with individual employees with due sensitivity to update their personal information and ensure that it is completed on their behalf.
17. In order to continue to improve on levels of disclosure frequent reminders are issued to encourage individual employees to complete and update their personal information. These communications promote the positive business reasons for collecting diversity data and provide reassurance that the information will be treated with utmost confidentiality.
18. Areas for ongoing improvement identified in this current report will form part of the detailed action plans which will be developed to support the delivery of the Council's Workforce Strategy.

## Key trends

19. The current workforce profile data is presented in detail in the **Appendix** to this report and sets out the position in relation to:
  - Disclosure rates and comparison with previous years
  - Overall NCC workforce profile in relation to the protected characteristics of individual employees and comparison with previous years
  - A breakdown of workforce profile by service department in relation to protected characteristics and comparison with previous years
  - Comparator community and LLM data where this is available
  - Profile of NCC employees by grade in relation to their protected characteristics
  - Recruitment profile of, applicants, shortlisted candidates and appointees by protected characteristics.
20. Underpinning this data is the ongoing impact on the Council's workforce numbers of service review and redesign in response to organisational

transformation and budget pressures, including headcount reduction, transfers out to other employers and natural turnover, all of which have led to an incremental reduction in the Full Time Equivalent (FTE) number of people employed by the Council overall.

21. In the 12 month period between April 2016 and April 2017 the reduction in the Council's directly employed workforce equated to **554.29 fte**, including the transfer out of significant numbers of directly employed NCC employees to alternative service delivery models including Inspire, Via and Arc during 2016.
22. The current data illustrates that this ongoing trend of reduction has not in itself had a direct or negative impact on the overall diversity profile of the remaining workforce.

### **Commitment to Continuous Improvement:**

23. The Council's Workforce Strategy sets out its strategic workforce planning priorities in response to the challenges it faces over the coming years and the workforce transformation needed to deliver these priorities.
24. One of the four themes of the Workforce Strategy reflects the Council's strategic aspiration to be an **Employer of Choice**, this includes adopting good employment practice that is fair and equitable and acting as a role model to other employers who contribute to the economy of Nottinghamshire in this respect.
25. Treating people fairly is a key priority under the **Healthy Organisation** theme of the Workforce Strategy which acknowledges that a healthy organisation is a diverse organisation committed to inclusivity which provides fair and equal access to employment and opportunity to ensure that the Council maximises its people potential.
26. Key areas for action under this theme include:
  - Ensuring that the Council maximises and sustains its workforce capacity by creating a workforce drawn from across the wider labour market which is properly representative of all the communities in Nottinghamshire
  - Evaluating and removing any identified barriers in the Council's recruitment and on-boarding strategy which might deter under-represented groups from joining the council's workforce and ensuring that associated processes are modern, accessible and inclusive
  - Evaluating barriers to under-represented groups being in leadership positions, maximising potential and reflecting this in the identification of future leaders and senior managers
  - Promoting diversity across the Council's workforce and ensuring it is reflective of the community served using national standards to improve practice and ensuring the Council models good practice
  - Reviewing reporting mechanisms to ensure the Council publishes and acts on information on its Gender Pay Gap in line with legal requirements from April 2018 onward

- Continuing to create an inclusive working environment by encouraging and supporting employees to respect and value others, treat others with fairness and honesty and challenge bad behaviour.

### **Priority actions for improvement during 2017/18:**

27. Working as appropriate in conjunction with managers, employees, self-managed employee groups, trades unions and partner organisations priorities for action identified to date include:

- Completing the ongoing review and modernisation of the Council's key employment policies which will incorporate ensuring that they are fully compliant with all of the statutory requirements of the Equality Act 2010 and inclusive to all employees. This includes using gender neutral language and, where reference is made to an employee's partner/spouse that this applies to both heterosexual and same sex couples.
- Assessing the level of diversity of background, experience and perspective across the leadership and management cohort to identify and eliminate the barriers to under-represented groups being in leadership positions and reflect this in the identification and development of leaders for the future.
- Addressing the under representation of women, in the most senior posts in the Council by equipping them for more senior leadership roles through the next phase of the Council's Leadership Development Programmes.
- Offering learning and development opportunities to support existing line managers to progress their careers as well as enabling aspiring managers to develop the skills to take on their first management post.
- Continuing to review our workforce profile to ensure that under-represented groups are encouraged to consider employment with the Council and are not disadvantaged in doing so. This will include evaluating the pilot of the Leonard Cheshire Change 100 initiative through which the Council has taken on 3 disabled under-graduates and graduates on paid internships in services across the Council.
- Actively encouraging all managers to identify and make full and creative use of any reasonable adjustments, including redeployment, to recruit and support disabled people in work and retain them in employment wherever possible.
- Continuing to develop appropriate managerial guidance and tools to support employees with a disability, to enable them to maximise their potential and be able to remain in work is a priority. Since the previous annual report specific management guidance, developed in conjunction with the trade unions, on supporting employees diagnosed with a Terminal Illness and guidance on supporting employees with Dyslexia have been developed and promoted.

- Using Stonewell's criteria as a model for good practice continuing to improve the Council's engagement with its LGBT workforce. Since the previous annual report new guidance for managers on supporting Trans employees has been developed and launched, a Proud Allies scheme introduced which enables all employees to show their visible support for LGBT colleagues and a booklet and video produced in partnership to showcase LGBT role models working in public services in Nottinghamshire. Actions for further improvement have been identified with the aim of further improving this ranking for 2018.
- Encouraging and supporting employees from all under-represented groups in the existing workforce to maximise their potential, remain in the Council's employment and progress their careers. Extending the workplace "Allies" initiative to BaME and Disabled employees is under active consideration through the Corporate Equalities Group to support this.
- Increasing the percentage of younger employees in the Council's workforce by reviewing, expanding and refreshing the Council's approach to offering work based learning opportunities, including Apprenticeships, Graduate Traineeships and Work Experience as part of a refocussed talent management strategy.
- In compliance with its Public Sector Duty to comply with the national Apprenticeship Levy introduced from 1<sup>st</sup> April 2017, the Council has revised and extended its Apprenticeship Programme and Apprentices will now be directly employed, a significant proportion of whom will continue to be young people aged 16-24. This should have a positive impact on the Council's age diversity profile reporting from April 2018 onward.
- Identifying how to better engage with and maximise the skills and experience of older workers, support them to embrace change and new ways of working and retain their talent in key areas.
- Further improving disclosure rates of protected characteristics by continuing to encourage existing employees to declare and update as necessary their personal data relating to their protected characteristics to provide a more robust baseline for the ongoing analysis of workforce profile data.

28. The Council has a well-established network of employee support groups for its Black and Minority Ethnic; Lesbian, Gay, Bisexual and Transgender and Disabled employees which report into the Council's Corporate Equalities Group (CEG) and will be involved through this forum in identifying and developing these actions and identifying additional actions for further improvement.

## Performance Benchmarking

29. The Council is performing well against the most recently published relevant indicators compared with the other County Councils in its Chartered Institute of Public Finance (CIPFA), benchmarking group:

Indicator	Nottinghamshire County Council (April 2017)	CIPFA average (31.3.16)
% of women in leadership posts (*CIPFA definition spinal column point 47 and above on NCC pay scale)	65.80%	45%
% of employees who consider themselves to have a disability (*declared)	5.14%	3.8%
% of employees aged <b>50</b> or over	47.15%	37%
% BaME employees (*declared)	8.38%	5.6%

30. The County Council subscribes to the annual national Stonewall Workplace Equality Index which measures the efforts of a wide range of public and private sector organisations in tackling discrimination and creating an inclusive workplace for LGBT employees. The Council improved its ranking by 13 places to 51st in the 2017 top 100 employers listing, out of 439 submissions. This placed the Council as the second highest performing County Council and in the top five rated workplaces in the whole Local Government sector.

## Other Options Considered

31. The County Council regularly reviews the way it presents this type of statistical information with the aim to make it as clear and as concise as possible.

## Reason for Recommendation

32. The County Council has a statutory duty to publish workforce information on an annual basis. It is important that elected members are aware of this information when determining the strategic direction of the County Council and other related policies.

## Statutory and Policy Implications

33. 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**

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

## **Human Resources Implications**

35. The human resource and equality implications are implicit within the body of the report. The Corporate Equalities Group considered and commented on the initial draft at its meeting on 6<sup>th</sup> September 2017. Trades union colleagues were also consulted on the information contained within the report at the Central Joint Consultative and Negotiating Panel meeting on 14<sup>th</sup> September 2017.

## **Public Sector Equality Duty Implications**

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

## **Implications for Service Users**

37. This information will be made available to Service Users and the general public via the County Council's public website.

## **RECOMMENDATIONS**

It is recommended that Members:

- 1) Agree the actions set out in paragraph 27 and consider whether there are any other actions they require in relation to the information and issues contained within the report.
- 2) Consider how they wish to monitor the actions for improvement during 2017/18 as set out within the report.
- 3) Approve the publication of the annual Workforce Information Report 2017 on the Council's public website in compliance with the Council's statutory public sector duty.
- 4) Agree to receive an annual update report setting out the situation as at April 2018 and that this be included in the work programme.

**Marjorie Toward**  
**Service Director - Customers and Human Resources**  
**Resources department**  
**For any enquiries about this report please contact:**

Claire Gollin, Group Manager (HR) on email: [claire.gollin@nottsc.gov.uk](mailto:claire.gollin@nottsc.gov.uk) or 0115 9773837

**Constitutional Comments (KK 07/0917)**

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

**Financial Comments (RWK 04/09/17)**

39. There are no specific financial implications arising directly from the report.

**HR Comments (CLG 5/08/2017)**

40. These are set out within the body of the report.

**Background Papers**

None

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

All





# **Workforce Profile Information 2017**

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This report has been produced by the County Council's Human Resources team which is part of its Resources department. Any additional information or queries should be directed to the email address: [david.holmes@nottscc.gov.uk](mailto:david.holmes@nottscc.gov.uk).

If you would like to receive this report in an alternative format or language please contact us on the above email address.

# Part 1 – Introduction

The purpose of this report is to provide an annual summary of the profile of the workforce for Nottinghamshire County Council by its protected characteristics as defined under the Equality Act 2010.

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its directly employee workforce on a regular annual basis. The latest workforce information for Nottinghamshire County Council (NCC) is based on data as at April 2017.

The Council's Business Management System (BMS), was introduced in December 2011, resulting in the workforce information being analysed in terms of full time equivalents (fte), whilst in previous years, it was based on headcount. Whilst this development set a new baseline for year on year performance reporting it continues to make meaningful comparison to historical data prior to 2012, very difficult.

The report shows how NCC's workforce has changed over the most recent five years, 2013–2017 and relates to gender, age, ethnicity, disability, sexual orientation and religion/belief which are the protected characteristics covered by the Equality Act (2010). This data underpins the Council's commitment to ensuring that its employment practices and services are free from discrimination and prejudice and fulfil the core statutory duty placed on all public sector employers, including local authorities, to:

- monitor the profile of their workforce by the protected characteristics
- publish the relevant data on a regular basis (annually)
- identify any negative trends or issues and take any necessary action to address these.

The report also analyses how this data

- changes over time
- compares with the community we serve
- compares with the local labour market.

For comparison purposes, data for the current year is broken down by service department and reflects the Council's interim structure as at 1st September 2015. Comparisons of the NCC workforce against the local community (Nottinghamshire county population) and the local labour market (LLM) are also shown where meaningful comparator data is available.

Whilst it is a legal requirement to publish relevant information about the workforce, the information is also used to inform the ongoing development and delivery of the County Council's Workforce Strategy. The Council uses the Chartered Institute for Public Finance and Accounting (CIPFA) Value for Money Indicators as its standard benchmark measures. Where possible, data definitions in this report match the

CIPFA definitions to ensure consistency and thereby facilitate comparisons between reports produced by the Council and other County Councils in its benchmarking group.

The most current Workforce Information Report is made available to members of the public as well as Council employees through the Council's public website.

### **Disclosure Rates**

An analysis of disclosure rates can be found in section 3.

## Data collection and definitions: as at April 2017

Topic or Acronym	Definitions	Notes
Who's included	Permanent NCC employees	Direct employees of NCC only
	Temporary NCC Employees	
Who's not included	Relief workers	
	Casual workers	
	Agency Workers	
Protected characteristics analysed	Gender	Data self-validated by employees on an on-going basis
	Ethnic group	
	Age	
	Disabled status	
	Sexual orientation	
	Religion/belief	
Heads/headcount	Number of individual employees	
FTE	The employees full time equivalent (FTE) occupancy of any posts to which they are employed to account for the many employees who work less than full time	All data is based on full time equivalent (fte) unless otherwise stated. For example, 1.0 fte = 37 hours worked per week; 0.5 fte = 18.5hrs worked per week.
Posts/incumbencies	If an employee holds more than one post (incumbency) they will be counted for each post they hold	Many of the County Council's posts are part time. Therefore some employees have more than one post
Community we serve	All Nottinghamshire residents (excludes City)	From most recent (2011), census
Local labour market (LLM)* 88% of NCC employees currently live at postcodes within this LLM definition	Households reflecting entire adult population (aged 16+) of Nottinghamshire plus Nottingham City	Office of National Statistics Annual Population Survey 2016 (Jan 2016 – Dec 2016)
BaME	All ethnicity categories other than British/English/Scottish/Welsh/N.Irish	
Disabled	Individuals who consider themselves to be disabled under the Equality Act 2010	
NCC	Nottinghamshire County Council	
ASCH&PP	Adult Social Care and Health and Public Protection	
CFCS	Childrens, Families and Cultural Services	
<b>Period/Year</b>	<b>Source of workforce profile data</b>	
April 2012 onwards	Business Management System	

## Part 2 – Executive summary

### Basis of reporting:

- Nottinghamshire County Council's direct full time equivalent workforce (FTE) as at April 2017 was 5456.59 fte
- This represents a reduction of 554.29 fte overall in the 12 months since April 2016. The majority of this reduction reflects the transfer out of staff to arms length organisations providing services, including Libraries and Highways, on behalf of the Council during the financial year 2016/17
- As at April 2017, the proportion of employees disclosing their personal information from which this report is derived is 100% for both gender and age
- As indicated in Part 3, disclosure rates for sexual orientation and religion remain lower than for the other protected characteristics although they have risen again since April 2016
- The initiative to further encourage employees to declare and update their personal data is regularly refreshed
- Disclosure rates for Disability, Ethnicity, Religion and Belief and Sexual Orientation have all improved since April 2016
- The graphs in Part 4 section a) summarises overall performance across the whole council workforce
- Section b) of Part 4 separates out this data by department, as well as providing relevant Community and Local Labour market comparison
- Part 4 section c) breaks the data down by grade.

### Key Trends:

#### Age

- The County Council's workforce overall has an increasingly ageing workforce, with just over 64.5% of its workforce now being aged 46 or over, compared to just under 62% in 2016
- There is a direct correlation between age and experience, employees aged 46 to 55 continue to be more likely to be in the most senior posts
- The highest percentage of older workers, aged 56 plus, are in the lowest paid frontline posts
- The proportion of NCC employees overall who are aged under 25 years has again reduced slightly from 2.64% to 2.54% in the last 12 months
- Community and Local Labour Market (LLM) comparators for young people aged 16-25 do not allow for meaningful comparison as a significant majority of this cohort remain in full time education or training.

## **Ethnicity**

- The proportion of NCC employees that classify themselves as Black and Minority Ethnic has further increased from 8.04 to 8.38%
- The BaME group most represented at 3.01% is employees identifying as Black British
- This compares favourably with the current representation in the community served which is 7.36% (2016 figure) (based on 2011 census)
- Representation of BaME employees in the NCC workforce is lower than the 9.10% in the Local Labour Market (LLM)
- The highest representation of BaME employees is in mid-graded posts at professional and first line management level.

## **Disability**

- The proportion of employees overall, including who classify themselves as having a disability, has again increased from 4.97% in April 2016 to 5.14% in April 2017
- This is significantly lower than the percentage of people with a declared disability, as defined by the equality Act 2010, in the LLM which is now 21.20%
- There is no meaningful Community Comparator as the national census definition of disability is not based on the Equality Act definition
- The highest representation of disabled employees is also in mid-level professional and line management posts.

## **Gender**

- Women make up the significant majority of the overall NCC workforce at 73.43%, compared with 68.14% in 2016, compared to 50.74% in the Community and 50.80% in the LLM
- Proportionate to their overall representation in the wider work force, men continue to be most highly represented in the most senior posts at and above Group Manager level where they make up 33.99% of all employees on these grades
- Women continue to be proportionately most highly represented in lower paid front line posts reflecting the large numbers of women employed part time in directly provided front line services, including Catering and Cleaning and non-managerial grades where the representation of women is most reflective of the workforce gender split as a whole
- At 66.01% the least proportional representation for women is at the most senior levels within NCC although this has improved from 60.54% in 2016.

## **Religion and Belief**

- At 41.80%, the percentage of NCC employees who have declared that they have no religion or belief is higher than that in the local Community which is 31.48%
- The significant majority of those employees who have declared a religion or belief, 52.30%, are Christian
- No LLM comparator data is available.

## **Sexual Orientation**

- Of those employees who have declared their sexual orientation 3.17% are Lesbian, Gay, Bisexual or Transgender (LGB) compared to 3.25% in April 2016
- No LLM or Community comparator data is available.

## **Commitment to improvement:**

As part of its Workforce Strategy, the Council has a range of measures in place to ensure that it continues to attract, develop and retain a diverse workforce appropriately drawn from across the Local Labour Market which is reflective of the community served and to offer equal opportunity for career progression.

The Council will identify action to address the under-representation of any protected characteristic where this is evidenced by the data in this report.

