

Personnel Committee

Wednesday, 18 April 2018 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

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| 1 | Minutes of the last meeting held on 07 March 2018 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Nottinghamshire County Council Apprenticeship Programme | 7 - 26 |
| 5 | Update on Attendance at Careers Outreach Events | 27 - 32 |
| 6 | Learning at work Week Activity Plan | 33 - 36 |
| 7 | Work Programme | 37 - 38 |

Notes

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

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

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

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



Minutes

Meeting PERSONNEL COMMITTEE

Date Wednesday 7 March 2018 (commencing at 2.00pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

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

Jim Creamer
Maureen Dobson
Boyd Elliott
Keith Girling

Sheila Place
Helen-Ann Smith
Steve Vickers
Jonathan Wheeler
Yvonne Woodhead

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director - Customers and HR
Gill Elder	Group Manager - HR
Claire Gollin	Group Manager - HR
Sarah Stevenson	Group Manager – Business Support Centre
Adrian McKiernan	Business Partner, Workforce Planning and Organisational Development

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 31 January 2018, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

No apologies

Membership changes:

Councillor Steve Vickers replaced Councillor John Handley for this meeting only, Councillor Keith Girling replaced Councillor John Ogle for this meeting

only and Councillor Jim Creamer replaced Councillor Errol Hendry for this meeting only.

3. DECLARATIONS OF INTEREST

None.

4. PROPOSED CHANGES TO THE COUNCIL'S GRADUATE DEVELOPMENT PROGRAMME

RESOLVED 2018/07

- 1) To approve the establishment of a new graduate development scheme as set out in the report.
- 2) To agree to receive a further report in 6 months' time reviewing the progress of operating the new scheme.

5. DISABILITY CONFIDENT SCHEME

RESOLVED 2018/08

- 1) To approve the undertaking of the self-assessment process with the aim of becoming a recognised and accredited Disability Confident employer by November 2018.
- 2) To agree to receive a further report on the outcome of the self-assessment and action plan on the steps required to achieve the next level of accreditation.

6. GENDER PAY GAP REPORTING

RESOLVED 2018/09

- 1) To approve the publication of the Council's Gender Pay Gap information on the Council's public website and the designated Government website in compliance with the Council's statutory public sector duty.
- 2) To approve the actions to reduce the Council's Gender Pay Gap as set out in the report.
- 3) To agree to receive an annual report setting out the situation at future "snapshot dates", to recommend actions in order to monitor and drive progress.

7. SICKNESS ABSENCE PERFORMANCE TRENDS AND ACTION FOR IMPROVEMENT

RESOLVED 2018/10

To approve the additional actions set out in the report to continue to progress toward the achievement of the Council's in year target of 7.00 days absence per full time employee.

8. STAFFING RESOURCES FOR GUARANTEED MINIMUM PENSION PROJECT

RESOLVED 2018/11

To approve the establishment of a temporary post of Project Manager, Band B, until 31st March 2019, subject to confirmation at the meeting on 8th March 2018 of the Nottinghamshire Pensions Fund Committee that the post will be funded by the Pension Fund.

9. WORK PROGRAMME

RESOLVED 2018/12

Members agreed to change the following items on the work programme:

- Careers Outreach Events. (April 2018)
- Health and Safety - Progress on Actions. (May 2018)

The meeting closed at 2.50pm.

CHAIRMAN

REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN RESOURCES

NOTTINGHAMSHIRE COUNTY COUNCIL APPRENTICESHIP PROGRAMME **Purpose of the Report**

1. To update Members on progress to date in relation to the Council's Apprenticeship Programme and seek agreement to the actions set out in the revised action plan to continue the implementation of the Council's Apprenticeship Strategy.

Information

Background

2. The recruitment of apprenticeships into the workforce is a critical part of the Council's overall offer of work-based learning programmes aimed at attracting new employees into the Council's workforce. The Council's Workforce Strategy and the Council Plan identify links to the Council's wider Economic Development agenda to encourage skills development and improve the employability and social mobility of people across the County. This includes maximising the opportunities available given the Council's position as one of the largest employers in the area.
3. The initial focus of the Council's Apprenticeship programme was on the direct employment of apprentices within the Council and its maintained schools to work towards the government target of 2.5% of the workforce being employed in apprenticeships. This equates to 372 new apprentice starts by 2021. The programme also encourages existing employees to take up the opportunity of apprenticeship training to develop the full potential of the Council's current workforce and maximise the use of the Apprenticeship Levy introduced in April 2017.
4. At its meeting on 27th September 2017, Personnel Committee received a report setting out the implementation of the Apprenticeship Levy at the Council and agreed the Council's Employer Apprenticeship Programme and associated Action Plan.
5. There is recognition in Government that the last year has been a period of significant change and employers need time to adjust to the new approach. There are a number of challenges which resonate with public sector organisations across the country in relation to the levy implementation including those outlined below:
 - A range of Apprenticeship Standards more applicable to the public sector workforce are not yet ready for delivery.
 - Training providers are not yet available to deliver some of the newer apprenticeship standards.

- There is difficulty in identifying training providers to deliver for single apprentices due to this not being cost effective for them.
6. Further to the above there are local challenges around the creation of apprenticeships not on the current employee establishment as this incurs additional employment costs over and above the current staffing establishment. There also remains the issue of engaging managers and existing employees with the programme on an ongoing basis.