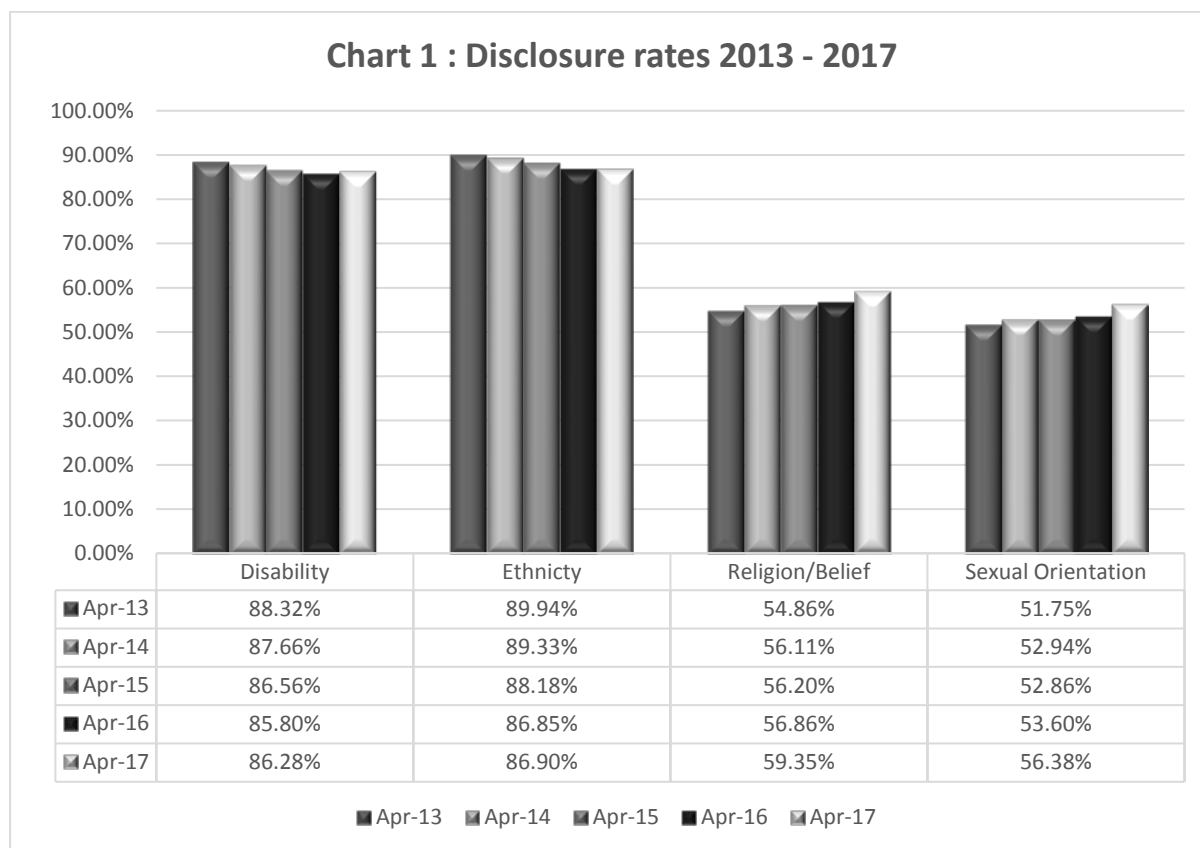


## Part 3 – Disclosure Rates

### 3a Disclosure rates

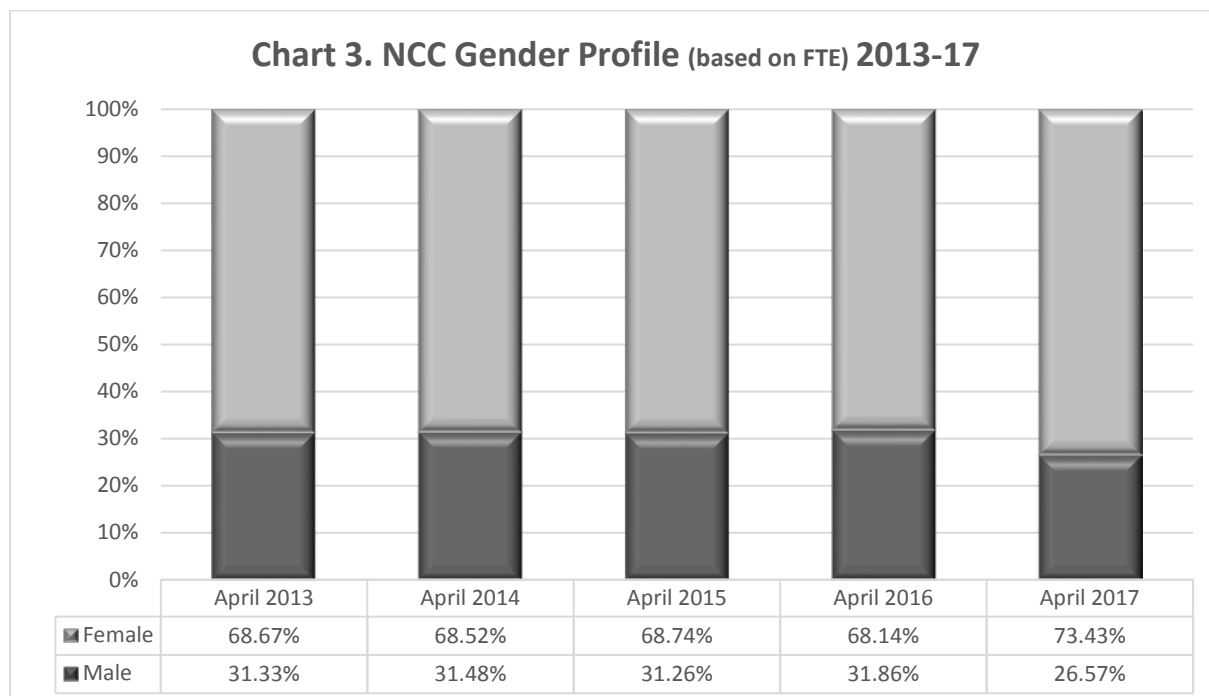
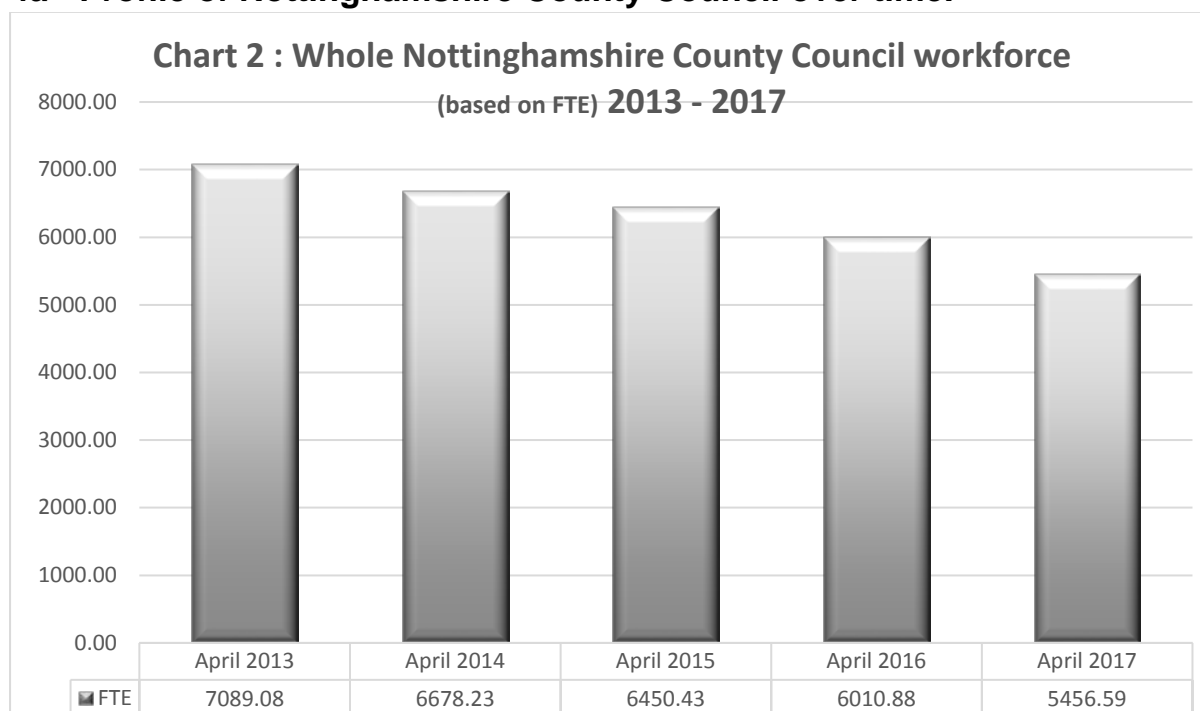
Disclosure rates for gender and age can be extrapolated from payroll data and are therefore 100%. Those for disability, ethnicity, religion/belief and sexual orientation have all risen from the last year. Whilst disclosure rates for sexual orientation and religion/belief continue to improve, the level of non-disclosure remains a factor when interpreting the data. Since the introduction of the BMS system in November 2011, NCC employees have been able to update their own personal data using the Employee Self Service (ESS) facility on the Business Management System (BMS).

Communications aimed at engaging with staff to explain the positive reasons for holding this information and to encourage them to update their personal details are issued via the NCC intranet, at regular intervals, most recently in June and July 2017. Disclosure rates for all protected characteristics have improved since 2016.



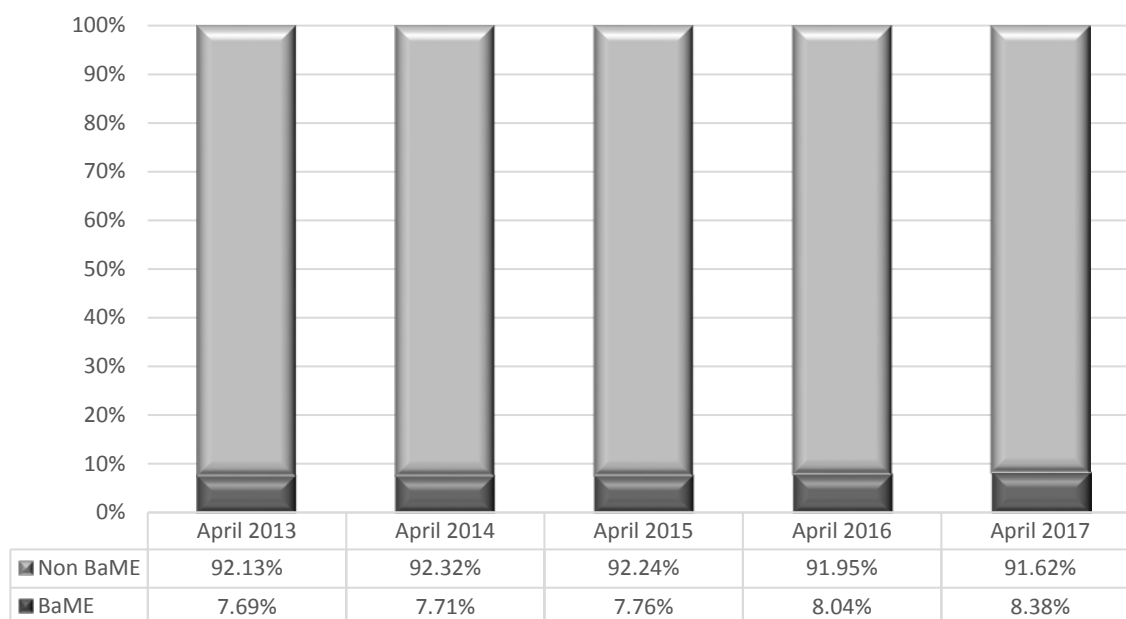
## Part 4 - Workforce Profile

### 4a - Profile of Nottinghamshire County Council over time.



In 2017 16 NCC employees stated that they were transgender (different gender to what they were at birth).

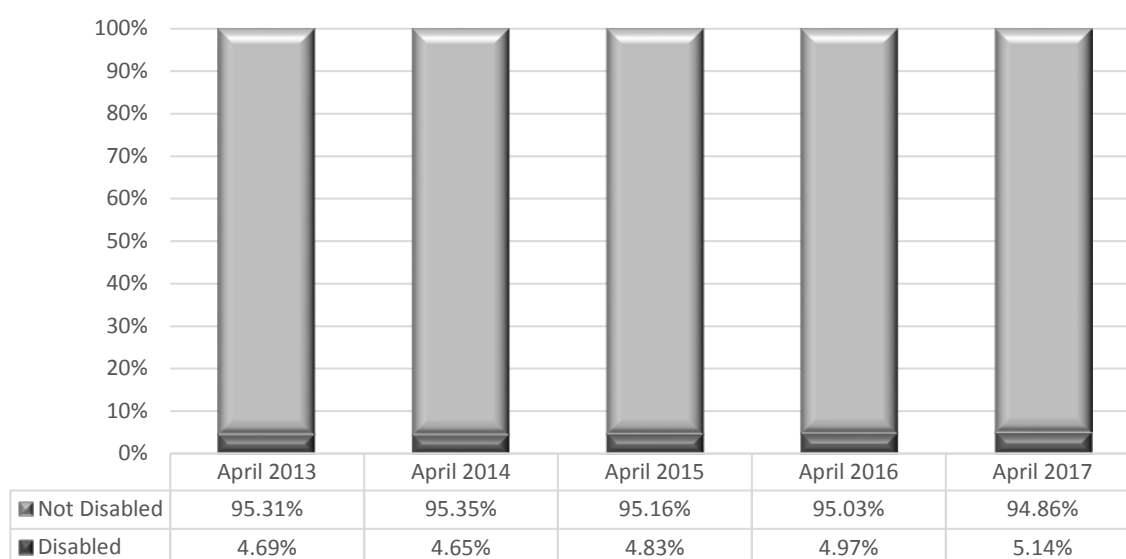
**Chart 4. Whole NCC Ethnicity Profile (based on FTE)  
2013- 2017**



Non-disclosures are removed when calculating %. Overall disclosure rate for ethnicity in 2017 is 86.9%.

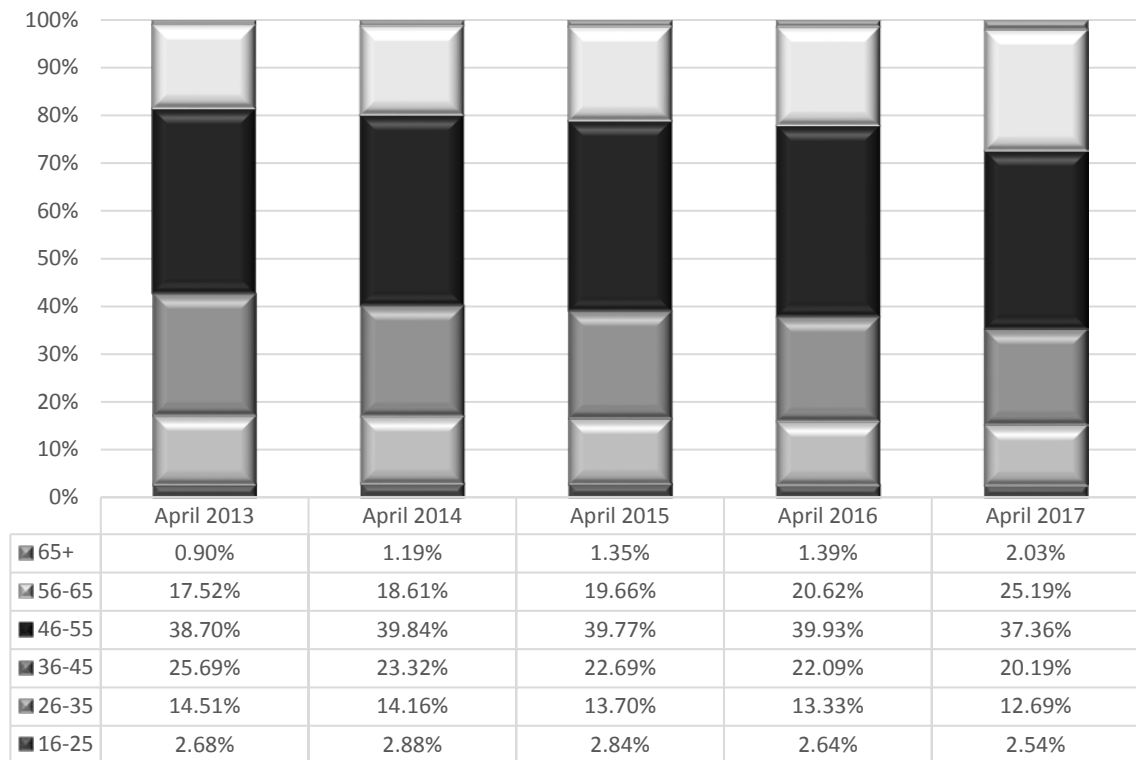
BaME definition is anyone who has not declared themselves as 'White British / English / Scottish / Welsh / N.Irish'.

**Chart 5. Whole NCC Disability Profile (based on FTE)  
2013-17**

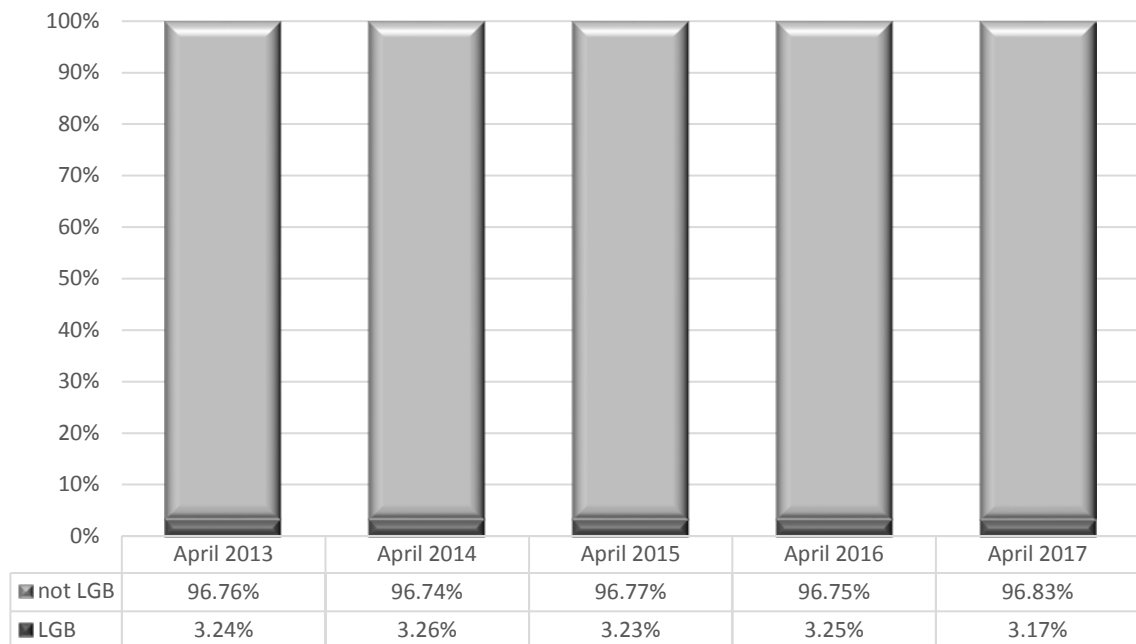


Non-disclosures are removed when calculating %. Overall disclosure rate for ethnicity in 2017 is 86.3%.

**Chart 6. Whole NCC Age Profile (based on FTE) 2013-17**

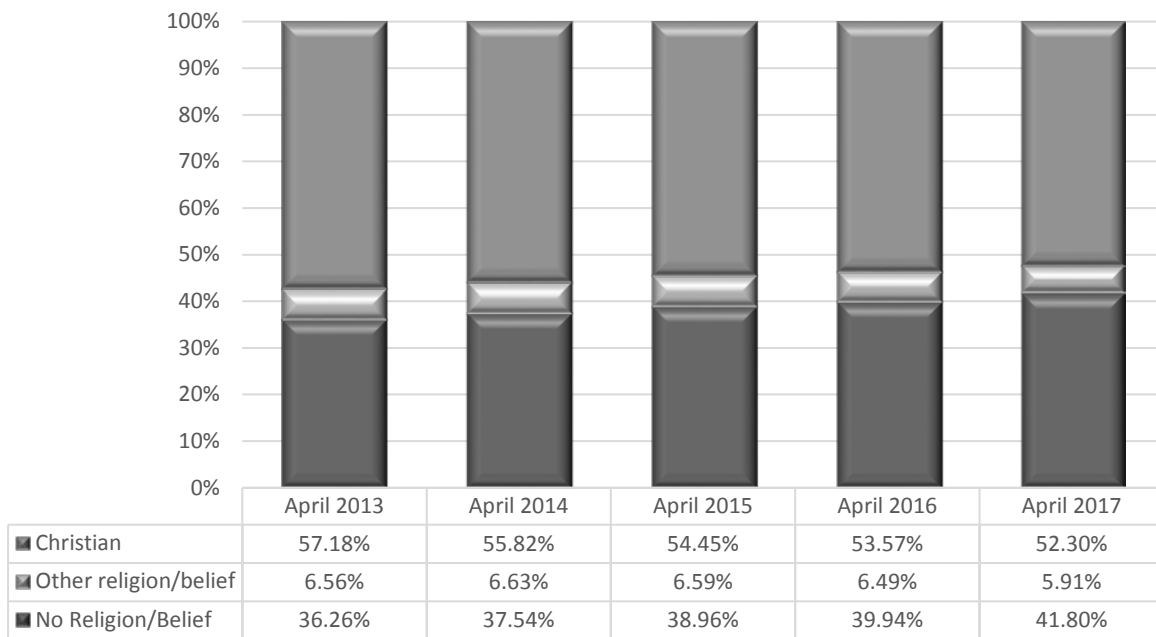


**Chart 7. Whole NCC Sexual Orientation Profile  
(based on FTE) 2013-17**



Non-disclosures are removed when calculating %.  
Overall disclosure rate for sexual orientation in 2017 is 56.4%.

**Chart 8. Whole NCC Religion/Belief Profile**  
(based on FTE) 2013-17

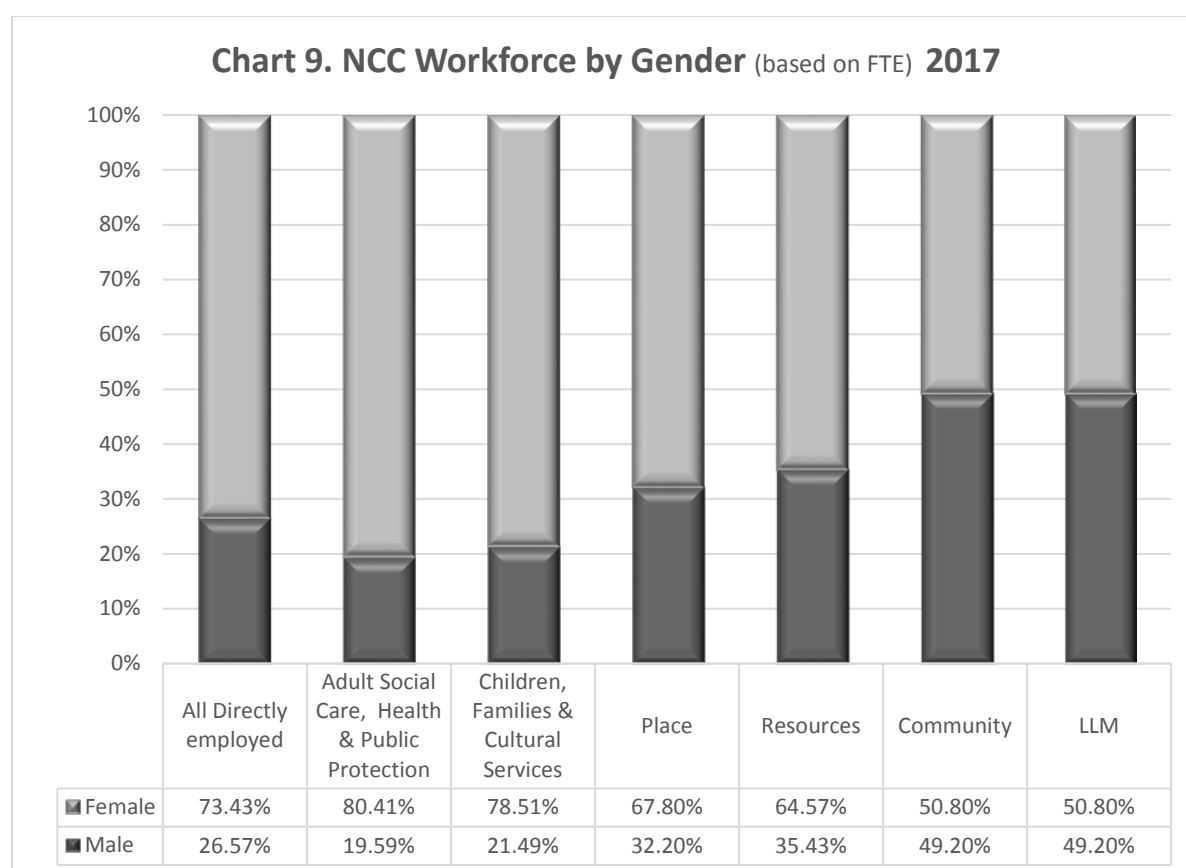


Non-disclosures are removed when calculating %.  
Overall disclosure rate for religion/belief in 2017 is 59.6%.