Progress to date

7. Since the implementation of the levy in April 2017, steady progress has been made to embed the programme within the Council and with maintained schools. A number of actions have been undertaken to create new apprenticeships and encourage take up of appropriate apprenticeship training from amongst existing staff including:
- Revising the Vacancy Control Decision Record (VCDR) process to ensure that all vacancies are considered at an early stage as a possible apprenticeship.
 - Establishing a training provider register and purchasing system, known as a Dynamic Purchasing System, to ensure that suitable providers are available to deliver Apprentice Standards as and when required and in accordance with Procurement regulations. This helps ensure potential apprenticeships are converted to actual apprenticeships.
 - Establishing a monitoring process for managing the effectiveness of contracts with training providers in delivering apprenticeship training.
 - Developing and undertaking an initial recruitment programme for posts which are additional to establishment apprentices.
 - Alignment of the Leadership Development Programme and the Graduate scheme with available apprenticeship standards to maximise the take-up of the levy.
 - Arranging coaching opportunities for all apprentices via the in-house coaching network to ensure they are able to transition into mainstream employment once the apprenticeship is completed.
 - Attending appropriate careers events to support apprentice recruitment, including a comprehensive activity plan for National Apprenticeship week which took place from 5th – 9th March 2018. This included attendance at the Public Sector Apprenticeships event at Nottingham Trent University to encourage new apprentices. The team also provided information stalls across County Council bases to encourage the take up of Apprentice qualifications for existing employees.
 - Engaging with maintained schools to promote and encourage the use of apprenticeships as a workforce planning tool.
 - Establishing a countywide apprentice network to support apprentices during their apprenticeship and encourage them to continue their employment with the Council.

- Develop a collection of case studies to promote the scheme and encourage new apprentices and existing employees to undertake apprenticeship training.
8. At the end of February 2018, the Council has recruited 74 apprenticeships, including 42 in schools and 32 within the Council. The biggest area of recruitment so far has been to Business Administration and Teaching Assistant posts which reflects the national picture within the public sector as the apprenticeship standards are most well developed and supported in these areas.
 9. However, as more apprenticeship standards are approved, interest is growing across the services offered by the Council and managers are becoming more aware of how apprenticeships can bring fresh talent into the organisation and how they can support the development of existing employees. It is hoped that through the approval of further apprenticeship standards related to roles in the public sector, such as planners, social workers and surveyors, the take up of apprenticeships will increase and growth in higher level apprenticeships will enable the Council to maximise the use of the levy funding. Apprenticeship opportunities have also been promoted to internal employees as part of their continuous professional development (CPD) enabling employees to undertake qualifications relevant to their current role or career progression.
 10. There are current financial commitments of £572,800 against the apprenticeship levy. The levy is accrued on a monthly basis and remains available for commitment for a rolling two year period. After which time, any unspent levy will be returned to central government.

Next Steps

11. An updated version of the current Action Plan has been included as **Appendix 1** which focusses on activities over the next 6 months.
12. As part of the next phase of the Leadership Development Programme, managers will be able to apply to undertake a relevant management qualification. This has been developed with a local university to deliver training against an accredited standard in order that the use of apprenticeship levy funds can be maximised. This approach will form part of a wider leadership and career development strategy which will be the subject of a separate report to Personnel Committee and launched in the next six months.
13. In the Council's role as Corporate Parent, and as outlined in the recently published Care Leavers Strategy, apprenticeships can provide opportunities to enable care leavers to achieve sustained and fulfilling employment and economic independence. As part of a wider initiative to engage care leavers in work experience programmes, the Workforce Planning and Organisational Development team (WPOD) are supporting care leavers to undertake apprenticeships by guaranteeing an interview for generic adverts for roles within the Council. Consideration is also being given to how the team can access apprenticeships for Care Leavers with other employers for roles that are not available within the public sector.
14. The Education and Skills Funding Agency (ESFA) have recently provided information on how levy paying employers can support non-levy paying organisations. From April 2018 organisations that pay the apprenticeship levy will be able to transfer a proportion of their

levy funds to another employer to pay for apprenticeship training and assessment. Nottinghamshire County Council, as a levy payer, will be able to transfer a maximum of 10% of its annual levy funds to one employer, which will be calculated from the total amount of levy declared during the previous tax year. Further work will be undertaken by the WPOD team to explore opportunities for using this functionality to work with the Council's arms-length organisation, Futures, to support the Council's planned activity for care leavers as outlined above.

15. The Local Government Association (LGA) has recently published a self-assessment tool entitled the Maturity Model (**Appendix 2**) which has been designed to shape and improve apprentice programmes across the country. The model identifies five key strands for assessment including:
- Leadership and Culture
 - Procurement
 - Workforce Development
 - Planning, Delivery Structures and Processes
 - Engagement
16. This model will be used by the Workforce Planning and Organisational Development team (WPOD) to assess progress being made in relation to the Council's Apprenticeship programme and to identify further actions to address some of the emerging issues and ensure the Council's programme is sustainable. The outcome of this assessment and the revised medium to longer term action plan will be reported to Personnel Committee in 6 months' time.

Other Options Considered

17. The Council could engage an external provider to oversee the apprenticeship programme, however this would incur management costs which cannot be funded via the levy. It would limit the Council's opportunity to make use of its Dynamic Purchasing System which has been set up to ensure that the most appropriate training providers for specific subject areas are appointed to deliver against the standards.
18. The LGA self-assessment tool will be helpful in assessing the effectiveness of the current approach and identifying any areas for improvement or any potential changes required.

Reason for Recommendations

19. Agreement for the WPOD team to progress the next steps set out in the action plan will enable progress to continue to be made and allow for an assessment to be made of the future actions required to embed the programme and ensure it is sustainable for the longer term. This will enable the Council to maximise the use of levy funding to provide employment opportunities for local people and ensure that the Council's workforce has the required knowledge, skills and qualifications.

Statutory and Policy Implications

20. 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

21. There are no direct implications arising from this report as the assessment relates to the Council's overall strategy and approach not individual apprentices or their data. In planning the next steps in relation to care leavers consideration will be given to whether it is necessary to undertake a separate Data Privacy Impact Assessment.

Financial Implications

22. HMRC deduct the levy on a monthly basis and place it in the Council's digital account, set up by the National Apprenticeship Service. The expenditure to date is as detailed in paragraph 10 and amounts to £572,800. The Workforce Planning and Organisational Development (WPOD) team hold a budget of £300,000 towards employment costs of those apprentices recruited to posts which are additional to the staffing establishment. All other apprenticeships recruited to are funded via the recruiting department.

Human Resource Implications

23. The support of the Council's recognised trades unions continues to be critical to the continued successful ongoing development of the apprentice programme. The recognised trades unions have confirmed their continued commitment to working with employers and apprentices to ensure positive outcomes.
24. Trade union colleagues have offered further involvement in the apprentice induction programme and for trained learner representatives to offer support to apprentices with their learning. Trades union colleagues are also keen to continue to support the Council to enable apprentices to move into permanent employment.
25. 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.

Public Sector Equality Duty Implications

26. The Apprenticeship Programme is open to anyone aged over 16 years and apprenticeships are offered from level 2 to level 7 providing entry level apprenticeships to enable those returning or entering the jobs market with opportunities to commence a career with the Council. All current direct employees of the Council are also able to apply for apprenticeship opportunities. The apprentice programme provides fair and equal access to employment opportunities within the Council and will enable the Council's workforce to be more reflective of the communities it serves.

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the revised action plan set out in Appendix 1 to the report.
- 2) Agree to receive a further report on the outcome of the self-assessment and any identified areas for further action in 6 months' time.

Marjorie Toward
Service Director – Customers and Human Resources

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

Constitutional Comments (KK 23/03/18)

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

Financial Comments (RWK 22/03/18)

28. The financial implications are set out in paragraph 22 of the report.

Human Resources Comments (CG/07/03/18)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Appendix 1

Action Plan for the delivery of Nottinghamshire County Council's Employer Apprenticeship Programme 2017 - 2021

Aims to:

1. Embed Apprenticeships within the Council
2. Maximise workforce capability
3. Develop workforce diversity and inclusivity, maximising opportunities for those who face the most challenges to accessing employment
4. Support the continuous professional development of existing employees
5. Support people to progress in employment by promoting Apprenticeships as a high quality path to successful careers
6. Develop partnerships with training providers and other Local Authorities within the region
7. Engage with Maintained schools to ensure they maximise the benefits from the levy
8. Work towards achievement of the Public Sector Apprenticeship target.

1. Embed Apprenticeships within the Council

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Revise the Vacancy Control Decision Record (VCDR) process to include reference to apprenticeships and to develop guidance for managers to assist with recruiting to these positions.	WPOD team and Recruitment team at the Business Hub	June 2017	All vacancies assessed for apprenticeship suitability at an early stage. Increased number of applications for apprentice vacancies across the Council. Wider range of quality apprenticeships developed.	The VCDR process has been revised and each VCDR is assessed for apprenticeship suitability. 77 apprenticeships were advertised between 1 st April 2017 and 31 st January 2018 (not including schools)

Work with Procurement Team to develop a Dynamic Purchasing System (DPS) for apprentice training providers and use mini competitions to make suitable decisions regarding most suitable training providers.	WPOD team, Procurement team, and Legal Services	July – Sept 2017	Best value, high quality training sourced for apprenticeships. Improved apprenticeship completions and employment outcomes.	DPS launched September 2017. Apprenticeship training procured via mini competitions to ensure continued value for money as new Standards are implemented.
Develop contract management processes and establish a mechanism for the ongoing contract management of training providers.	WPOD team	July – Sept 2017	Line managers and WPOD team have information to address any performance issues promptly and ensure good apprenticeship outcomes.	Contract management processes developed within the DPS, which was launched in September 2017. Business Partners meet with training providers regularly to discuss any concerns and required actions.
Undertake a recruitment programme which advertises apprenticeship vacancies across the Council and provides a supportive apprentice induction.	WPOD team	Initial programme July 2017	Working towards Public Sector Duty target of 2.3% of workforce as apprenticeships. Improved apprenticeship completions and employment outcomes.	All apprenticeship vacancies are advertised on the Council's recruitment website. An induction programme was developed and delivered to September 2017's supernumerary apprentice cohort. This will be rolled out to new apprentices on an ongoing basis.
Deliver a programme of supernumerary placements for entry level apprentice roles across the Council by communicating with managers regarding opportunities for placements and identification of suitable apprentice roles.	WPOD team	First cohort: July – Sept 2017	Work towards Public sector duty target of 2.3% of workforce as apprenticeships Apprentices in a range of roles across the organisation.	30 supernumerary placements advertised, 16 level 2 supernumerary apprentices began employment in September 2017. Promotion on the intranet, individual liaison with managers.
		Second Cohort: Aug – Oct 2017	As above.	10 supernumerary apprenticeships advertised at levels 3 and 4. One level 3 and one level 4 supernumerary apprentice began employment.