## 4b - Profile of NCC employees broken down by department compared with the community and local labour market

### Workforce Profile of Nottinghamshire County Council (NCC) 2017

<b>Table 1</b>	<b>FTE</b>	<b>Positions</b>
All Directly employed	5456.59	8155
Adult Social Care, Health & Public Protection	1611.46	1991
Children, Families & Cultural Services	1320.23	2014
Place	1367.69	2825
Resources	1157.20	1325



In 2017 16 employees across NCC stated they were transgender (that they had a different gender to what they were at birth).

**Chart 10. NCC Workforce by Ethnicity (based on FTE) 2017**

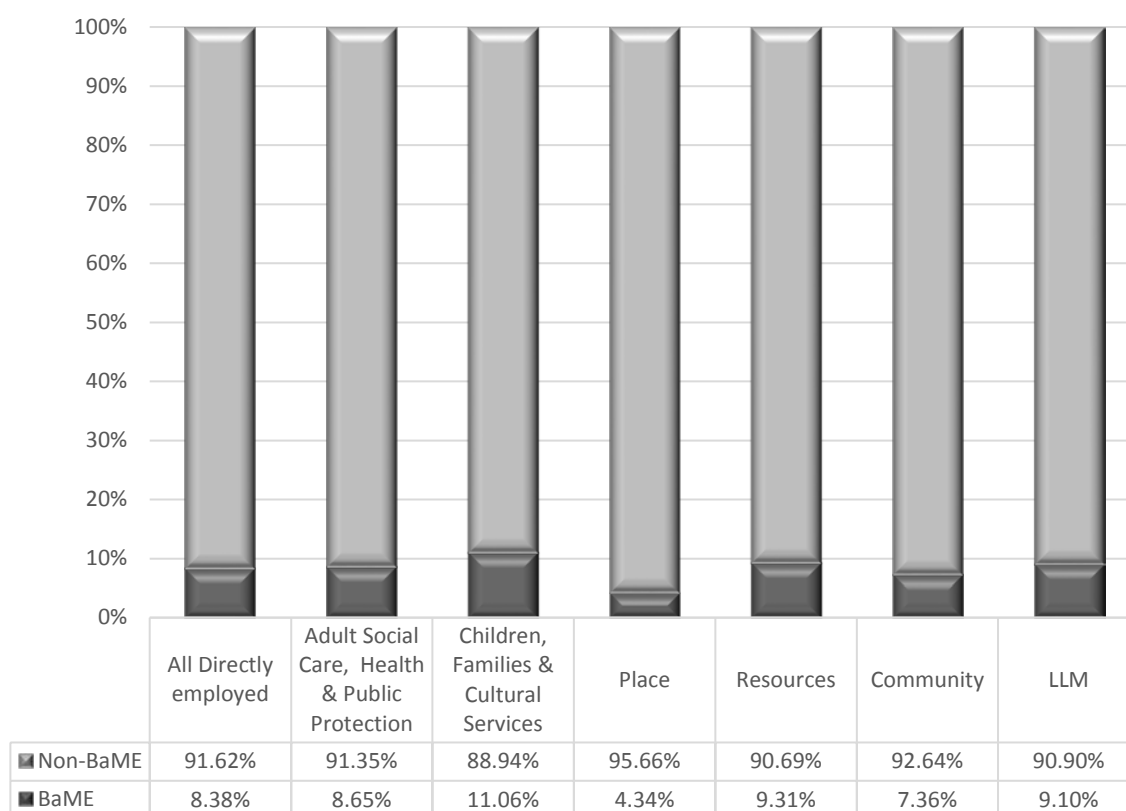


Table 2		
Based on FTE	Directly employed	Community
Non BaME (White British)	91.62%	90.50%
Asian/Asian British	1.94%	3.30%
Black/Black British	3.01%	3.10%
Mixed	1.09%	0.60%
Other Ethnic Group	0.20%	2.50%
Other White	2.15%	

Non-disclosures are removed when calculating %.

BaME definition is anyone who has not declared themselves as 'White British / English / Scottish / Welsh /N.Irish'.

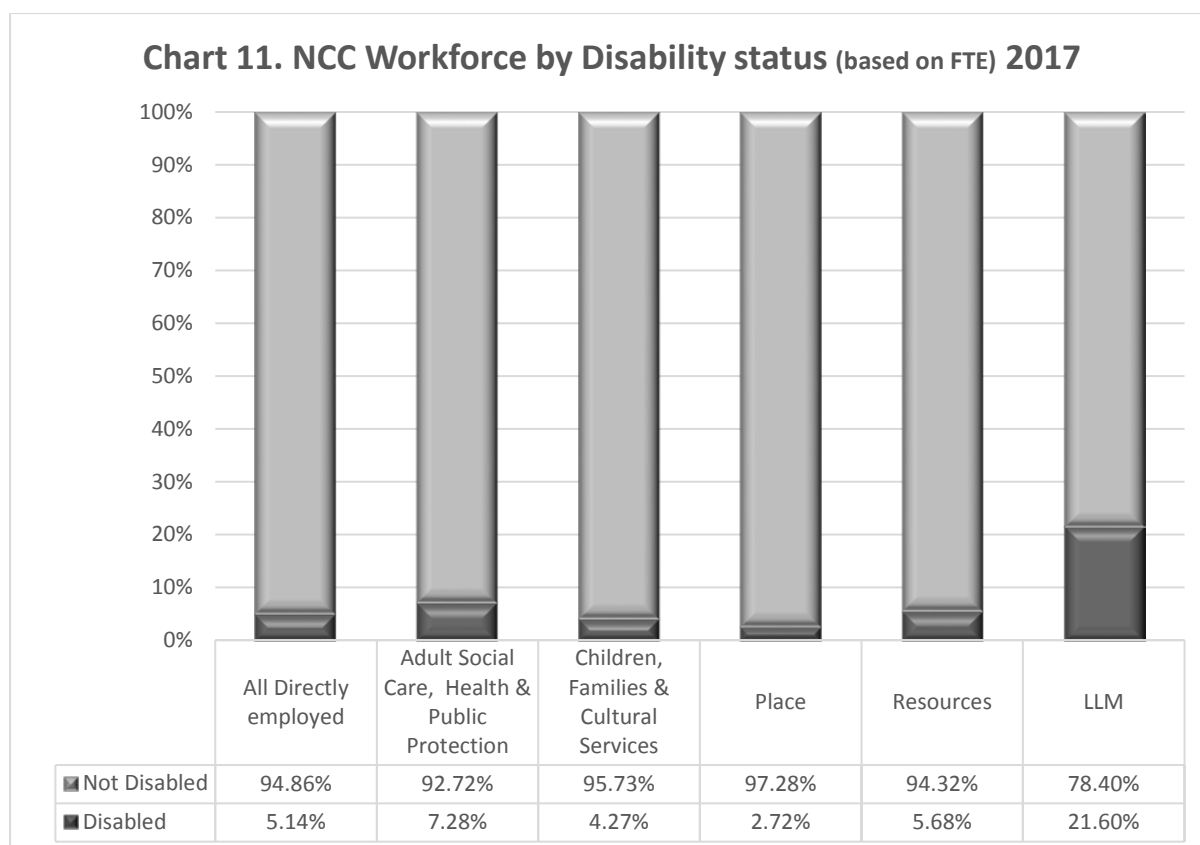


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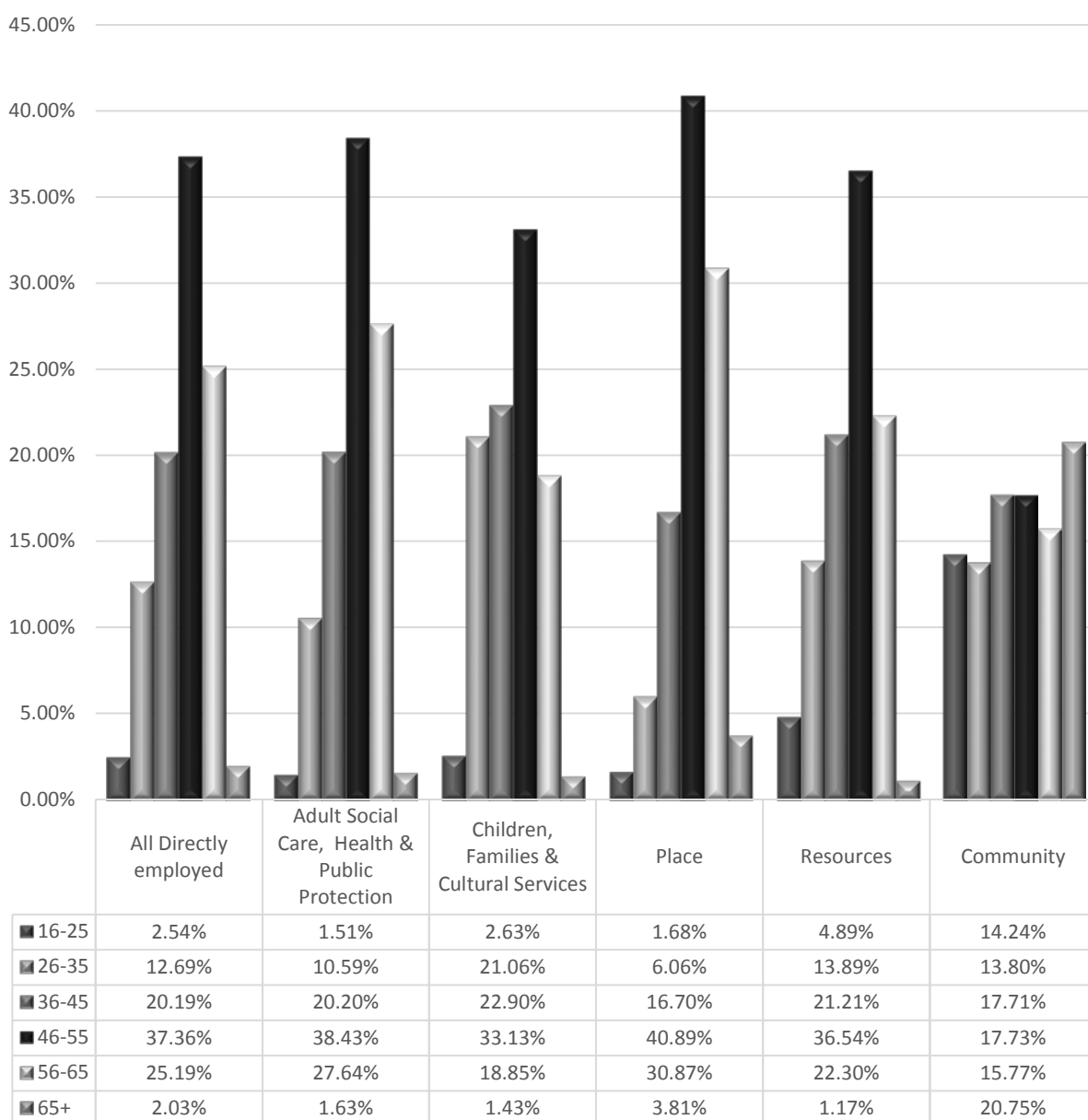
Data is not available for the community comparative, as disability figures collected via the census are not based on the Equality Act (2010) definition.

Data for the LLM is based on the Equality Act (2010) and is defined as EA Core disabled, meaning - those who have a long-term disability which substantially limits their day to day activities. This matches the Council's application form definition which is used to collate data at the point of recruitment.

The LLM figure is considerably higher than previously published figures, based on the former DDA definition. This could be due to a number of factors, including methodology, question wording and changes in government policy (e.g. entitlement to benefits) influencing how people answer.



**Chart 12. NCC Workforce by Age (based on FTE) 2017**



The LLM data uses different age group categories and is not comparable.

**Chart 13. NCC Workforce by Sexual Orientation (based on FTE)  
2017**

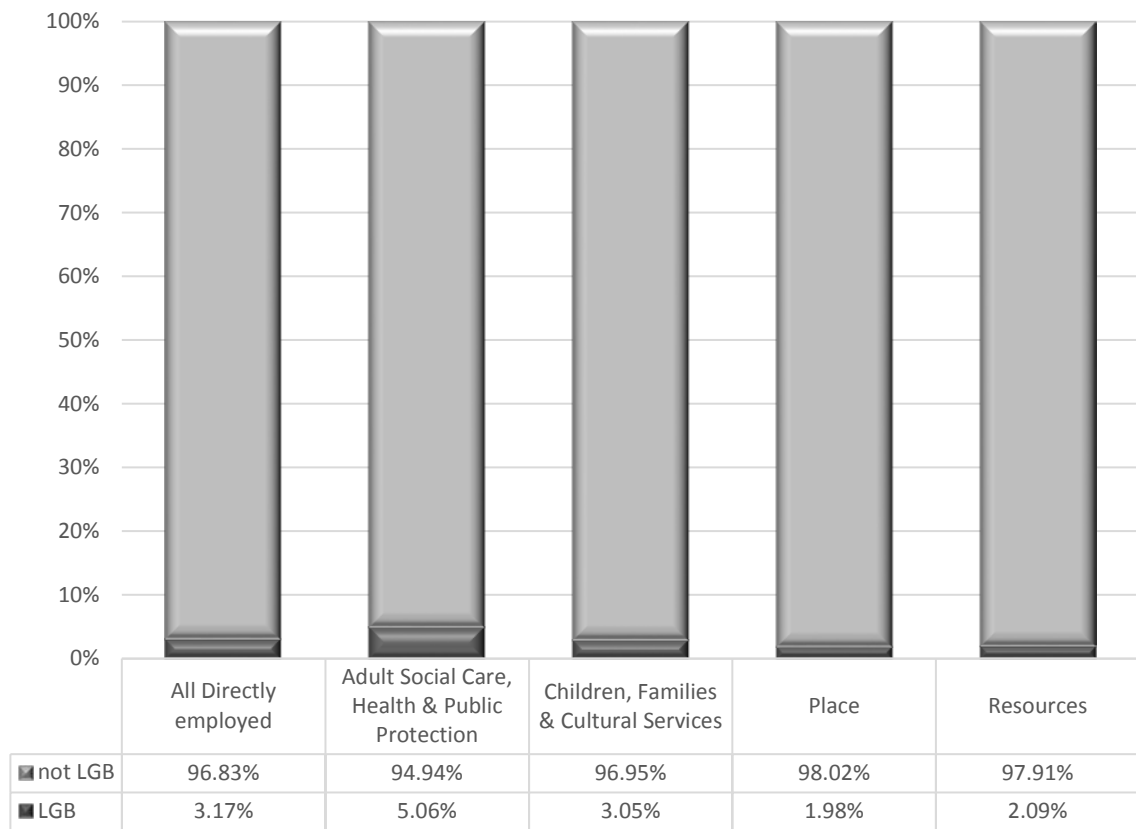


Table 3	Based on FTE
Bisexual	0.87%
Gay man	1.17%
Heterosexual	96.83%
Lesbian	1.12%

Non-disclosures are removed when calculating %.

No data was collected on sexual orientation for the LLM or 2011 census.

The relatively low NCC disclosure rate of 56.38% for LGB is likely to impact on the quality of this data.

**Chart 14. NCC Workforce by Religion/Belief (based on FTE) 2017**



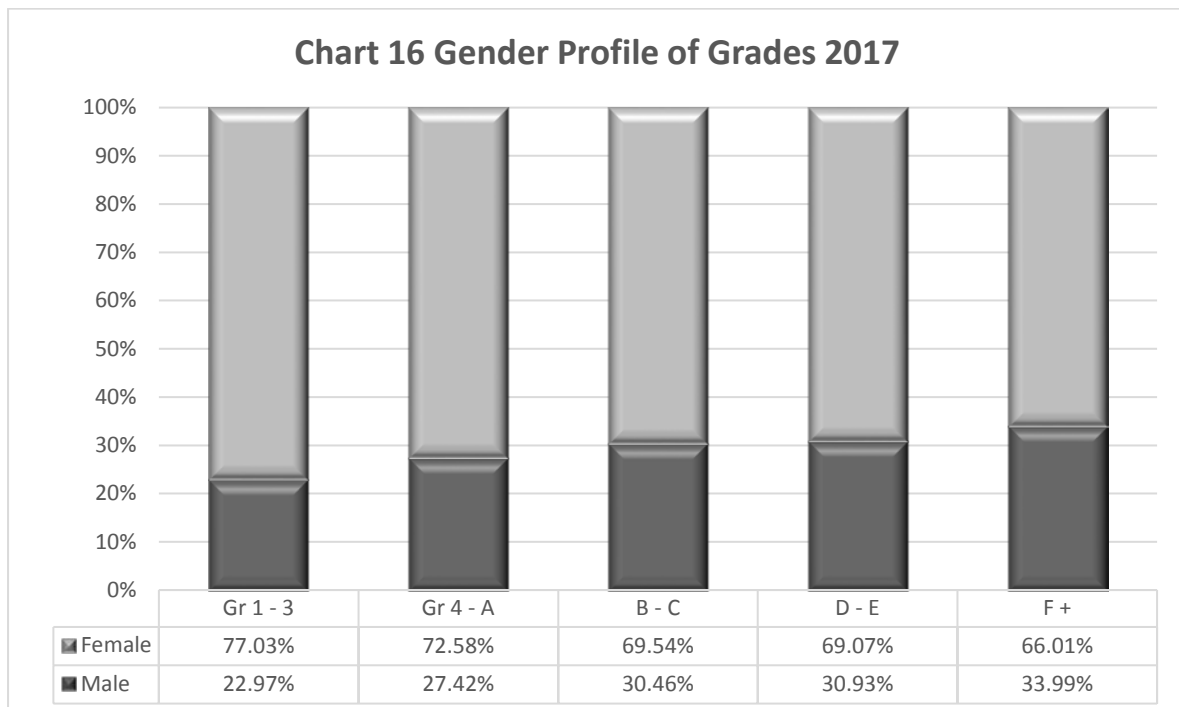
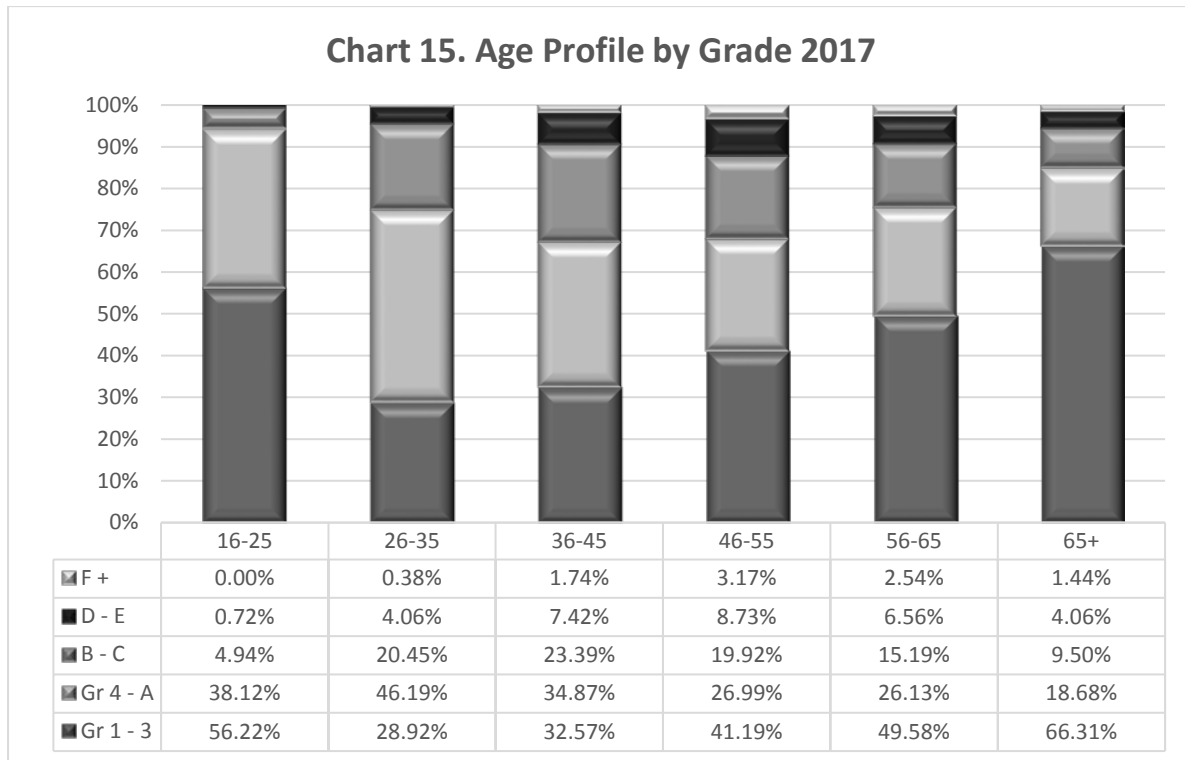
Table 4		
	NCC Directly employed	Community
Buddhist	1.19%	0.25%
Christian	52.30%	65.94%
Hindu	0.51%	0.48%
Jewish	0.03%	0.10%
Muslim	1.06%	0.95%
Other belief	1.08%	0.37%
Other religion	1.48%	
Sikh	0.57%	0.43%
No religion/belief	41.80%	31.48%
Disclosure rate	59.35%	93.02

No data was collected on religion for the LLM. Chart 14 above groups together all religions/beliefs other than Christian. These are shown in greater details in table 4.

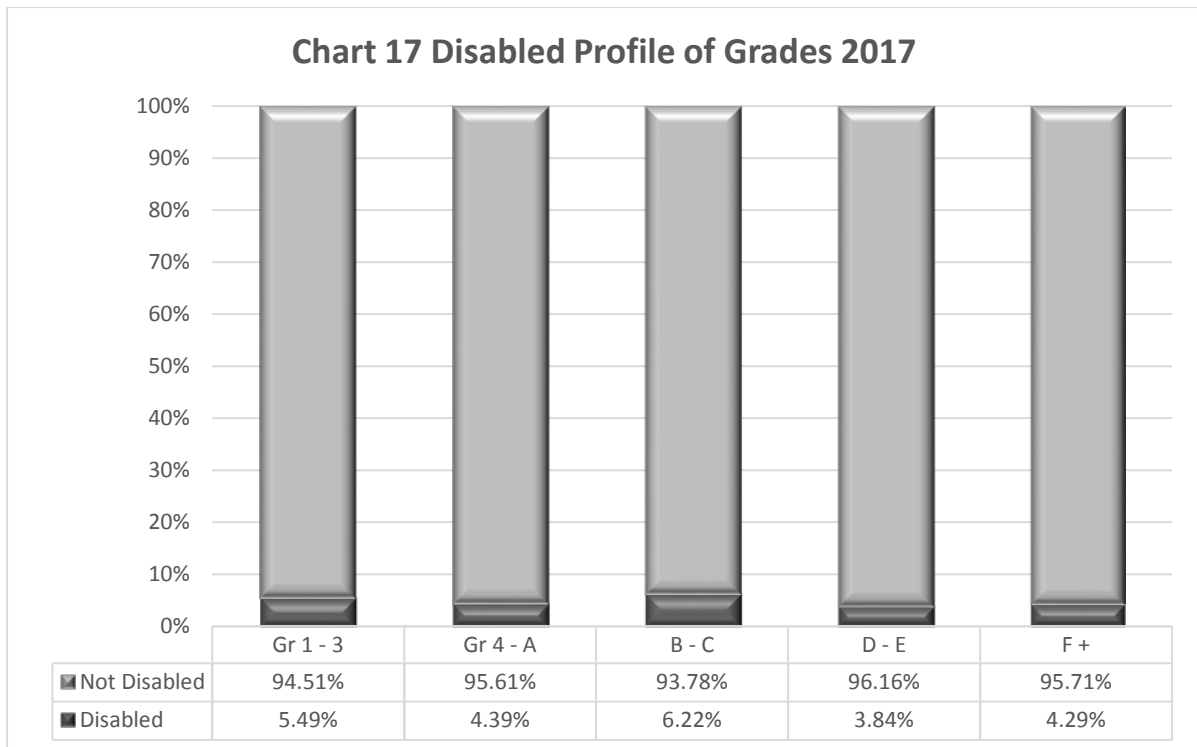
Non-disclosures are removed when calculating %.

The relatively low NCC disclosure rate of 59.35% for Religion/Belief is likely to impact on the quality of this data.

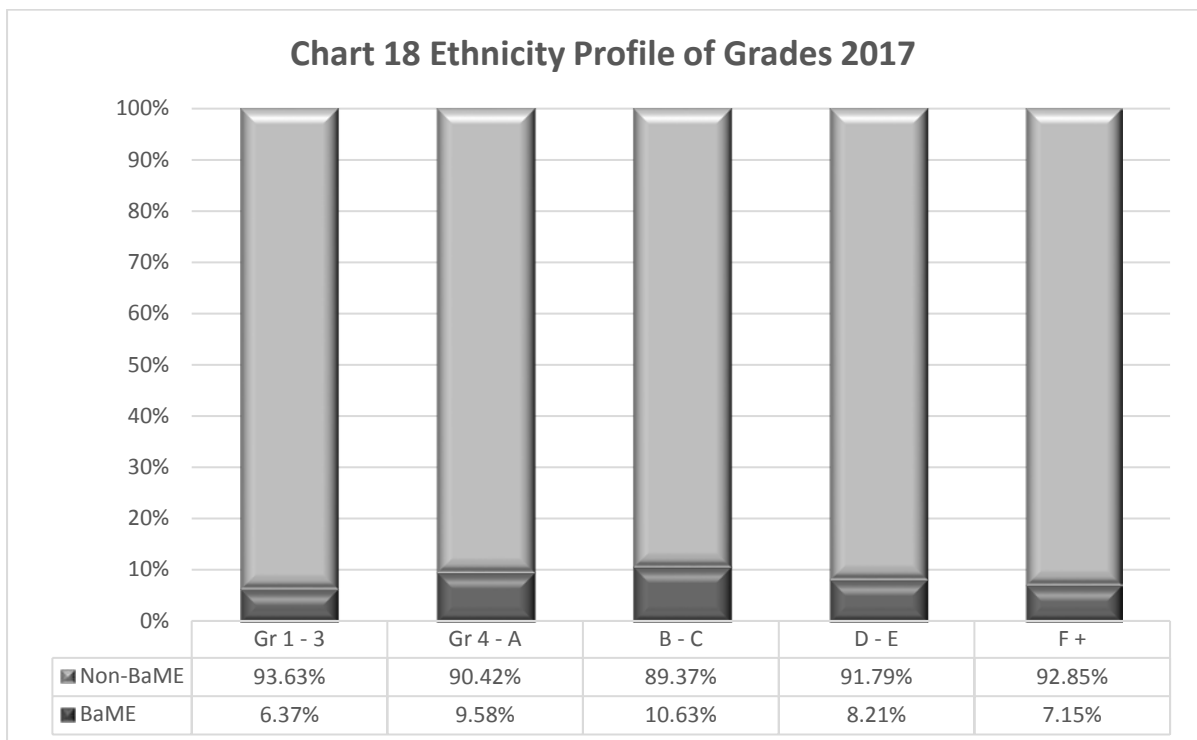
**4c - Profile of NCC employees by grade of post**  
(Non-declarations are excluded in all cases)



All data is based on fte. NCC gender profile is male 26.57%, female 73.43%

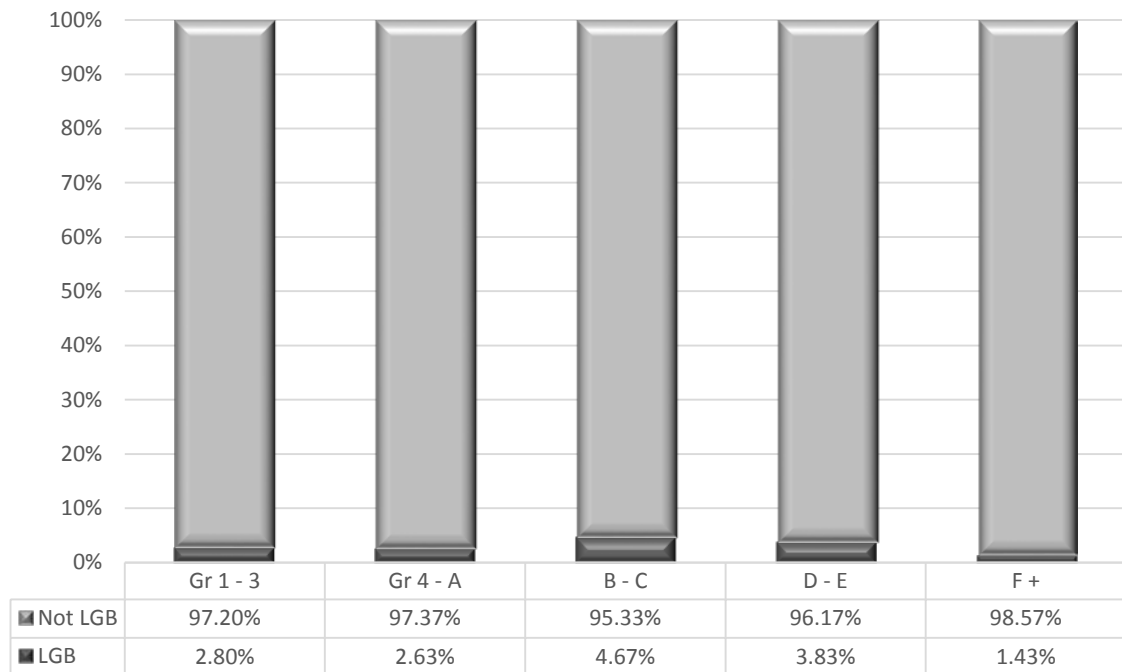


All data is based on fte. NCC profile is Disabled – 5.14%, Not disabled – 94.86%



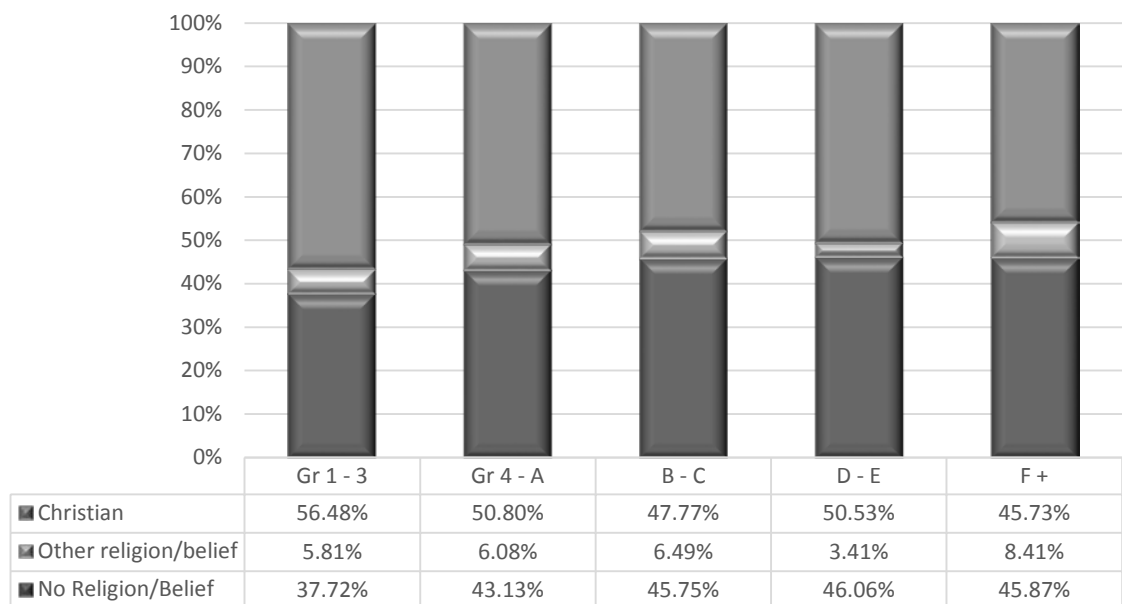
All data is based on fte. NCC profile is BaME – 8.38%, non BaME – 91.62%

**Chart 19 Sexual orientation by grades 2017**



All data is based on fte. NCC profile is LGB – 3.17%, Not LGB – 96.83%. The relatively low NCC disclosure rate in this area is likely to impact on the quality of this data.

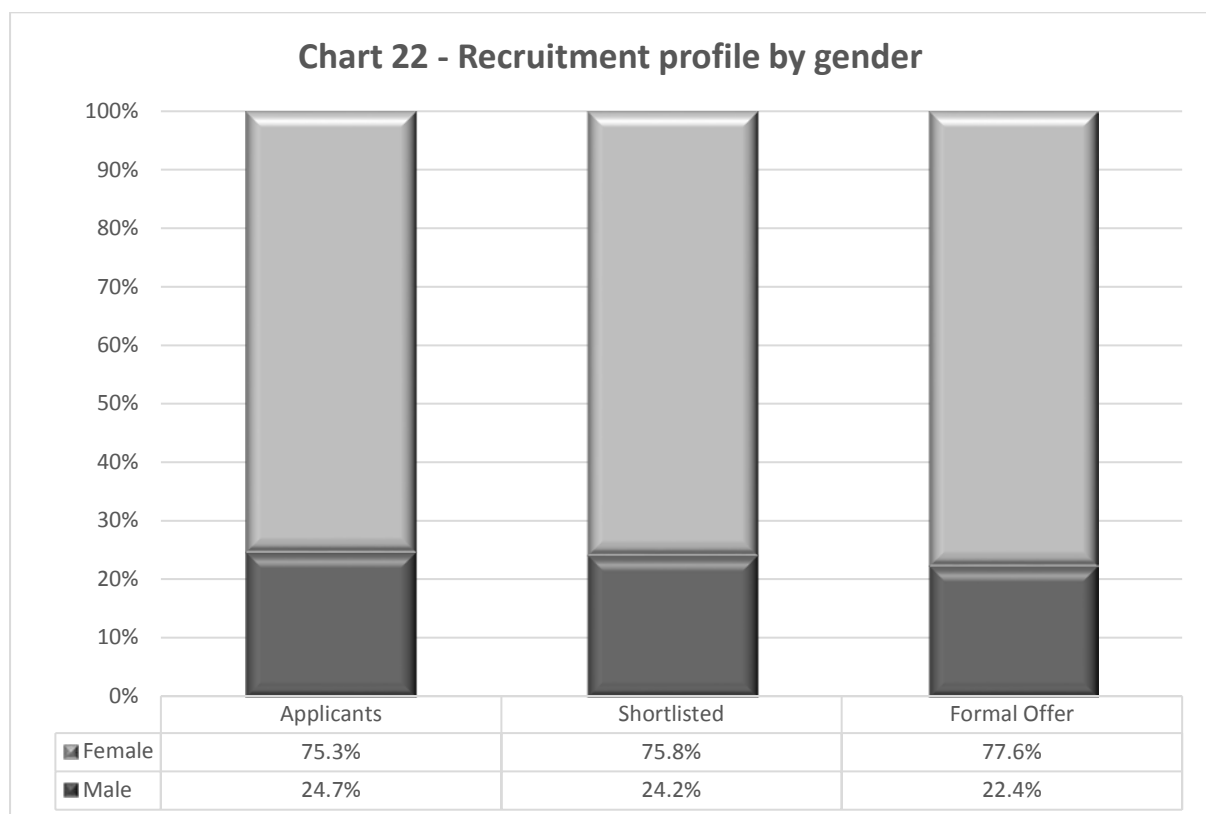
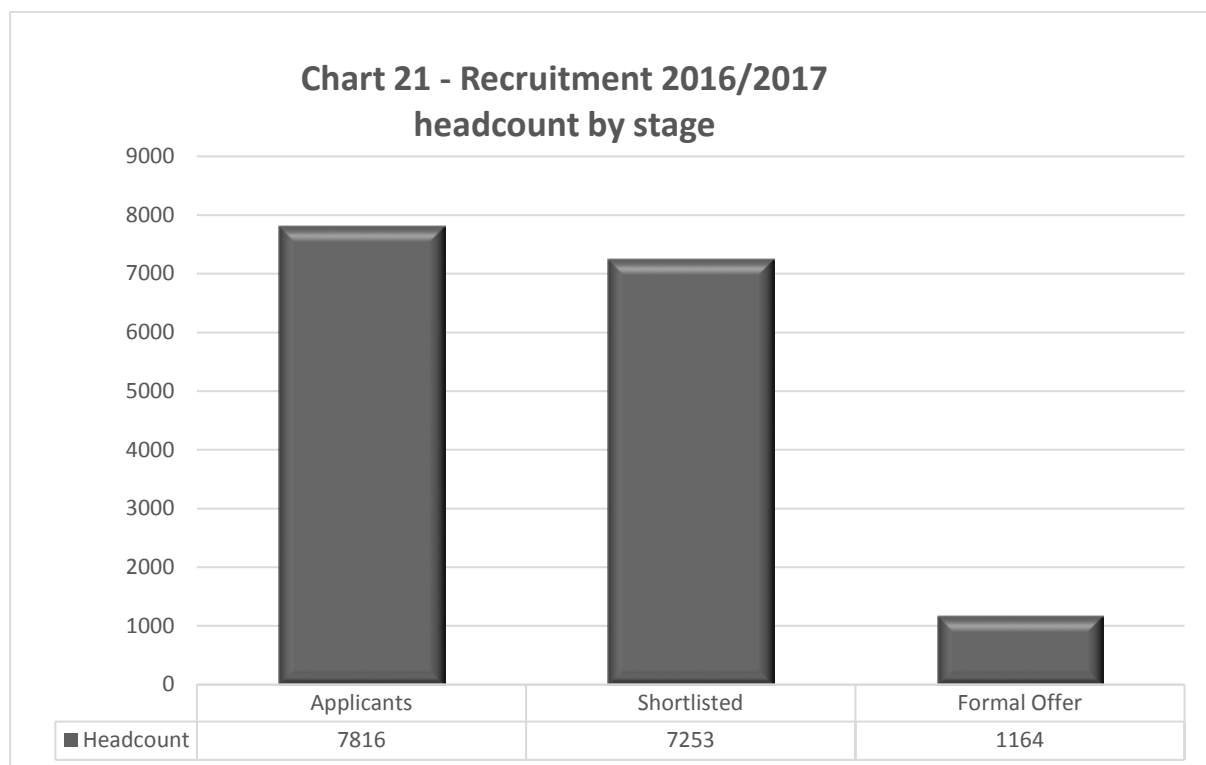
**Chart 20 Religion/Belief by grade 2017**



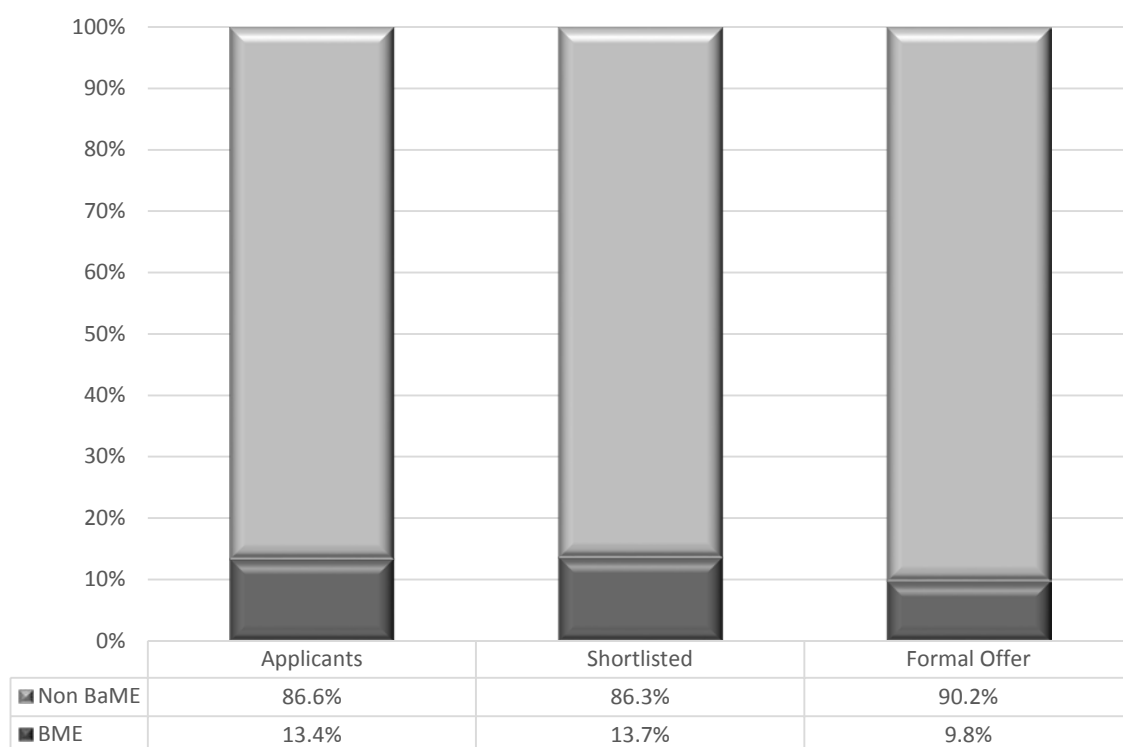
All data is based on fte.