		Third cohort: Dec 2017 – Feb 2018	As above.	Six supernumerary apprenticeships advertised. One at level 3, two at level 4 and three at level seven. Managers of previous apprentices and managers who had expressed an interest in an apprentice contacted in November 2017 and January 2018 regarding hosting an apprentice. Promotion more widely on the intranet.
Monitor progress of apprentices and completion of apprenticeships through ongoing liaison with training providers, apprentices and line managers.	Human Resources, Workforce and Organisational Development (HR,WOD) team	June 2018 onwards	Apprentices successfully complete apprenticeships and are: retained with the Council; go into other employment or onto further training.	The WPOD team monitor overall Apprentice progress on a monthly basis as part of the apprenticeship training provider contract monitoring. Regular reporting to Personnel Committee.
Evaluate completed apprenticeships for satisfaction levels. Identify learning and opportunities for continuous improvement of the Apprenticeship Programme.	HR,WOD team	Summer 2018	Apprentices are satisfied with their apprenticeship and complete their apprenticeship. 80% of Apprentices are employed by the Council; go into other employment or onto further training. Ongoing development of the programme using feedback received.	First apprentices will complete in Summer 2018 with the majority of the initial intake completing in October 2018.
Develop a talent bank approach to apprenticeships to ensure access to apprenticeship opportunities is maximised for potential candidates and the Council.	WPOD team	Sept 2017	Improved attraction and retention of apprentices. Improved workforce planning and succession planning.	Talent Bank developed and utilised for initial rounds of advertising and recruitment to apprenticeship vacancies. Development and iteration of the process with BSC colleagues is currently ongoing. The use of the talent bank will be reviewed in May 2018.

Engage with apprentices by creating communication channels, holding 'drop in' sessions for apprentices with WPOD team, further developing the Apprentice network and creating Apprentice Ambassadors to enable measurement of Apprentice satisfaction. Create a cross – organisational Apprenticeship Network.	HR,WOD team	Sept 2017 – Feb 2018. ongoing	Engaged and supported apprentices, increased completion rates, peer support. Promotion of the Council's Apprenticeship programme and as an employer of choice across the existing workforce and more widely.	Apprentice One Space created for apprentices and line managers. The Apprentice Network met twice between Sept and March and will continue on a quarterly basis. A number of apprentices undertook regional Young Apprentice Ambassador training in February 2018. Apprentices supported WPOD team with Apprenticeship Week events March 2018. Apprenticeship surveys will be undertaken on a 6 monthly basis in future.
2. Maximise workforce capability				
Engage with departments to identify skills gaps and workforce requirements.	HR,WOD team	Initially June – Sept 2017 Ongoing as part of future change and transformation programmes.	All employees aware of the opportunities for development via apprenticeships. Increased number of existing employees undertaking apprenticeship standard qualifications. Council has a workforce with the knowledge, skills and qualifications it needs for the future.	Promotion of apprenticeships via: <ul style="list-style-type: none"> • The creation and dissemination of leaflets and posters about apprenticeships across the Council. • Information in Team Talk and Staff Bulletins. • Updated intranet pages. • Apprenticeship Week stalls at five Council buildings, providing information about apprenticeships. • Discussions with managers and leadership teams to identify possible apprenticeship opportunities. • Workforce Planning and employee resourcing discussions with managers as part of next round of options for change.

Engage with training providers to ensure provision of training to meet the identified skills gaps within the Council.	HR,WOD team	Ongoing	Employees are able to undertake relevant, good quality apprenticeships to meet skills gaps.	Input into delivery plans from training providers is ongoing
Develop Employee Performance and Development Review (EPDR) process to include apprenticeships as an option for career development and training.	HR,WOD team	April 2018	<p>All employees aware of the opportunities for development via apprenticeships.</p> <p>Managers to actively identify opportunities and encourage apprenticeship take up.</p> <p>Increased uptake of apprenticeship standard qualifications to maximise use of levy funding.</p> <p>Appropriately qualified and skilled workforce.</p>	Revised pro forma and management guidance under development and will be available for the next EPDR cycle.
Continue mapping activity to identify relevant Standards against NCC job roles.	HR,WOD team	<p>March 2018</p> <p>Ongoing</p>	<p>Increased uptake of apprenticeship standard qualifications.</p> <p>Increased employee and manager awareness of the opportunities for development via apprenticeships.</p>	<p>Relevant available Apprenticeship Standards and Frameworks for Council staff have been identified and will continue to be updated as new Standards are approved.</p> <p>Work with departments is ongoing to map Standards and Frameworks to every job role across the Council.</p>
Create career pathways using Apprenticeship Standards.	HR,WOD team	During 2018	Apprenticeships embedded in workforce planning activities and as part of change and transformation programmes.	<p>Pathways through some departments are in place. This is more challenging where there are no existing Standards or Frameworks available.</p> <p>Work ongoing to develop career pathways as Apprenticeship Standards are approved.</p>

			<p>Council has a workforce with the required knowledge, skills and experience.</p> <p>Improved recruitment and retention of key skills.</p> <p>Improved employee engagement and motivation.</p>	
Engage with trailblazer groups where Standards required by the Council are in development.	HR,WOD team	2018 onwards	<p>Standards are agreed to meet identified skills shortages.</p> <p>Employees are able to undertake relevant apprenticeships, particularly in areas of skills shortages.</p> <p>Improved recruitment and retention in these areas.</p>	<p>Senior practitioners from services have contributed to trailblazer groups as they have knowledge of service specific requirements. WPOD team have liaised with trailblazers regarding timescales and further information on Standards in development.</p> <p>Work is ongoing.</p>
Review current internal leadership and management development training to reflect options to undertake an apprenticeship qualification.	HR,WOD team	Sept 2018	<p>A flexible approach to leadership and management development which maximises the use of levy funding.</p>	<p>Apprenticeships are being considered in the current review of Leadership and Management development training and will form part of the Council's Graduate Scheme.</p> <p>Discussions underway with local Universities and other providers.</p>

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

employment				
Develop a coaching offer for Apprentices from the Council-wide Coaching Network.	WPOD team	Jan 2018 ongoing	Supported and engaged apprentices to improve apprenticeship completion rates. Improved recruitment and retention of apprentices.	All current apprentices have been assigned a coach for the duration of their apprenticeship. Evaluation of effectiveness of approach once current cohort of apprenticeships completed.
Ensure Apprenticeship vacancies are advertised via a wide range of channels to reach target groups.	WPOD team	Feb 2018	Apprenticeship workforce will be diverse and reflect the demographics of the area in which they are employed. Applicants with additional needs will be offered support during recruitment stages to encourage take up from these groups.	All apprenticeship vacancies posted on the National Apprenticeship Service. Futures also advertise these vacancies Support is provided to applicants with additional needs during the recruitment process.
Attend appropriate careers events to reach target groups, such as Armed Forces Resettlement events.	HR,WOD team	During 2017 and continuing throughout 2018	Diverse Apprenticeship workforce. Under-represented groups supported to access apprenticeships with improved access to employment. Council able to access a wider skills pool.	Attended six job and apprenticeships fairs in 2017/18 and events during Apprenticeship Week. Taking part in Armed Forces Day 2018. Ongoing programme of careers outreach events.
Ensure Apprenticeship communications reflect the diverse range of applicant backgrounds.	WPOD team	By Jan 2018	As above	New public promotional materials updated August 2017 and used in 2017/18 recruitment programme. New promotional material for Council employees launched, reflecting range of current apprentices

				and opportunities available. Development of suite of case studies of successful apprentices ongoing.
Support the Council's Corporate Parenting Responsibilities by ensuring apprenticeships are available and accessible to Care Leavers.	HR, WOD team	Jan 2018 and onwards	Apprenticeships are successfully undertaken by increasing numbers of care leavers improving employment prospects.	Commitment to shortlisting all Looked After Children/Care Leaver applicants – process being finalised with BSC. Strategy for wider apprenticeship and access to employment currently under development with Children's Social Care. Work under development with Futures to ensure care leavers adequately supported throughout.
4. Support the Continuous Professional Development of existing employees				
Update Employee Development Policy and application form to raise the profile of apprenticeships to support continuous professional development.	WPOD team	Sept – Dec 2017	More employees undertaking apprenticeships. Career Development Opportunities provided- retention of staff and provision of new skills. Levy funding maximised.	Policy updated, approved at November's Personnel Committee.
Provide apprenticeship opportunities for existing employees aligned to identified skills development needs across the organisation.	WPOD team	From Sept 2017	More employees undertaking apprenticeships. Career Development Opportunities provided- retention of staff and provision of new skills. Levy funding maximised.	New policy and application form for employees to undertake apprenticeships approved November 2017. Apprenticeship Week stalls at five Council buildings, providing information about apprenticeships. Promotion of apprenticeships via: <ul style="list-style-type: none"> • The creation and dissemination of leaflets and posters about apprenticeships to Council

				<p>buildings.</p> <ul style="list-style-type: none"> • Information in Team Talk and Staff Bulletins. • Updated intranet pages
<p>Raise awareness of apprenticeships as route to progression for all employees.</p> <p>Integrate apprenticeship opportunities within the Council's core learning and development offer for employees.</p>	WPOD team	<p>From Sept – Dec 2017</p> <p>Ongoing</p>	<p>Increase in number of existing employees undertaking apprenticeships.</p> <p>Career Development Opportunities provided to grow and retain talent.</p> <p>Use of levy funding maximised.</p>	<p>Promotion of apprenticeships via:</p> <ul style="list-style-type: none"> • The creation and dissemination of leaflets and posters about apprenticeships across the Council. • Information in Team Talk and Staff Bulletins. • Updated intranet pages. • Ongoing liaison with leadership teams • Apprenticeship Week stalls at five Council buildings, providing information about apprenticeships. • Employee Development Policy updated to include in-post apprenticeships.
5. Support people to progress into employment by promoting Apprenticeships as a high quality path to successful careers				
Develop and maintain a continuous link with apprentices to enable exit planning and support, starting three months prior to end of apprenticeship.	HR, WOD team	June 2018	<p>80% of apprentices in employment or training at end of placement.</p> <p>Maximise retention of apprentices in Council employment.</p> <p>Improved diversity and age profile of the Council's workforce.</p>	Final coaching session planned three months prior to apprenticeship end.
6. Develop partnerships with training providers and other Local Authorities within the region				