NCC profile is No Religion/Belief – 41.8%, Other Religion/Belief –5.91%, Christian – 52.3%. The relatively low NCC disclosure rate in this area is likely to impact on the quality of this data.

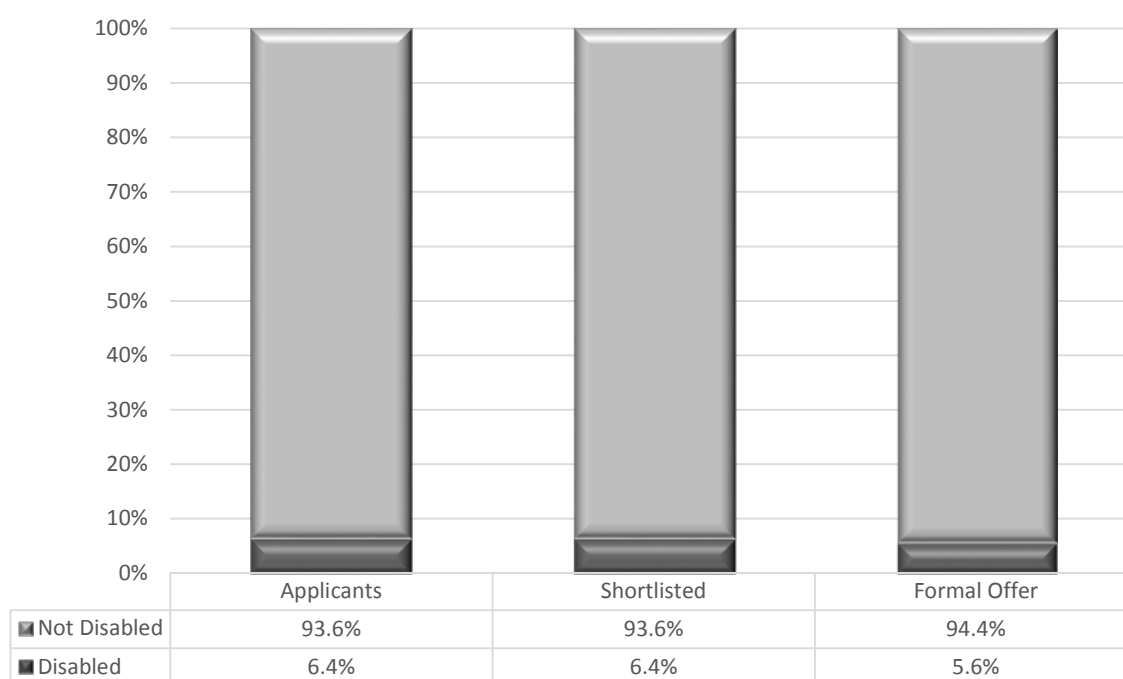
## Part 5 – Recruitment Profile



**Chart 23 - Recruitment profile by declared ethnic origin**

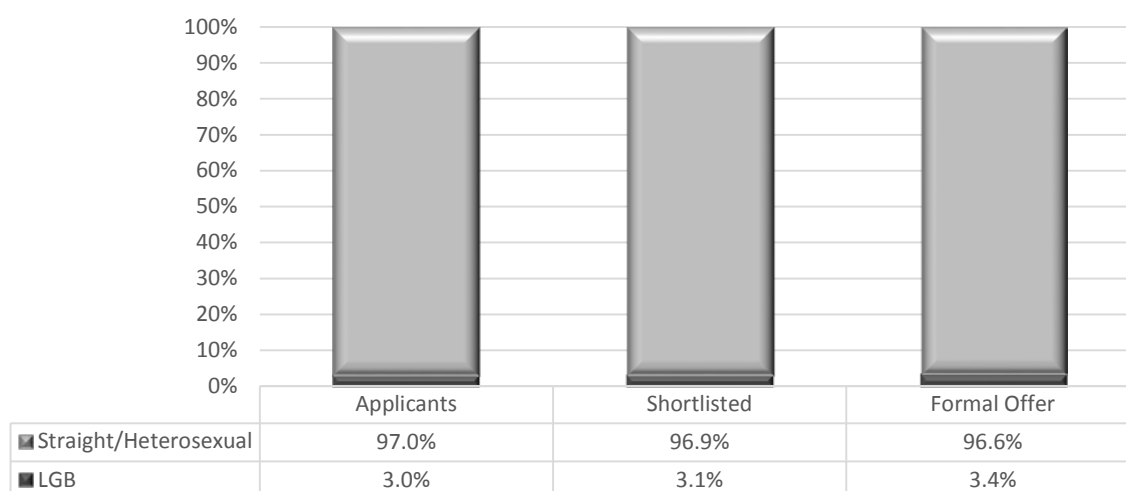


**Chart 24 - Recruitment profile by disability**





**Chart 25 - Recruitment profile by sexual orientation**



**Chart 26 - Recruitment profile by declared religion/belief**

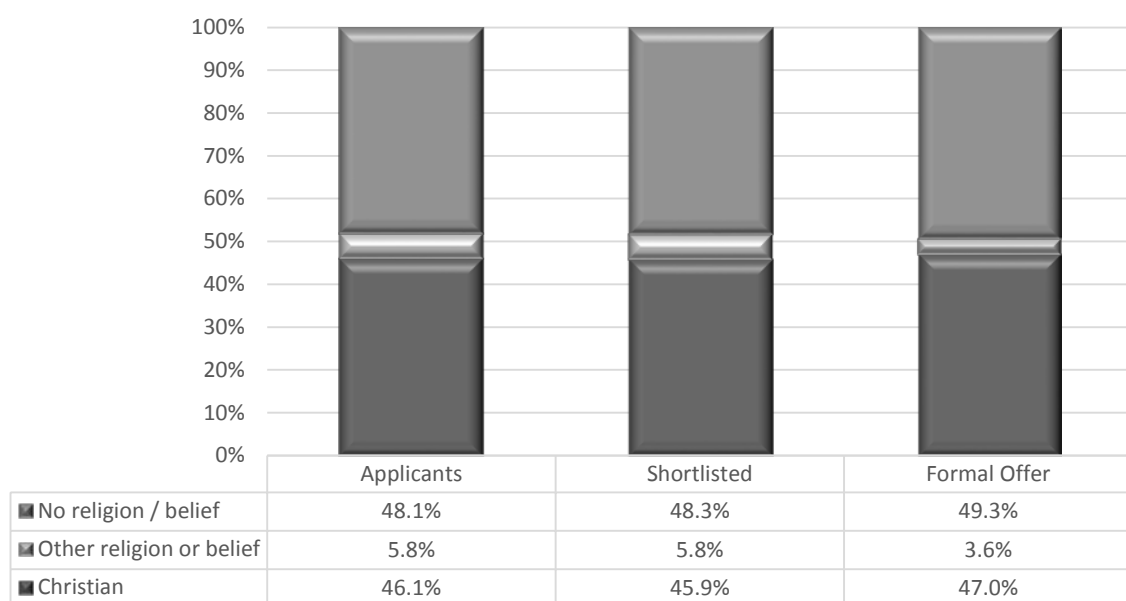


Table 5			
Characteristic	Percentage of all applicants receiving a formal offer of employment	Local Labour market	Community
Gender/Female	77.6%	50.8%	50.8%
Ethnicity/BaME	9.8%	9.10%	7.36%
Disability/Declared a disability	5.6%	21.6%	N/A
Sexual Orientation/LGB	3.4%	N/A	N/A



**27<sup>th</sup> September 2017****Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN  
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL'S RESPONSE TO THE  
APPRENTICESHIP LEVY AND PUBLIC SECTOR DUTY****Purpose of the Report**

1. To provide the Personnel Committee with an overview of the actions taken by the Council to ensure the effective implementation of the Government's national Apprenticeship Levy and associated Public Sector Duty, which took effect on 6<sup>th</sup> April 2017, and to seek approval for the Council's employer Apprenticeship Programme and action plan for delivery.

**Background**

2. Nottinghamshire County Council previously provided up to 60 Apprenticeship placements a year for young people aged 16-24, funded through a centrally held budget. This was part of the Council's overall offer of work based learning programmes aimed at attracting new employees into the Council's workforce as part of its Workforce Strategy, linked to its wider Economic Development agenda to encourage skills development and improve the employability of young people across the County.
3. At its meeting on 1<sup>st</sup> February 2017, Elected Members of the previous Personnel Committee received an initial report setting out the background to the requirements of the new Apprenticeship Levy and highlighting the specific implications for the County Council, as they were understood at the time.
4. Members considered and agreed:
  - The proposed approach to implementation of the Apprenticeship Levy and associated Public Sector Duty in the context of the uncertainties at the time of the changing and still emerging picture at national level.
  - The establishment of 2 fte Band B posts of Project Officer to work with the Council's HR team for a fixed term of 12 months initially in order to develop and deliver the Council's response to the Levy and associated Public Sector Duty.
  - That a further progress report be brought back to Personnel Committee as the details at national level were confirmed and a strategic approach identified.

5. Final national guidance was issued later in February 2017. This has enabled the detailed development of an Apprenticeship programme which will enable the Council to comply with its new duty and ensure that progress is made toward the achievement of its Apprentice headcount target to enable the cost of the Levy to be recovered.
6. The approach proposed supports the Council's current strategic objectives as set out in the Council Plan "Your Nottinghamshire, Your Future". Our own extended Apprenticeship offer will contribute to building a thriving local job market, by providing a vocational route into employment, training and qualification for people of all ages which helps to build a modern, local, skills base. This will be linked with and contribute to the Council's wider Economic Development, Educational Improvement and Corporate Parenting strategies.
7. Maximising the potential provided by the Levy to use Apprenticeships as a means to ensure that the Council sustains and grows its reputation as a good employer and is able to recruit, train, develop, deploy and retain the future skills base it needs, will be a key element of the Council's workforce planning strategy moving forward.

## **Delivery Programme**

### **New apprenticeships and existing staff**

8. A number of actions have been undertaken to create new apprenticeships and encourage take up of appropriate apprenticeship training from amongst existing staff.
9. In order to be in a position to respond to the direct employment of Apprentices from 6th April 2017, the initial focus of the Council's Apprenticeship project has been on the direct employment of Apprentices to meet its own **176** headcount target. The aim is to involve schools from September 2017 onward to enable the Council over time to reach its overall target of **372**.
10. Under previous arrangements, the Council's Apprentice Training Agency provider, Futures, were the employer of Apprentices placed with the Council. Under the new requirements of the Levy, from 6th April all new Apprentices are direct employees of the Council, and an Apprenticeship Agreement has been developed to accompany the contract of employment to facilitate this.
11. Other actions include:
  - A revised Vacancy Control Decision Record (VCDR) has been developed and launched, this enables all Council vacancies released for advert to be considered for Apprenticeships with related training.
  - The Education and Skills Funding Agency digital Apprenticeship account became available in May and this has now been set up and is being managed through the Workforce Planning and Organisational Development Team. When an Apprenticeship agreement is entered into, the details are input into the Council's digital account and the cost of the Apprenticeship training and assessment is automatically transferred to the training provider at monthly intervals over the agreed length of the Apprenticeship.

- Futures have been contracted under the terms of the Council's existing arm's length relationship to continue to market Apprenticeship opportunities within the County Council. The Council's recruitment processes have been adjusted to accommodate Apprenticeship applications through these arrangements. Existing arrangements with training providers through Futures will also be maintained in the short term pending the development of new and additional opportunities as the scope of the Council's Apprenticeship offer widens which may require additional provider input.
- The Council's Apprenticeship Programme is also promoted externally within the wider community in order to ensure an ongoing supply of appropriate apprentices including regular attendance at Job Fairs and careers events and community roadshows across the County. A short video promoting the quality and scope of the Council's offer has been produced which will also be available on the Council's public website.
- Discussions are taking place with local higher education providers to develop higher level Apprenticeships for existing employees, linked to accreditation against recognised qualifications, including management and leadership. This will form part of the next phase of the Council's Leadership Development Programme.
- Initial internal communications have been issued to inform managers and employees about the forthcoming changes and to illicit their early engagement. A Communications Plan has been developed In order to maximise manager and employee engagement.
- An ongoing programme of direct engagement with departmental leadership teams has been initiated through Apprenticeship project leads and HR Business Partners. This will help to ensure that all departmental managers are fully engaged in identifying suitable opportunities for Apprenticeships on a consistent and proactive basis. Further engagement and discussion with departmental managers will be critical to successfully working toward identified targets.
- The key service managers responsible for those service areas where it has been identified that existing Apprenticeship Standards can currently provide our initial Apprenticeship offer, have already been contacted by a project officer to ensure that they are supported to put this into practice.
- Ongoing mapping of and engagement with the process of identifying and developing additional standards at national level will enable the Council's programme to be extended over the course of time.
- Work is underway with the relevant children's service areas as to how Apprenticeships can contribute to fulfilling the Council's corporate parenting responsibilities for Nottinghamshire care leavers and support efforts to improve life chances for young people with special educational needs.
- An employer **Apprenticeship Programme (Appendix A)** has been developed for consideration by Personnel Committee setting out the Council's approach. This is underpinned by an Action Plan (**Appendix B**), for the ongoing delivery of the Apprenticeship Programme within the context of the Council's wider Workforce Strategy.

## **Schools**

12. Initial direct engagement with Maintained Schools commenced through the Schools Forum on 8<sup>th</sup> December 2016, this was followed up by a letter on 19<sup>th</sup> December 2016 which informed schools of the forthcoming implementation of the Levy and its implications for schools. A contact in HR for further information was provided and numerous follow up calls have been responded to.
13. This was followed up with a further letter in January 2017 which gave each Maintained School specific information on the financial impact of the Levy for the individual school. This was accompanied during the same month by input to the Clerks' Briefing to inform them of the Council's implementation plans.
14. In addition a newsletter item was included in the Spring Term Governors newsletter and Apprenticeships were promoted as part of the annual Governors' Conference on 11<sup>th</sup> March 2017.
15. Further information for School Business Managers on how to access funding via the Digital Apprenticeship Account, set up for the Council to administer the funding, was issued in mid-May following the account being made accessible.
16. A planned programme of direct liaison with individual schools to inform them of the process for requesting funding to support the training and assessment costs of apprenticeships ran over the summer term 2017, including 4 locality based school briefings during July, with the aim of securing their active involvement from the new academic year commencing September 2017 onward.
17. The temporary Business Partner and Project Officers dedicated to the Apprenticeship Project continue to be available to visit any school seeking further information about how to engage with the Levy and maximise the Levy monies available to them.

## **Progress to Date**

18. The range of Apprenticeship opportunities being identified are steadily increasing as new Apprenticeship Standards are being approved for delivery and suitable matches are made to job descriptions. Opportunities have been identified across a range of locations Countywide.
19. Initial rounds of recruitment against established vacancies focussed on Business Administration vacancies as the apprenticeship path in this area is already well established. Action has been taken to ensure that the next round of recruitment, started in July, offers vacancies covering a wider more representative range of occupational areas covered by the Council. This includes Adult Social Care Re-ablement Workers; Children's Residential Care Workers, Cooks, Customer Service Advisors, Data Analysts, ICT Infrastructure Technicians and Software Developers and Youth Workers.
20. So far **16** Apprentices have been appointed to start in September. As part of this recruitment process one applicant with Autism was also offered a work trial instead of an interview as a reasonable adjustment to support them to gain the experience to be

successful in a subsequent recruitment round. One successful applicant was a Care Leaver.

21. The range of Apprenticeships that have been identified for existing staff through EPDR's to support Continuing Professional Development (CPD) are also increasing as new Apprenticeship Standards are approved for delivery. To date there are a total of **15** current employees ready to begin higher level Apprenticeships in: Business Administration, Customer Services Level, Chartered Management Degree; Professional Management Consultant; Software Developer; Public Service Operations; Team Leader/Supervisor and Associate Project Manager. There are a number of outstanding requests for Apprenticeships against Standards still in development for existing employees which will be taken up when the standards are agreed nationally.
22. The recruitment of Apprentices in Schools have been to supernumerary placements and all individuals appointed will start at the beginning of the autumn term in September. There are currently **43** school based apprenticeships across a range of job types including: Teaching Assistants, Supporting Teaching and Learning in PE and School Sport, Business Administration, Facilities Services and Early Years Educator.
23. Requests for apprenticeship training for existing employees in schools include Accountancy; Human Resources; Teaching Assistant and Early Years. There are also a number of schools waiting to take up apprenticeship training when the new School Business Manager Apprenticeship Standard is released later this year.
24. Discussions have been underway with the recognised trades unions to gain their support and involve them in shaping and developing the Council's approach to apprenticeships. Trades union colleagues are positive about the approach and programme developed by the Council. Trades union colleagues are also keen to work with the Council to promote apprenticeships across the wider public sector.

### **Other Options Considered**

25. A range of options were initially considered. The approach currently adopted and under further development is consistent with the final national guidance and the Public Sector Duty, carrying the least risk and being the most achievable initially.
26. There remains potential that in future the Council could consider engaging a management service to deliver the Apprentice Programme. The costs of this service are currently unknown as the majority of external offers are under ongoing development.
27. The Council could also eventually seek to become an Approved Training Provider in its own right, resourced to directly train and employ its own Apprentices.

### **Reason for Recommendations**

28. To enable the Council to recruit and retain employees with the knowledge and skills it requires to ensure continued delivery of services and achievement of the priorities set out in the Council Plan. This includes being able to sustain and grow its corporate commitment, to Apprenticeships as a good employer in full compliance with the requirements of the

Public Sector Duty in a manageable way which ensures that the cost for the national Apprenticeship Levy is fully recovered.

## Statutory and Policy Implications

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

### Financial Implications:

30. Annual Levy contributions to be placed in the digital account for the Council are estimated to be £750,000 per annum based on current headcount figures. This will be paid over on a monthly basis alongside HMRC and National Insurance contributions. Funding for the Levy was set aside in the Medium Term Financial Strategy and has been identified in the base budget for 2017/18 onwards.

31. The estimated figure for Maintained Schools, using the same modelling is £736,858 per annum. HMRC will collect this money directly from school budgets on a monthly basis alongside HMRC and NI contributions.

32. The following **tables** show the current Levy expenditure committed in relation to the planned Apprenticeship starts:

#### Committed Levy Expenditure – NCC Direct

New Apprenticeships		£301,250.00
Apprenticeships – existing staff		£159,000.00
<b>Total</b>		<b>£460,250.00</b>

This expenditure will be offset against the total estimated Levy contributions of £1,469,962 above and the expenditure that can be offset will increase as more apprenticeships and apprenticeship training are confirmed.

### Human Resource Implications

33. These are set out in the body of the report. The support of the Council's recognised trades unions continues to be critical to the continued successful ongoing development of the approach set out in this report and trades union colleagues want to continue to be involved in developing the programme and its implementation.

34. 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 and existing employees.



## **RECOMMENDATIONS**

It is recommended that Members:

- 1) Agree the Council's employer Apprenticeship Programme and associated Action Plan for its delivery as **appended** to this report.
- 2) Agree to receive a progress report in 6 months and that this be included in the Personnel Committee work programme.

**Marjorie Toward**

**Service Director – Customers and Human Resources**

**For any enquiries about this report please contact:** Claire Gollin, Group Manager HR, on 0115 9773837 [claire.gollin@nottsc.gov.uk](mailto:claire.gollin@nottsc.gov.uk) or Helen Richardson Senior WPOD Business Partner on 0115 9772070 [helen.richardson@nottsc.gov.uk](mailto:helen.richardson@nottsc.gov.uk)

### **Constitutional Comments (KK 06/09/2017)**

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

### **Financial Comments (RWK 04/09/17)**

36. The financial implications are set out in the report in paragraphs 29 to 31.

### **Human Resources Comments (CLG 7/8/17)**

37. The human resources implications are implicit in the body of the report as far as they are known and understood at the current time. Discussions took place with the recognised Trade Unions at the Central Joint Consultative and Negotiating Panel (CJCNP) meeting on 26<sup>th</sup> January 2017 and 14<sup>th</sup> September 2017. Overall trades union colleagues were supportive of the approach and want to continue to be involved in developing this as the Council moves forward.