Develop contacts with other local authorities and attend relevant networking meetings including D2N2 Forums to work on apprenticeship approach across the region.	WPOD team	From Autumn 2017 onwards 2018-19	Sharing information and best practice. Future skills requirements addressed collectively. Promote public sector as a career. Value for money. Develop cross-organisational apprentice networking opportunities	Hosted Midlands (Local Authority) Apprenticeship Network in December 2017. Attended Education and Skills Funding Agency's Large Employer Roadshows October 2017 and March 2018. Attended Department for Education roundtable event November 2017 Took part in LGA Apprenticeship Workshops. Council Apprentices attended and provided input to Public Sector Compact events 2017-18. Four NCC apprentices delivered a Q and A session at the D2N2 apprenticeships event in January 2018. NCC will host the D2N2 apprentice networks from April 2018.
Liaison with external training organisations, including Futures and Inspire, to identify and develop training routes via apprenticeships.	WPOD team	From June 2017	Future skills requirements addressed.	Meetings held regularly with local training providers to explore apprenticeship pathways to qualifications including HE and degree routes.
Work with recognised trades unions to promote apprenticeships, encourage take-up and continue to develop the Council's approach.	WPOD team	September 2017	Increased success of NCC programme and wider apprenticeship approach. Promotion of the Council as an employer of choice.	Meeting with unions at CJCNP. Attendance at trades union events to showcase the Council's approach and promote apprenticeships as a route to career development and lifelong learning.
Consider the Council's response to the facility to transfer 10% of levy funds to other employers/providers to support the delivery of the Council's Apprenticeship Strategy.	HR, WOD team	From April 2018 onwards	To support the take up of apprenticeships and access to employment for care leavers.	Discussions ongoing with colleagues in Economic Development, Futures and other providers to determine the most effective approach.

7. Engage with Maintained schools to ensure they maximise the benefits from the levy

<p>Facilitate Maintained schools access to levy funds for apprenticeships.</p> <p>Provide information and advice to maintained schools by:</p> <ul style="list-style-type: none"> • Delivery of briefings on apprenticeships • Individual advice and support • Via the schools portal and newsletters to schools • Provide information on Standards as they are approved. 	<p>WPOD team and HR ops BPs</p>	<p>March -Sept 2017</p> <p>June 2018</p>	<p>Schools informed of apprenticeship opportunities.</p> <p>Use of Levy funding maximised within maintained schools.</p> <p>Increased take up of apprenticeships contributing towards achievement of Public Sector Duty targets.</p>	<p>Briefings held on 10th July (2 sessions) and 13th July (2 sessions) for Heads, School Business Managers and Governors. Further briefings are planned for June 2018 to update school senior leadership teams on Apprenticeships. .</p> <p>New apprenticeships section on the Schools Portal created.</p> <p>Articles about apprenticeships added to the HR Newsletters for Schools and Governors' Newsletters.</p> <p>Information on apprenticeships distributed at Governors' Conference March 2018</p> <p>Individual liaison with Schools.</p>
<p>8. Public Sector Apprenticeship Target</p>				
<p>Prepare Apprenticeship Activity return and submit it to the Department of Education and publish it in a place easily accessible to the public. This will include information on progress towards the headcount target of 2.3% of the workforce as apprenticeships.</p>	<p>HR,WOD Team</p>	<p>April-Sept 2018</p>	<p>Meet requirements of the Public Sector Apprenticeship Target Regulations 2017.</p>	

Maturity Model: An Apprenticeships Performance Improvement Benchmark

Appendix 2

Name Organisation

	Leadership and Culture	Procurement	Workforce Development	Planning, Delivery Structures and Processes	Engagement
Mature	<p>Active support and engagement from political and senior leadership.</p> <p>Apprenticeships Delivery Board in place and steered by a politician or senior member of SLT</p> <p>Apprenticeships highlighted in Corporate Plan and separate Apprenticeships Policy</p> <p>Secured support from managers and department heads</p> <p>Have considered role as an employer in the local economy and aligned apprenticeships with council's strategic priorities</p> <p>Have apprenticeship champions within organisation and apprenticeship lead in post</p>	<p>Developed agreed approach to procurement of training</p> <p>Regular active working with other councils/public sector orgs to procure joint training where appropriate</p>	<p>Wide communication of approach to the workforce</p> <p>Focus on key skill shortage areas by developing talent and succession plans: use apprenticeship standards to build pathways to grow your own future workforce</p> <p>Involved in multiple Trailblazers</p> <p>Mapped Apprenticeship Standards to key roles and identified skills gaps</p>	<p>Know levy and targets and set realistic "needs based" goals over a three-year cycle (forecasting)</p> <p>Resources and internal 'delivery' team identified and in place</p> <p>Long-term spending plan in place (five years or more)</p>	<p>Regular meetings with ESFA Account Manager</p> <p>Responded to LGA Sector Mapping, attended workshop at Large Employer Roadshow and LGA January Workshop</p> <p>Part of a local authority apprenticeship network and engage in regular partnership working on specific projects across sectors</p> <p>Developed a strategic approach with local FE and HE providers</p> <p>Engaged with all maintained schools and process in place to spend schools levy</p>
Maturing	<p>Strong support and engagement from political and senior leadership. Regular reports to SLT and/or cabinet</p> <p>Apprenticeships highlighted in Corporate Plan or separate Apprenticeships Policy</p> <p>Secured support from managers and department heads</p> <p>Considered council's role as an employer in the local economy and aligned apprenticeships with some strategic priorities</p> <p>Apprenticeship lead in post and champions apprentices across organisation</p>	<p>Procurement approach agreed and in development</p> <p>Some joint working on procurement with other councils where appropriate</p>	<p>Good communication of approach to workforce</p> <p>Focus on most key skill shortage areas, developing succession plans and career pathways</p> <p>Involved in at least one Trailblazer</p> <p>In process of Mapping Apprenticeship Standards and identifying skills gaps and/or mapped specific roles/pathways</p>	<p>Know levy and targets and set a realistic 'needs based' goal for the first year (forecasting)</p> <p>Limited resources and internal 'delivery' team identified and in place</p> <p>Multi-year spending plan in place</p>	<p>One-off meeting with ESFA Account Manager held</p> <p>Responded to LGA Sector Mapping and attended either Large Employer Roadshow or LGA January Workshop</p> <p>Part of a local authority apprenticeship network and engaged in some further partnership working on specific projects</p> <p>Developing a strategic approach with local FE and HE providers</p> <p>Good engagement with maintained schools and plan to spend schools levy in development</p>
Developing	<p>Secured political and senior leadership support</p> <p>Developing an Apprenticeship Policy or refreshing Corporate Plan</p> <p>Engagement underway with managers to secure support for apprenticeships</p> <p>Exploring how to link role as employer in the local economy and align apprenticeships with council's strategic priorities</p> <p>In process of identifying lead officer for programme</p>	<p>Limited procurement provisions in place, exploring developing an agreed approach</p> <p>In early discussions with other councils about options for joint procurement</p>	<p>Basic communication of approach to workforce</p> <p>Some focus on specific skills shortage areas but not all</p> <p>Will consider engaging in future Trailblazers depending on capacity</p> <p>Planning to carry out skills mapping exercise in the future</p>	<p>Aware of levy and target. Working towards target but no forecast made</p> <p>In process of identifying resources and internal 'delivery' team</p> <p>One-year plan in place</p>	<p>In process of setting up a meeting or phone call with ESFA Account Manager</p> <p>Responded to LGA Sector Mapping</p> <p>Part of a local authority apprenticeship network</p> <p>Work with a small number of local providers. No strategic approach in place</p> <p>Basic engagement with Schools to raise awareness</p>
Early	<p>Working to secure support from politicians and senior leaders</p> <p>No Apprenticeship Policy in place and no mention in Corporate Plan</p> <p>Little to no support from managers across the organisation</p> <p>No linkage of apprenticeships to council's strategic priorities or role as employer in local economy</p> <p>No apprenticeship lead in place or champions across the organisation</p>	<p>No agreed approach to procurement</p> <p>No joint working on procurement</p>	<p>Limited to no communication of approach to the workforce</p> <p>Limited focus on skills shortage areas, apprenticeship recruitment limited and ad hoc</p> <p>Not involved in Trailblazer</p> <p>Not carried out skills mapping exercise</p>	<p>No forecasting or target set</p> <p>No internal delivery plan developed or delivery team identified</p> <p>No plan in place - Levy is spent ad hoc</p>	<p>No contact with ESFA Account Manager</p> <p>Not responded to LGA Sector Mapping</p> <p>No partnership working with other councils or public-sector organisations</p> <p>Not yet developed a strategic approach with local FE and HE providers</p> <p>Limited to no engagement with Schools</p>

Apprenticeships Performance Improvement Benchmark

Read through each section

- 1. Leadership and Culture**
- 2. Engagement**
- 3. Procurement**
- 4. Workforce Development**
- 5. Planning, Delivery Structures and Processes**

Highlight your current level of understanding (Early, Developing, Maturing, Mature) (Please Circle)

Highlight your target for the next year regarding your level of understanding (Early, Developing, Maturing, Mature) (Please Box)

**REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN
RESOURCES****UPDATE ON ATTENDANCE AT CAREERS OUTREACH EVENTS****Purpose of the Report**

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

Information**Background**

2. Undertaking a range of careers outreach activity enables the Council to promote Apprenticeships and other employment opportunities both within the Council and with businesses across the County; including the recruitment and retention of graduates into the Nottinghamshire economy.
3. To undertake this external activity, the Workforce Planning and Organisational Development (WPOD) team attend a variety of jobs fairs, career events and community roadshows across the County throughout the year. If an event is targeted at a particular professional group then subject experts of those professional groups would also be invited to attend. On some occasions colleagues from the Economic Development Team are also in attendance to support employment activities and skills development across the wider economy of Nottinghamshire.

Progress to date

4. The planned programme of events reported to the 29th November 2017 Personnel Committee has been updated in the schedule attached in **Appendix A**, and reports on each event attended and new events added where appropriate.
5. The WPOD team continue to identify specific events taking place in other parts of the County to ensure that there is focus on areas of greater deprivation and that the Council has a workforce drawn from across and representative of the whole County. The team also receives information from the Communications and Marketing team in relation to activities taking place across the County which may benefit from attendance. In addition to the planned programme of events, as approved in the previous report to Personnel Committee, the team will attend additional events on an ad-hoc basis where beneficial for Nottinghamshire residents and where they support the delivery of the Council's key priorities. These will be added to the schedule in **Appendix A**.

6. The WPOD team continue to assess attendance at events in relation to their contribution towards the Council's strategic and service priorities and these are included in the events schedule accordingly. The plan will continue to be regularly reviewed and updated to reflect these new opportunities and support the achievement of the ambition of county wide coverage. The team will also continue to identify appropriate opportunities as part of a renewed focus on talent management and work based learning opportunities supported by the new HR service offer currently under development, following implementation of the new HR structure.
7. Further work is planned with Economic Development colleagues to ensure greater joining up of efforts promoting wider employment opportunities across Nottinghamshire and the Council's role as one of the largest employer's in the area.

Other Options Considered

8. The Workforce Development and HR Teams have a programme of activity to support the Council in recruiting, developing and retaining employees with the knowledge, skills and experience required to develop and sustain the workforce it requires now and for the future. Attendance at these events is one way of supporting this activity.