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

Personnel Committee report 1<sup>st</sup> February 2017– Implications of the implementation of the Apprenticeship Levy for Nottinghamshire County Council.

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

All





## FOREWORD BY THE CHIEF EXECUTIVE AND THE LEADER OF THE COUNCIL.

## 1. Introduction.

This document sets out the Apprenticeship Programme for Nottinghamshire County Council (NCC), as an employer and the positive action that the Council will take in its approach to apprenticeships as part of the wider Workforce Strategy.

It is aligned with the Council's Plan 2017-2021 "Your Nottinghamshire, Your Future" which sets out its strategic ambitions for Nottinghamshire and for the Council through the commitment to ensuring that Nottinghamshire has a thriving jobs market with a higher level of skills across a flexible and varied workforce, including vocational routes into employment such as Apprenticeships for people of all ages. This links with the Derbyshire and Nottinghamshire Local Enterprise Partnership Skills and Employability Strategy.

This Apprenticeship Programme represents the Council's response as an employer in its own right and whilst spanning the period 2017-2021, is intended to be dynamic and will be regularly reviewed, developed and updated in response to local and national changes. The key actions for the delivery of the Programme are set out in detail in the underpinning Delivery Action Plan which will be overseen by the Personnel Committee.

The Programme will also be used to help identify the actions that individual service areas will take in support of the Council's overall approach and in meeting the specific skills challenges they face. The Apprenticeship Programme also supports and complements other talent and entry to work initiatives, such as work experience, traineeships and Graduate Programmes as part of the Council's wider talent management approach.

## 2. Vision.

***Apprenticeships within the Council are seen and valued as high quality pathways to successful careers, providing opportunities for new and existing employees to develop and which assist the Council in meeting its current and future skills needs.***

The Council faces future challenges which can only be met with the right people with the right skills at the right time to meet changing demands. Apprenticeships will form an integral part of the Workforce Strategy to provide the Council with the talent pipeline that supports current and future skill needs.

## 3. Background.

Driven by an ambition to address the shortage in skills and invest in the UK's future workforce, the UK Government has made a commitment to an additional three million apprenticeship starts nationally by 2020.

Full details of the Government's Apprenticeship reforms can be found in the [vision for 2020](#).

In order to support this commitment to apprenticeships, from 6th April 2017 an **Apprenticeship Levy** is payable by all employers with a wage bill in excess of £3m

per annum who employ 250 staff or more. This will be paid as a 0.5% tax on employers' payroll collected monthly by HMRC.

The Levy puts employers at the centre of identifying the skills, knowledge and behaviours that are required of the workforce of the future and to ensure the apprentices receive high quality training to meet the chosen professional standards.

The public sector has been asked to achieve a greater proportion of growth in apprenticeships and this takes the form of a **Public Sector Duty** to ensure that 2.3% of the workforce are apprenticeships by 2020.

Against a background of rapid global and public sector change and this Council's own transformation programme, it will be important to create Apprenticeships with the Council that are aligned to future skills needs, and not solely as a means to meet the public sector duty, in order achieve organisational priorities and to create a stable economic future for the County.

Nottinghamshire County Council will need to plan to be able to sustain and grow its corporate commitment to providing placements for Apprentices across the authority to ensure that the cost for the national Apprenticeship Levy is fully recovered. The Council has adopted a flexible approach which allows it to work towards full compliance with the requirements of the Public Sector Duty in a manageable way.

## **4. Context.**

### **4.1 Meeting Current and Future Skill Needs**

The County Council aspires to be an Employer of Choice, ensuring that it attracts, develops and retains the most diverse, creative and innovative individuals with the key skills and abilities required now and for the future. Nottinghamshire County Council has previously hosted up to 60 Apprenticeship placements a year aimed at, but not limited to, young people aged 16-24 years, around 80% of who went on to employment or further education.

Apprentice qualifications have traditionally been perceived as only relevant for school leavers in junior entry level roles. To meet the proposed headcount target and maximise the use of the Levy, Apprenticeships will need to be redefined and the number of Apprenticeships offered increased to 176 who will be directly employed by the Council. The inclusion of Maintained Schools in the Council's Levy will increase the total headcount target to 372.

The Council's Apprenticeship Programme goes beyond meeting these targets and aims to support the Council's wider strategic commitment to sustainably improve the employment prospects and social mobility of local people, and to strengthen the skills base of our existing and future workforce by providing high quality jobs and learning opportunities with related qualifications which are embedded in career progression routes.

### **4.2 Supporting Nottinghamshire's Strategic Ambitions**

The Council aims to help create prosperous places across the County for the benefit of Nottinghamshire's residents and its businesses as the way we live, work and study and the kind of jobs we do and the skills we need to do them



continue to evolve over the next decade.

As one of the largest employers in the County, providing apprenticeships and routes into apprenticeships with the Council is an integral part of Nottinghamshire's wider Economic Development strategy and also supports educational improvement priorities by helping to raise skills and aspirations, working with partners in the wider region to take a strong lead in harnessing the energy of communities and institutions to drive the skills agenda.

The challenges of finding work are particularly acute for young people aged 16-25, as well as for care leavers, long term unemployed people, returners to the labour market and people with disabilities, as they try to compete against more experienced candidates.

Providing opportunities for existing employees to undertake apprenticeships and developing an apprenticeship culture at all levels within the Council will help to raise skills within the workforce in support of skills and wider workforce planning priorities around recruitment and retention and improve the age diversity profile of the workforce by attracting younger people into Apprenticeship placements.

Consideration will be given to investigating how, under available provisions, after the first year, any Levy money not spent on directly employing Apprentices could be channeled by the Council to support the wider take up of Apprenticeships and development of skills appropriate to local needs in occupational areas not covered by Council services. This would involve working with non-Levy paying small and medium enterprises; the Council's supply chain and other priority sectors in the County to offer Apprenticeships in occupational areas that cannot be provided direct by the Council.

## **5. Apprenticeship Programme Aims.**

The Apprenticeship Programme will help to deliver the Council's objectives of becoming a Learning Organisation and an Employer of Choice as set out in the current [Workforce Strategy](#)

Our Apprenticeship Programme will:

### **1. Embed Apprenticeships within the workforce**

The Council will aim to achieve 176 new apprenticeship starts within the first year of implementation of the Apprenticeship Levy by:

- Increasing the opportunities available to be employed as an Apprentice by the Council in a supernumerary entry level placement from 60 to 90
- Amending the recruitment process to ensure that all vacancies are considered for an Apprenticeship where a relevant apprenticeship standard can be applied
- Actively engaging with the national development of additional standards that are relevant to Council occupations

- Actively encouraging and supporting all Apprentices to gain the **knowledge, skills and qualifications** that will meet the needs of the Council; support their future employability and work towards an appropriate qualification at a level relevant to their job.

## 2. Maximise workforce capability

The Council will review services to identify existing and future skills gaps and ensure that priority is given to Apprenticeships that are designed to meet these challenges and develop skill sets relevant to the future workforce. This will include developing career pathways to provide opportunities for the growth and development of staff that will be focussed around existing and anticipated future skills needs.

Existing employees will be encouraged to use apprenticeships as a means of developing their skills and career path with the Council where a relevant apprenticeship standard can be applied.

## 3. Develop the workforce diversity and inclusivity, maximising opportunities for those who face the most challenges to accessing employment

The Council will support the social mobility of citizens and support them to take a step onto a professional career path, opening up jobs with realistic requirements for prior educational attainment and creating a parity of esteem.

All Apprentices will be treated as equals and potential barriers to under-representation identified and addressed with additional support offered to Apprentices and managers as required to ensure that placements succeed with emphasis on the importance of potential and training provided by good quality training providers.

Acting in the Council's capacity as Corporate Parent, the Council will work across services to support care leavers and offer apprenticeships to Care Leavers and Looked after Children who find it hard to access the opportunity, or develop the ability to navigate the complexities of finding and sustaining work. This approach will help more disadvantaged young people in the County get a foot on the ladder of employment and begin their journey to independence.

The Council will also identify opportunities to engage young people with special education needs, and to work with local schools, colleges and supported employment organisations, creating effective ways to support these young people to access apprenticeships and secure sustainable employment.

The Council will also offer opportunities to people who have been out of employment on a long term basis, including women and older returners to the job market, the long term unemployed and members of the Armed Forces seeking a career change on completion of service as part of support for the British Armed Forces Covenant.



Pre-apprenticeship and pre-employment support will be a feature of the overall Apprentice programme and coaching through the Council's in-house Coaching Network will be offered to all Apprentices to assist with this.

#### **4. Support the Continuous Professional Development of existing employees**

The Council will offer a wider variety of training opportunities which are supported by the available apprenticeship standards and help to address skill shortage areas within the Council. We will create apprenticeships that achieve the best mix of quality and economic efficiency and align to the Council's strategic priorities. Providing opportunities for existing staff to utilise apprenticeships to gain skills and progress their career will support talent management within the organisation.

Work will be undertaken to develop a greater awareness and understanding of the types of apprenticeships available, particularly higher level apprenticeships, and the benefits they offer for both new and existing employees which will be essential to increasing the number of employees undertaking an apprenticeship.

#### **5. Support people to progress in employment by promoting apprenticeships as a high quality path to successful careers**

The Council recognises the particular challenge in finding employment for young people aged 16-24 when entering a jobs market where they are competing with experienced workers. To assist people, including younger job seekers, into entry level posts within the Council, a target of recruiting 90 apprentices in 2017-2018 into supernumerary positions providing entry level qualifications has been set.

Support will be provided to all apprentices in supernumerary placements at the Council to move into employment with the Council or another employer or onto further education at the end of their apprenticeship.

#### **6. Develop partnerships with training providers and other Local Authorities within the region**

The Council will work with training providers and other local authorities regionally and nationally to identify gaps in apprenticeship standards to ensure that new standards which are relevant to the Council and reflect the requirements of the public sector are developed.

The County Council will work as part of D2N2 Apprentice Levy Forum to bring together public sector employers to look at four areas for joint work:

- Using the Apprenticeship Levy to meet workforce and labour market needs
- Identifying gaps in the market and working with training providers, assessment organisations and sector bodies to develop new courses and Apprenticeship Standards
- Promoting Apprenticeships to support recruitment and helping Apprentices to succeed
- Shared the cost of procurement.

The Council will continue to work with “Futures” Advice, Skills and Employment (jointly owned by Nottingham City Council and Nottinghamshire County Council), and with the Inspire Community Benefit Society as associated organisations, looking at opportunities to work on joint initiatives such as apprentice recruitment and the development of skills training provision which meets both the Council’s and the wider local economy’s skill needs.

Joint working with trades union colleagues to develop and promote apprenticeship opportunities across the public sector will also continue.

## **7. Engage with Maintained Schools to ensure they maximise benefits from the levy**

The Council will ensure that Local Authority maintained schools are aware of the impact of apprenticeship reforms and work with them to advise and support them to enable them to engage with and benefit from the Levy.

In addition to providing advice, information and guidance relating to the reforms the Council will work with schools to promote the benefits the changes can offer in helping to meet skills gaps and future workforce needs. This will include raising awareness of the new Apprenticeship standards in development for Teachers, Teaching Assistants and School Business Managers, as well as a range of other broader standards that could be used by the wider schools workforce in helping to create apprentice opportunities. As new school focused standards are developed, the Council will ensure that schools are kept up to date with their availability.

## **6. Supporting the development of Apprenticeships at Nottinghamshire County Council.**

There are over 250 Apprenticeship [Standards](#) currently available, covering a wide variety of career opportunities. Further work is being led by national organisations such as the Local Government Association (LGA), to ensure that apprenticeship standards relevant to roles within the public sector are being developed.

The Council’s new approach provides the opportunity to be proactive in recruitment of apprentices into a wider range of service areas across the Council. This will include identifying apprenticeship opportunities as part of wider workforce planning with changes made to the Vacancy Control Decision Record (VCDR) process to ensure that all vacancies are considered for an apprenticeship to embed apprenticeships in as many service areas as possible.

To support the implementation of the programme, Apprenticeships will be created through three main routes:

### **1. Widening the entry level programme**

Apprenticeships within the Council have to date provided entry opportunities for young people employed through the Future accredited training agency to undertake

a placement with a related qualification including Business Administration, Customer Service and Youth Work.

With the implementation of the Levy, from April 2017, apprentices will be directly employed by the Council. This provides the opportunity to transform the current Apprenticeship Programme and offer a wider range of opportunities enhanced by the apprenticeship standards delivery. Expanding the approach to provide an entry route into other occupational areas will also help support the Council's skills needs. The Council has a diverse range of job roles and will seek to identify relevant apprenticeships that can support the skills needed within specific occupational areas which will be crucial in helping to maximise the Levy funding and mitigate potential skill shortages. These opportunities are open to all ages and are aimed at, but not restricted to, young people aged 16 – 24.

## 2. Converting planned external recruitment

All vacant posts will be considered for designation as higher level Apprenticeships through the re-designed VCDR process (if not required for redeployment). The essential requirements of the post will need to be met and full range of duties undertaken with training provided to achieve the appropriate level of qualification. Managers will be encouraged to consider all levels of vacancies for application of an applicable apprenticeship standard. Appropriate qualification training will be provided to every Apprentice recruited in this way.

## 3. Offering existing employees increased opportunities to develop skills and obtain occupational qualifications

Providing opportunities for the Council's existing workforce to gain occupational skills and obtain qualifications, including management and leadership, through Levy funding to enhance their career prospects will help to grow and retain talent within the Council.

## 7. Performance Monitoring

This Apprenticeship Programme is underpinned by an **Apprenticeship Delivery Action Plan** which sets out how the priorities will be delivered and progress against this reviewed each year. The delivery plan will be regularly reviewed and reported on at the Council's Personnel Committee.

In accordance with the public sector duty requirements the Council will also publish annually, data relating to progress towards the 2.3% apprenticeship target set by the Government.

The HR function will work closely with colleagues in Economic Development, Education and Social Care to ensure that the Council's strategic response to Apprenticeships as an employer is closely aligned with the Council's wider strategic priorities relating to supporting local people into sustainable employment.

For further information email: [nottinghamshire.apprenticeships@nottsc.gov.uk](mailto:nottinghamshire.apprenticeships@nottsc.gov.uk)



**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN  
RESOURCES****EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE  
PERFORMANCE AND ACTION FOR IMPROVEMENT****Purpose of the Report**

1. This report sets out information, **as at 30<sup>th</sup> June 2017**, in relation to current levels of sickness absence across the directly employed Nottinghamshire County Council workforce and highlights the actions being taken by the Council to further reduce these, including by improving the health and wellbeing of its employees.

**Background**

2. Absence levels are an indicator of the overall health of an organisation. As part of its wider Workforce Strategy, Nottinghamshire County Council has a strategic ambition to be a Healthy Organisation providing a safe and healthy working environment. This maximises productivity and performance, motivates and engages all employees and actively promotes a culture of positive mental and physical wellbeing at work.
3. This commitment is underpinned by the Council's established sickness absence policy. This focuses on enabling managers to prevent work related illness, support employees who are experiencing ill health to remain in work with appropriate support and manage sickness absence to ensure a sustainable, supportive, return to work at the earliest possible opportunity.
4. A suite of absence reports are available to NCC managers to enable them to take local action to improve workplace wellbeing and prevent and reduce absence in their service area. Where absence occurs managers are supported to respond to individual issues and identify any reasonable adjustments to enable their employees to return to work.
5. Sickness absence performance information also informs the ongoing review and development of the Council's Employee Health and Wellbeing Action Plan. This identifies a series of strategic actions to effectively address the actual and potential impact of ongoing and significant organisational change on employee wellbeing and minimise its impact on levels of attendance across the Council.

## Performance Monitoring and Trend Analysis

6. Historical comparison of the available data indicates that within this authority the position remains one of overall improvement over recent years from a high of **10.15 days** as at 30<sup>th</sup> June 2010.
7. The data in the appendices to this report reflects the position as at **30<sup>th</sup> June 2017** when the headcount of direct NCC employees was 7,533 and the average sickness per employee per annum stood at **8.01 days** overall. This is a further decrease of **0.36 days** on the previous quarter.
8. The Council's previous in-year target has been retained at **7.00 days average per employee per annum by 1<sup>st</sup> April 2018**. This reflects the need to have a sufficient period to take into account the impact of the transfer out of a number of predominantly front-line services, into alternative service delivery models during 2016 before setting a revised target for 2018/19.
9. The most common overall cause of all absence across the local government sector is reported as attributable to stress, depression, anxiety, mental health and fatigue and this also remains the most prevalent cause of sickness absence in the County Council. Levels of reported absence attributed to stress and related conditions continue to decline and currently stands at **17.78%**, a further decrease of **0.09** percentage points on the previous quarter.
10. The performance information illustrated in **Appendices A-C** to this report sets out in detail:
  - Current levels of performance and comparison between departments and service divisions
  - The reasons for absence across the Council and by department
  - The relative distribution of short and long term absence.

This is presented as an Executive Summary in the form of an Infographic at **Appendix D**.

11. It is proposed that members consider how they wish this information to be reported to them in future. This could include both the Executive Summary and more detailed information (Appendices A-D) or members may wish to only receive the summary information on a regular basis (Appendix D) and more detailed information annually.

## Benchmarking

12. The Council's adopted methodology for calculating the time lost to sickness absence originated from the now discontinued Best Value Performance regime as required under the Local Government Act 1999. It continues to be used nationally as a robust and consistent calculation which takes account of the varied terms and conditions and composition of local authority workforces.

13. The Council's current performance compares well against the most recently available data about its regional and national comparator Councils:
- Regionally the current reported average is **9.90 days** with the highest level being 12.6 days
  - The current CIPFA benchmark average for County Councils in the benchmark cohort is **8.50 day**.
  - The Chartered Institute of Personnel and Development (CIPD) records the average level of employee absence reported by its local government respondents at **9.80 days**
  - Local Government Authority (LGA) data indicates the most prevalent reason for absence across all local authorities continues to be stress, comprising of **22.20%** of all absence across the sector nationally.

#### **Current actions for Improvement:**

14. In order to make progress towards the achievement of the established target and ensure sustainability, a range of HR, Learning and Development and wellbeing interventions and guidance is in place to enable departmental managers to work toward reducing absence levels.
15. HR Business Partners continue to work with departmental managers, to provide professional advice and support to improve attendance and promote the creation of more healthy workplaces in their own service areas linked to local performance targets, including:
- Offering targeted surgeries to provide professional HR advice and support to managers where it has been identified that absence levels are particularly high and/or there is a prevalence of absence for a specific reason. This includes those services where, due to the demanding nature of some aspects of the work, stress is most prevalent, for example Social Care functions
  - Supporting managers to focus on improved workplace wellbeing to reduce and prevent absence, including that relating to stress, and to build a culture of resilience in a climate of continuing change
  - Identifying outstanding long term absences and encouraging managers to engage with the Council's Occupational Health service for appropriate professional advice to identify actions to support return to work wherever possible, including convalescence leave, phased return, reasonable adjustments and redeployment
  - Promoting the wide range of flexible working policies and modern technologies that facilitate remote working to enable employees to achieve a good work/ life balance which supports their good physical and mental health
  - Encouraging managers to fully utilise the established attendance management policy which provides managers with a toolkit of measures, including trigger levels and return to work interviews, to enable them to respond to short term, repetitive or regular absence and any patterns of absence.



16. In addition, the corporate Employee Health and Wellbeing Action Plan sets out a range of pro-active and preventative corporate responses aimed at further improving the health and wellbeing of the Council's workforce. Current actions centre on a number of themes with a particular focus on building a culture of individual and organisation resilience to respond positively to change and manage occupational stress as far as possible through effective workload management and the provision of information and learning resources.
17. Themes and current priorities for action include:

**Raising awareness of the causes and symptoms of mental ill health in the workplace and highlighting appropriate individual and managerial responses**

- Developing, reviewing and extending a range of bespoke learning materials and guidance for **managers** on recognising, supporting and managing employees with mental health issues at work
- Developing, reviewing and extending the range of bespoke learning materials and guidance for **employees** on how to maintain their good mental health at work, covering Resilience, Mindfulness, Stress and Mental Health awareness.

**Supporting all NCC employees to maintain good mental health and build resilience in response to change**

- Providing direct access to the employee Counselling service to support those employees experiencing stress at work to remain at work and be productive and to help employees who are off sick with stress to return to work
- Fostering a Coaching Culture by training managers to adopt a coaching style of leadership and by offering work based coaching through the Council's in house network of fully trained and qualified coaches to enable employees to effect positive personal change. This includes identifying their own strategies to manage stress, respond positively to change and develop personal action plans to maximise their performance and attendance at work.

**Promoting and raising awareness of improved workplace wellbeing and healthy lifestyles to maximise attendance and productivity**

- Training and supporting a network of Workplace Health Champions to be available Countywide to inform and signpost colleagues to information and support on health and lifestyle issues
- From the point of induction onwards actively promoting employee wellbeing through a wide range of intranet based information, guidance, events targeted interventions and learning materials available to all employees to help them to make healthy lifestyle choices
- Research and promote proactive wellbeing initiatives linked to national campaigns and seek funding streams to develop and directly offer specific health promotion activities to Council employees



- Continuing to work alongside Public Health colleagues to identify community health priorities that can be extended to the Council's workforce and identifying public health budget to fund as necessary.

**Promoting effective workload management, prioritisation and support for employees to maximise their performance as a key management competency**

- Providing managers with a range of guidance and tools, including an online stress audit tool "Well worker" to identify triggers for stress and preventative actions
- Incorporating wellbeing and workload into the new Employee Performance and Development Review (EPDR), template, to assist managers to work with teams and individuals to identify and plan actions for prevention and improvement
- Encouraging all managers to have regular coaching style dialogue with their employees about priorities and pressures through EPDR, regular supervision and day to day contact
- Identification of actions arising from the annual health check initiatives in ASCHP and CFCS departments and ensuring these are implemented
- Extending and promoting the range of management guidance and learning materials to enable managers to appropriately support employees with specific conditions, including mental illness, diagnosed terminal illnesses and Dyslexia.

**Future Developments:**

18. The quality and breadth of the Council's support for the improvement of the health and wellbeing of its workforce to date has been demonstrated by its ongoing accreditation against the Wellbeing at Work, Platinum level standard, the highest level of award under the current scheme. Nottinghamshire is the first local authority employer to be awarded this level.
19. It is recognised that there is an ongoing challenge to sustain this improvement, including reducing stress and stress related absence further. To improve on existing progress a range of **new initiatives** are therefore planned and under development for later in 2017, including:
  - Establishing an informal "Buddying Scheme" to provide peer support to employees. It has been suggested by employees that the initial focus for this could be employees returning from significant long term absence, including sickness and maternity. An employee survey to gather information from line managers and employees to assist in developing a relevant scheme is currently underway
  - Developing a checklist for managers on how to support their employees when they are returning from significant long term absence
  - Redesigning and expanding the Employee Wellbeing intranet pages to ensure they continue to provide the support employees need
  - Canvassing views and obtaining feedback from employees using employee surveys and focus groups on what further measures they would want to see

included in the refreshed wellbeing offer to enable them to adopt healthy lifestyles and be healthy at work

- Hosting a joint wellbeing event with the trade unions in the autumn which would include an emphasis on women's health issues, including cervical cancer screening awareness
- Reviewing the current Stress Policy as part of the wider programme of employment policy review to ensure relevance and currency
- Vouchers for free seasonal flu vaccinations for frontline employees, which also help to protect vulnerable service users from infection, will once again be available for 2017/18. These will be funded departmentally following withdrawal of Public Health funding. A campaign to promote this and encourage uptake was launched on the Council's intranet in August 2017.

### **Other Options Considered**

20. In addition to its overall strategic approach, the Council has secured the engagement and commitment of the recognised trade unions to improving employee health and wellbeing through their involvement in task focussed, time limited, joint working groups which operate as sub groups of the Central Joint Consultative and Negotiating Panel.
21. To date this joint working has produced additional guidance for managers and learning resources on promoting positive mental health at work, on effectively supporting employees diagnosed with terminal illness and employees with Dyslexia.

### **Reasons for Recommendations**

22. The recommendations in this report will enable Elected Members to review the current levels of performance, consider how they wish this information to be reported in future and consider the actions that are required to improve the level of performance in order to meet the Council's identified target.
23. It is proposed that regular update reports will continue to be submitted on a quarterly basis.

### **Statutory and Policy Implications**

24. 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**

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

## **Financial Implications**

26. There is no specific budget allocation to fund the development and delivery of employee wellbeing interventions and initiatives.

## **Human Resources Implications**

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

28. Trade union colleagues are supportive of the positive steps made by the authority to support and help staff; particularly in target areas where absences are higher than other departments. Trades union colleagues view the Council's lower than average absence levels when compared to other local authorities as positive but have commented that the target of 7 days absence per fte may prove to be too stretching.

29. The proposed next phase of activity involves significant engagement with employees and managers to ensure the actions taken meet their needs.

30. 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) Agree to continue to receive regular quarterly update reports in the form of an Executive Summary (Appendix D) and more detailed Annual Report (Appendices A-C) as part of the Personnel Committee work programme.
- 2) Agree the future actions set out in paragraph 19 of the report.
- 3) Consider whether there are any other actions required to achieve the Council's target of 7.00 days absence per fte.

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

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

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[claire.gollin@nottsc.gov.uk](mailto:claire.gollin@nottsc.gov.uk)

**Constitutional Comments (KK 05/09/17)**

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

**Financial Comments (RWK 04/09/17)**

32. There are no specific financial implications arising directly from the report.

**Human Resources Comments (CLG 31/7/17)**

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

**Background Papers and Published Documents**

None

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

All

Appendix A: Corporate and Departmental Performance

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

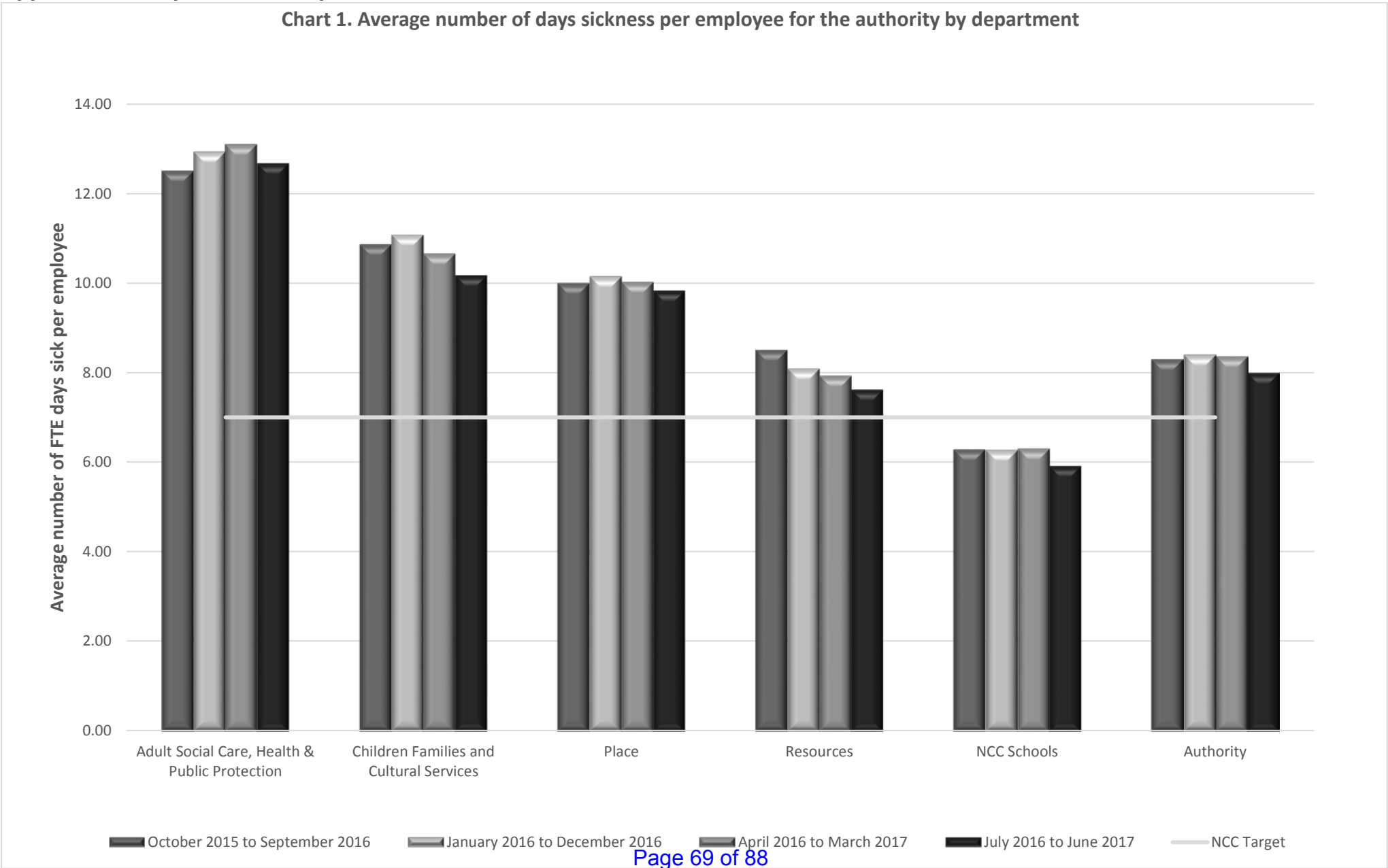


Chart 2 ASCH & Public Protection July 2016 to June 2016

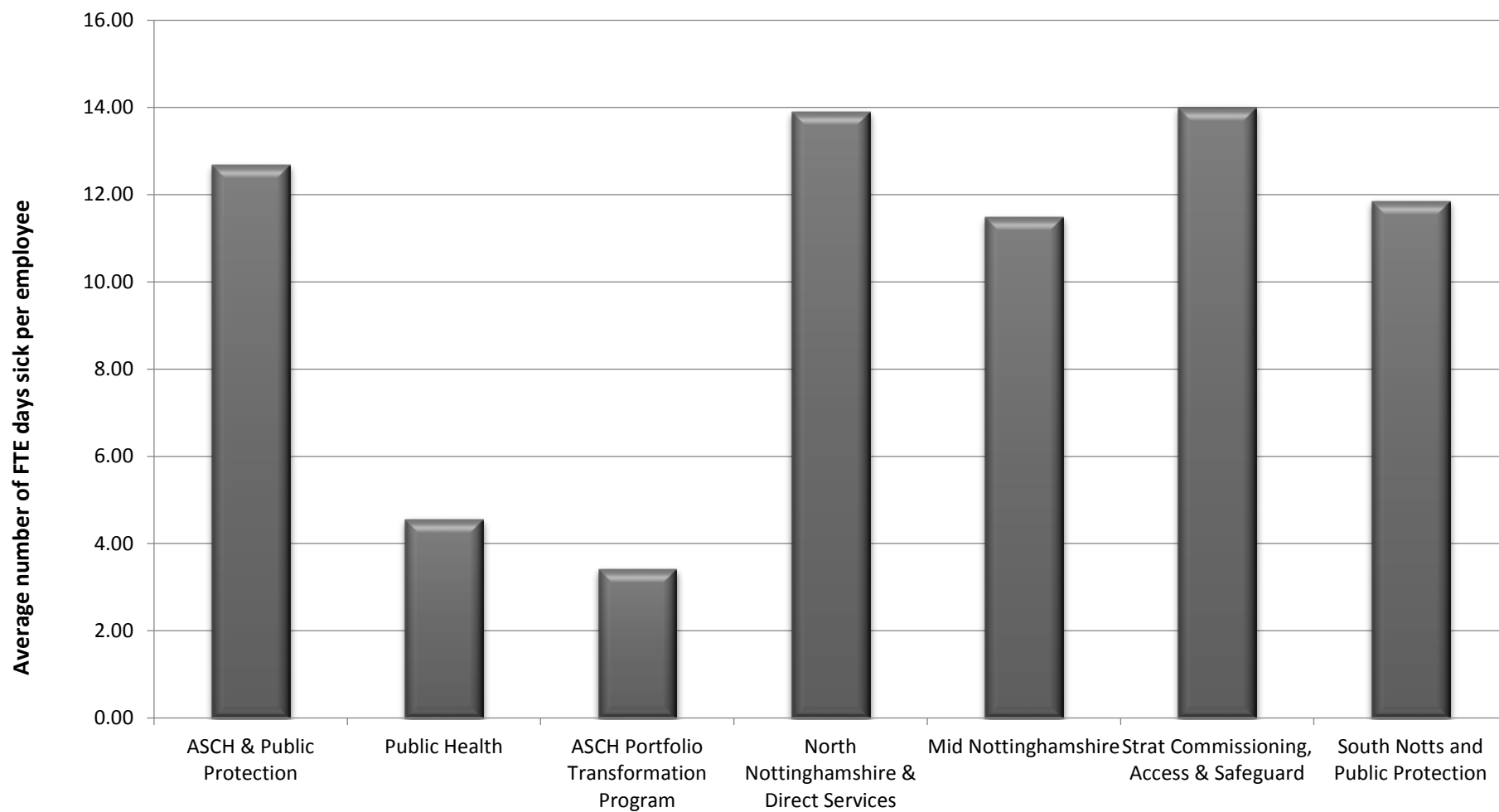


Chart 3 Children, Families and Cultural Services July 2016 to June 2016

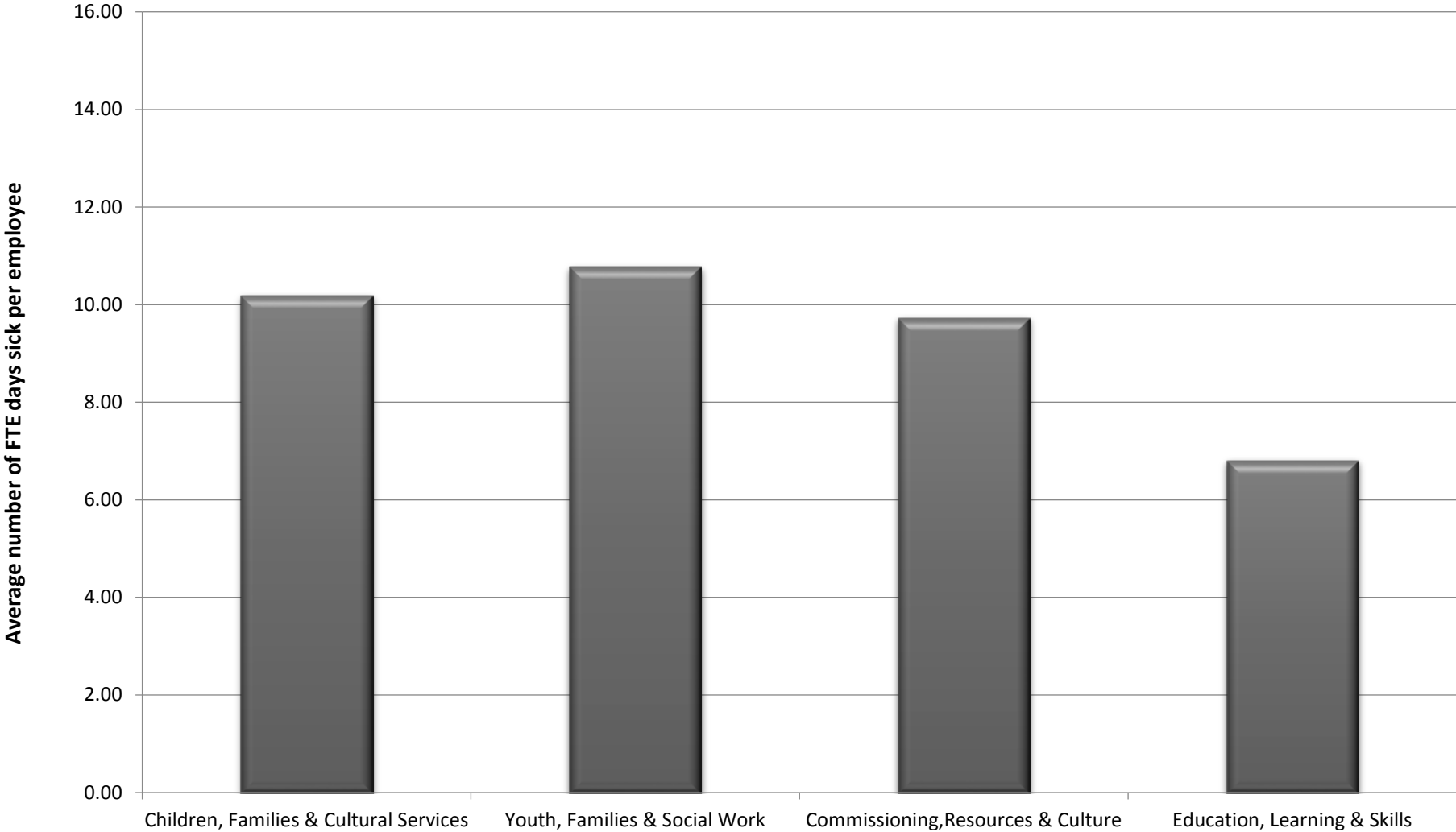


Chart 4 Place July 2016 to June 2016

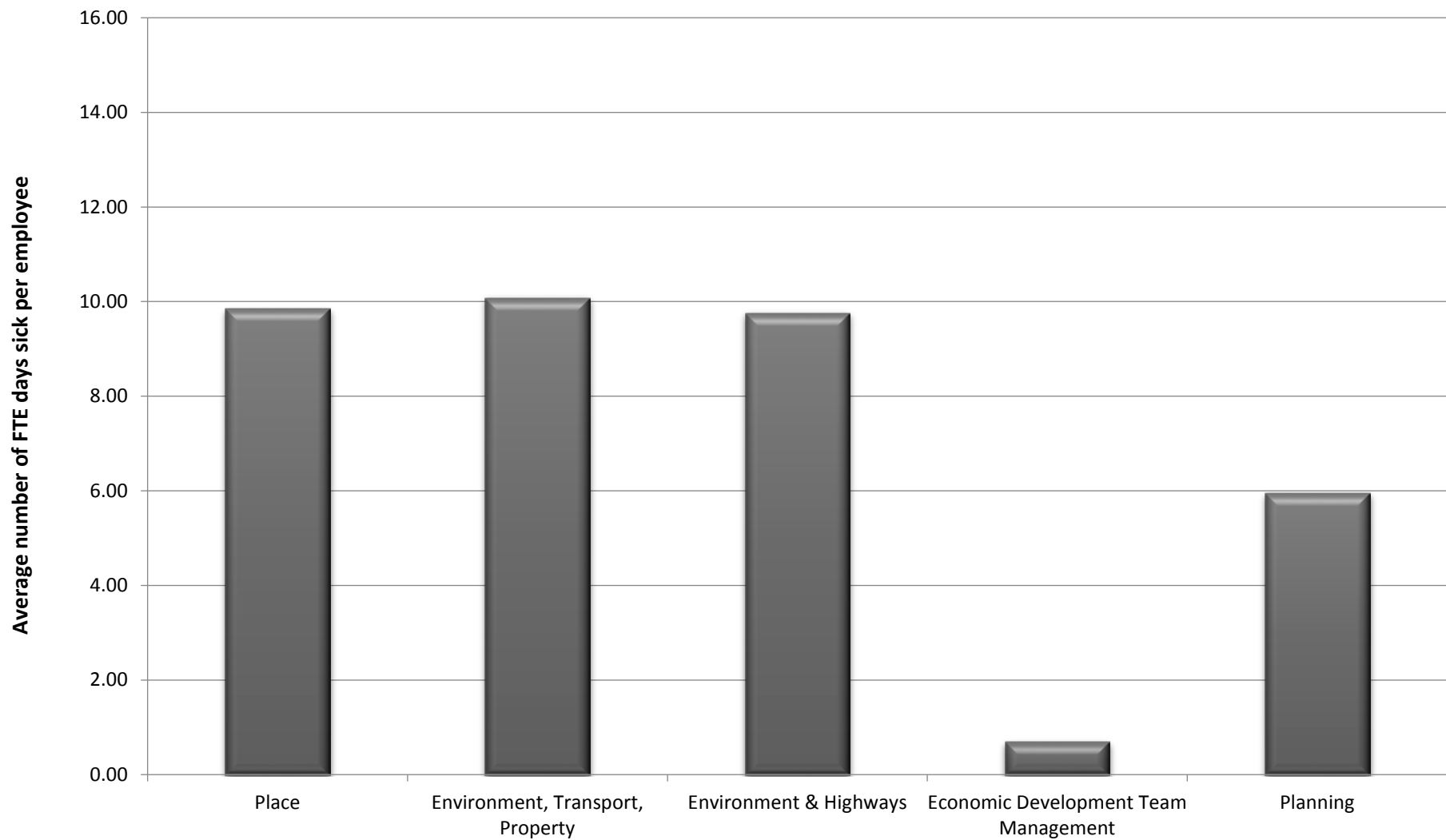
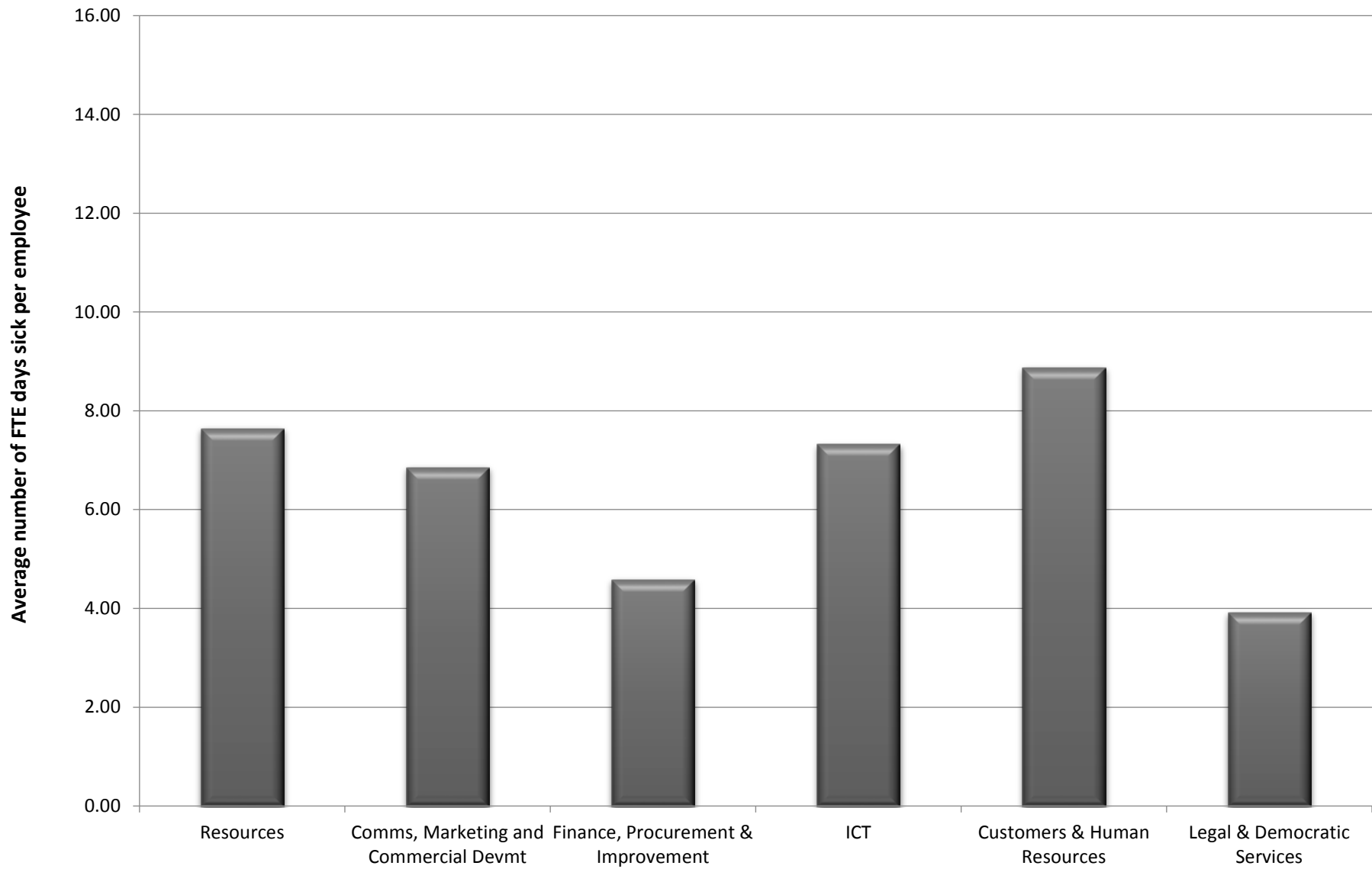




Chart 5 Resources July 2016 to June 2016



**Chart 6. Sickness Levels over rolling 12 month basis by Department**

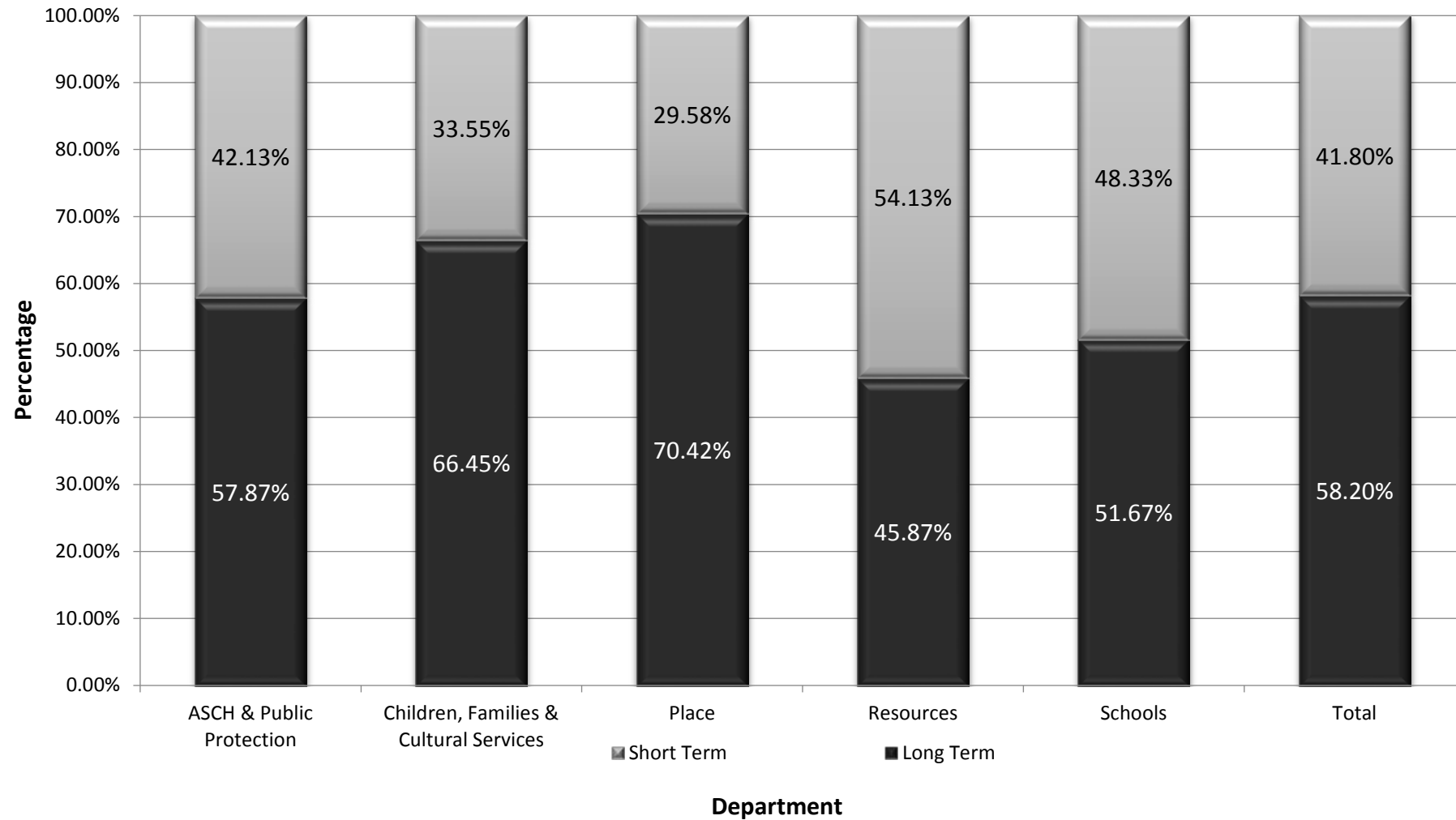
	<b>October 2015 to September 2016</b>	<b>January 2016 to December 2016</b>	<b>April 2016 to March 2017</b>	<b>July 2016 to June 2017</b>
<b>Adult Social Care, Health &amp; Public Protection</b>	12.51	12.94	13.10	12.68
<b>Children Families and Cultural Services</b>	10.87	11.09	10.66	10.19
<b>Place</b>	10.00	10.16	10.03	9.85
<b>Resources</b>	8.51	8.11	7.94	7.64
<b>NCC Schools</b>	6.29	6.30	6.32	5.94
<b>Authority</b>	8.30	8.42	8.37	<b>8.01</b>
<b>Target</b>	7.00	7.00	7.00	<b>7.00</b>

Appendix B: Reasons for Absence

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Terminal Illness	Not assigned
ASCH & Public Protection	6.55%	8.26%	1.79%	2.21%	4.19%	13.02%	12.09%	15.12%	1.66%	2.63%	0.64%	7.76%	21.38%	0.00%	2.68%
Children, Families & Cultural Services	5.10%	10.12%	1.59%	1.33%	1.44%	12.97%	15.92%	11.56%	3.69%	3.63%	1.25%	5.71%	23.06%	0.00%	2.62%
Place	6.64%	4.35%	0.68%	2.57%	3.10%	23.19%	17.88%	12.94%	1.12%	4.30%	0.74%	6.48%	14.99%	0.00%	1.03%
Resources	5.51%	14.49%	2.14%	0.55%	3.02%	11.15%	13.24%	10.93%	1.39%	1.82%	0.60%	9.91%	24.32%	0.00%	0.93%
Schools	4.57%	10.92%	2.39%	1.26%	4.73%	9.31%	17.87%	16.35%	2.01%	3.01%	0.52%	11.61%	14.78%	0.60%	0.07%
Totals	5.49%	9.24%	1.81%	1.66%	3.74%	13.43%	16.25%	14.41%	1.95%	3.21%	0.69%	8.96%	17.78%	0.25%	1.14%

## Appendix C: Long and Short Term Sickness

Distribution of sickness type  
June 2016 to July 2017



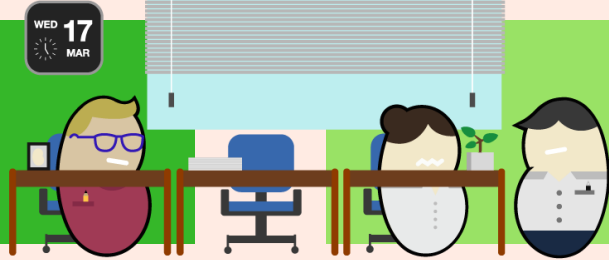


# Employee Wellbeing and Sickness Absence Performance Q1 2017-2018

Corporate Performance July 2016-June 2017

58.20 %

Long term absence



41.80 %

Short term absence



8.01

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



Decrease of days  
from previous quarter

= Overall Improvement



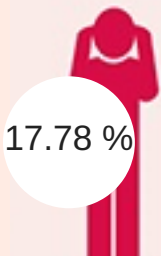
7 days

NCC Target



## Sickness absence

The most common top five causes



17.78 %

Stress



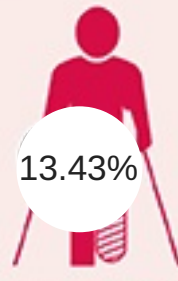
16.25 %

Op/Post Op  
Recovery



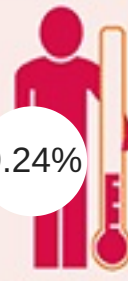
14.41%

Other



13.43%

Muscular/  
Skeletal



9.24%

Cold/Flu/  
Sore Throat

Reflecting the main  
duties i.e moving  
and handling

Main cause for absence  
by dept.

STRESS:



Resources



CFCS



ASCH

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MUSCULAR/  
SKELETAL :





**REPORT OF THE SERVICE DIRECTOR CUSTOMERS AND HUMAN  
RESOURCES.****CUSTOMER SERVICES CENTRE****Purpose of the Report**

1. To update members on the level of performance and customer satisfaction with the services provided by the Customer Service Centre and seek approval for the celebrations and associated communication planned to recognise this and mark the ten year anniversary of the centre.

**Information and Advice**

2. The Customer Service Centre was opened in September 2007. Originally it dealt with enquiries for a small number of Council services, the largest being Highways and Adult Social Care, with the aims of adding more services over time. The vision for customer services was to centralise the front door of Nottinghamshire County Council to enable a consistently high level of customer service to be delivered; improve efficiency; deliver back office savings; improve the experience for the public and ensure that more enquiries were resolved first time.
3. Since that time additional services have been moved to the Customer Services Centre and there is now a centralised approach to enquiry handling. The centre currently manages enquiries on behalf of the Council for over 400 services including Social Care, Highways, Waste, Blue Badges, Social Care payments, Travel and Transport, Registration and School Admission enquiries. The centre currently deals with approximately 700,000 enquiries a year on average.
4. Since opening there has been an ongoing efficiency and change programme which has resulted in a 300% increase in the volume and a significant increase in the complexity of enquiries. This is alongside a 60% reduction in the Customer Service budget. The nature of enquiries have changed as more straightforward enquires are moved to the Council's website with more complex adult social care enquiries resolved at the Customer Services Centre without the need for referral to professionally qualified social work or occupational therapy staff. This has contributed to savings in adult social care budgets and been supported by having an Adult Social Care team based at the Customer Service Centre and the co-location and joint use of infrastructure and technology with Multi Agency Safeguarding Hub (MASH) colleagues.
5. The Infographic appended to the report provides a high level summary of activity over the 10 year period since the centre opened.

6. Current performance levels are good and in line with target Service Levels:

Target Service Level	Average performance level for Apr-Aug17
Call abandon rate less than 8%	7%
Call waiting time less than 30 seconds	34 seconds
80% of calls answered within 30 seconds	80%
ICS Servcheck* score more than 70% (*Qualitative customer survey conducted independently by the Institute of Customer Service)	89%
Complaints as a percentage of enquiries processed within the range of 0.25%-1%	0.04%

7. Earlier this year the Institute of Customer Services (ICS) undertook an independent survey of customers and staff. Following analysis of the feedback they have calculated 89% customer satisfaction rating with the service provided by the centre. ICS have then benchmarked the Council's results across a range of other private and public organisations. The Council scored higher than any other public service they sampled and scored higher than John Lewis and Amazon in relation to call handling.

8. The next improvement and transformation phases include:

- a. Working closely with Adult Social Care colleagues to implement a model which will provide customers with more advice and guidance, triage, signposting and support during their first contact with the Authority, resolving more enquiries at the front door, reducing hand-off and delays and the implementation of new approaches (known as the 3-tier model) to support customers more effectively by helping them to help themselves.
- b. Working with Concessionary Travel to introduce self-service for all bus pass applications.
- c. Increasing the channels available for customers, improving online self-service, webchat and providing text update functionality for reminders and information provision.
- d. Continuing to work with Highways to look at how multiple faults can be reported online and in a more streamline, efficient way.
- e. Supporting the School Admissions Service with their drive to move parents to online self-service.

9. As this is the 10 year anniversary of the Customer Service Centre some events are planned to coincide with National Customer Service Week. These include:

- a. Staff achievement awards celebration
- b. Member event planned for Thursday 5<sup>th</sup> October to recognise achievement of the ICS Servcheck results and officially celebrate the 10 year anniversary.
- c. Internal communication to staff every day during National Customer Services Week to raise awareness and celebrate good customer service across the Council. This will include items on the Chief Executive's blog; Intranet news items; Team Talk articles and sharing Customer feedback taken from letters, email and calls.



- d. External communications in celebration of being open for 10 years and the level of performance and customer satisfaction achieved (89% customer satisfaction rate).

## **Other Options Considered**

10. Different options in terms of the events and communications plan to support this have been considered. The approach set out in the report is the most appropriate to recognise and value the additional effort and hard work of staff at the Customer Service Centre and positive impact of this for people who have received a service from the centre over a ten year period. The events are also designed to promote good customer service more widely and engage employees from across the organisation.

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

11. To inform members about the performance of and customer satisfaction levels with services provided by the Customer Service Centre. To invite members to be part of the events and seek agreement to the arrangements to celebrate this and the ten year anniversary as part of National Customer Services week in October.

## **Statutory and Policy Implications**

12. 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**

There are no implications arising directly from the contents of the report.

## **Financial Implications**

There are no financial implications arising directly from the contents of the report.

## **Human Resources Implications**

As part of the celebrations staff at the Customer Services Centre will be presented with certificates from the Institute of Customer Services recognising their excellent levels of performance and achievement of externally awarded qualifications. Recognising and celebrating good performance is a key part of the Council's approach to employee engagement which is essential to underpin good customer services.

The programme of activities as part of national Customer Service Week will also include the promotion of training opportunities and apprenticeships in customer services as well as information and advice more widely to employees to embed good customer service standards and practice across the whole Council.

### **Public Sector Equality Duty implications**

The Customer Service Centre designs, develops and provides services in a variety of ways which are accessible to service users and the wider public and ensure access to services by disadvantaged groups.

### **Implications for Service Users**

Feedback from customers and service users in relation to the service provided by the Customer Service Centre has been independently analysed and resulted in an 89% satisfaction rating by the people using the services. This reflects how friendly and helpful staff were; whether inquiries were resolved at first point of contact and improved outcomes for service users. This feedback will be used and referred to during the programme of activity to celebrate 10 years of the Customer Service Centre as part of National Customer Service Week.

## **RECOMMENDATION/S**

1) That members consider the performance of the Customer Services Centre and level of customer satisfaction and agree the programme of activities with associated communications as set out in paragraph 9 to celebrate this and ten years of operation of the Customer Service Centre.

### **Marjorie Toward**

Service Director – Customers and Human Resources

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

Marie Rowney, Group Manager, Customer Services – email [marie.rowney@nottsc.gov.uk](mailto:marie.rowney@nottsc.gov.uk)

### **Constitutional Comments (SMG 15/9/2017)**

13. The proposals set out in this report fall within the remit of this Committee.

### **Financial Comments (SES 15/09/17)**

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

### **HR Comments (MT 17/9/17)**

15. These are set out in the body of the report.

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

None

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

All

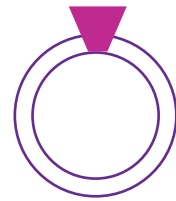


## CELEBRATING 10 YEARS

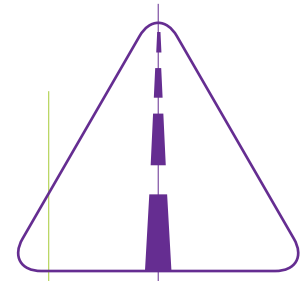
- OF THE CUSTOMER SERVICE CENTRE -

Since 2007, the Customer Service Centre has:

received over  
**four million**  
general enquiries

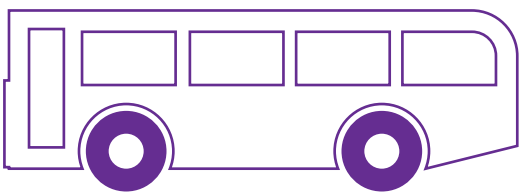


Resolved over  
**166,000**  
registration enquiries



managed over  
**691,000**  
Highways enquiries

answered  
over **340,000**



bus pass enquiries

processed over  
**130,000**  
Blue Badge applications



supported over  
**660,000**  
requests  
for social care support



handled over  
**400,000**  
switchboard calls



handled  
**three million**  
telephone calls

processed over  
**37,000**  
requests for the  
Handy Person scheme



sorted out over

**145,000**

waste and recycling  
enquiries



processed over  
**29,000**  
applications for the  
First Contact Scheme

processed over  
**223,000**

school and education enquiries  
and school application places



received over  
**80,000**  
enquiries about  
Children's Services



carried out over  
**36,400**  
Blue Badge  
desk top  
assessments

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

### **Purpose of the Report**

1. To consider the Committee's work programme for 2017/18.

### **Information and Advice**

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

### **Other Options Considered**

5. None.

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

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

### **Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

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

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

**For any enquiries about this report please contact: Sarah Ashton, Assistant 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**

- None

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

- All

## Personnel Committee Work Programme

Title	Summary	Lead Officer	Report Author
<b>29 November 2017</b>			
Employee Health and Wellbeing and Sickness Absence Performance quarterly update and approval of actions (Quarter 2 - 2017/18)	Decision	Marje Toward	Claire Gollin
Employee support mechanisms	Decision	Marje Toward	Claire Gollin/Gill Elder
Review of HR Policies and procedures	Decision	Marje Toward	Gill Elder
Review of Leonard Cheshire internship programme	Decision	Marje Toward	Helen Richardson
Customer Services Centre	Decision	Marje Toward	Marie Rowney
<b>31 January 2018</b>			
Details to be confirmed			
<b>14 March 2018</b>			
Employee Health and Wellbeing and Sickness Absence Performance quarterly update and approval of actions (Quarter 3 - 2017/18)	Decision	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.12.17 (Quarter 3 - 2017/18)	Update report	Marje Toward	Claire Gollin
Apprenticeships – Update Report and approval of future actions	Decision	Marje Toward	Helen Richardson
<b>18 April 2018</b>			
Health and Safety - Progress on actions and approval of next steps	Decision	Marje Toward	John Nilan
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<b>23 May 2018</b>			
Employee Health and Wellbeing and Sickness Absence Performance quarterly update and approval of actions (Quarter 4 - 2017/18)	Decision	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.3.18 (Quarter 4 - 2017/18)	Update report	Marje Toward	Claire Gollin
<b>25 July 2018</b>			
To be confirmed			