Reasons for Recommendations

9. This report seeks the approval from Members to continue work to promote the Council as an employer of choice in support of its wider workforce planning priorities through participation in attendance at the career outreach events detailed in the planned schedule and to include in the plan any ad-hoc requests which are supported.

Statutory and Policy Implications

10. 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

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

Financial Implications

12. There are no implications arising directly from this report.

Human Resources Implications

13. Attendance at these events supports the Council in developing the workforce it requires now and for the future to ensure effective front line service delivery and that the commitments and priorities set out within the Council Plan are delivered.

Public Sector Equality Duty implications

14. Attendance at careers outreach events will help the Council ensure that its workforce is more representative of the communities it serves. Council materials used at publicity events are designed to be accessible to all attendees in order to support this.

RECOMMENDATIONS

It is recommended that Members:

- 1) Agree the continued attendance at and promotion of career outreach events as set out in Appendix A and that ad hoc events are added to the schedule as appropriate.
- 2) Agree to receive a further report on learning from attendance at careers outreach events and how this is being used to inform future activity going forward, in six months' time.

Marjorie Toward

Service Director - Customers and Human Resources

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

Constitutional Comments (KK 23/03/18)

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

Financial Comments (RWK 22/03/18)

16. The financial implications are set out in paragraph 12 of the report.

Human Resources Comments (CG 07/03/18)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

APPENDIX A

Name of the Event	Cycle	District	Update for Personnel Committee – April 2018
Nottingham Jobs Health and Social Care Job Fair	annually	Countywide	Date to be confirmed.
Newark Job Fair	annually	Newark and Sherwood	Attended event on 16 th March. Details of final attendance not yet confirmed.
Local Government Association Information Day for Graduates	annually	Nationwide	Not attended due to the changed approach to the graduate scheme as approved at Committee on 7 th March 2018.
Graduate scheme recruitment & assessment days	annually	Focus on local Universities and Nottinghamshire graduates/returning graduates	A comprehensive programme has been established to recruit to the new scheme, including an assessment centre day to be held mid- June 2018 and follow up interviews at the end of June 2018.
Gedling Jobs & Opportunity Fair "Fulfilling Futures"	annually	Gedling	A very well attended event with recorded attendance of 265. Engagement mainly with young people and their family members relating to the Council's apprenticeship programme.
Stapleford Community Group Job Fair	annually	Broxtowe	Not attended this year due to low turnout at previous event.
Futures Training Agency What's Next Careers Fair	annually	Countywide	Attended October 2017 – Council stall was very busy with school students interested in apprenticeships with the Council. All those visiting the stall were provided with website details.
NTU Graduate Recruitment Fair	2 x yearly	Countywide	Arranged for 24 th October 2018.
University of Nottingham Employer Drop in Sessions	2 x yearly	Countywide	Details to be confirmed by organisers.
Community Roadshow - shopping centre events	2 x yearly	Mansfield, Nottingham City and Countywide	Attended Victoria Centre event w/c 5 th March. Generated a lot of interest in careers with the Council. 115 individuals have requested further information on current vacancies and apprenticeships.
Armed Forces Covenant Job Shop	annually	Countywide	Attendance arranged for 19 th April 2018.

Nottingham College Apprenticeship Fair	Ad-hoc event	Rushcliffe	7 th March 2018 – well attended event with over 150 schools students and family members attending.
Public Sector Apprenticeship Workshop	Ad-hoc event	Countywide	Hosted by Nottingham Trent University, this event focussed on higher and degree level apprenticeships of interest to the public sector workforce.
Internal activity to promote in-post apprenticeships to current employees	2 x yearly	Countywide	Events held across county council bases during March 2018 to promote opportunities to existing employees. These events will be repeated in October 2018

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****LEARNING AT WORK WEEK ACTIVITY PLAN****Purpose of the Report**

1. To seek members approval for the proposed plan of activity to celebrate Learning at Work Week which runs from 14th-18th May 2018.

Information**Background**

2. Nottinghamshire County Council aims to be a learning organisation which actively encourages and supports all employees to continually learn and update their knowledge, skills and experience to maximise their potential at work. The Council also needs to be able to recruit and retain employees with the knowledge, skills, experience and aptitude it needs now and in the future. To do this sustainably and to provide the flexibility required the Council aspires to be an employer of choice for high calibre employees.
3. One strand of activity to support the achievement of this ambition as set out in the Council's Workforce Strategy involves working with trades union colleagues to support the national "Learning at Work" week. Recognised trades unions can nominate Learner Representatives to identify opportunities for and support delivery of learning interventions to support employees in their current roles, career development and wider development aspirations.
4. Learning at Work Week has been running since 1999 and is a planned campaign of activity organised by the Campaign for Learning to promote the benefits of life-long learning in the workplace. Each year is given a theme and this year the theme is "Networked for Learning" in recognition of the importance of new methods of accessing and delivery of learning activity and also to reflect the needs of a modern workforce and requirements of modern employers.
5. As part of Learning at Work Week the corporate Workforce Planning and Organisational Development (WPOD) team works jointly with the recognised trades unions to provide a showcase event, held at County Hall, promoting learning activity across the Council. This joint work is part of the Lifelong Learning Agreement in place between the Council and the trades unions and supports the Workforce Strategy in its intent to establish the Council as a Learning Organisation and Employer of Choice.

6. Alongside the main event at County Hall the WPOD team are intending to hold smaller satellite events at bases around the County including Mercury House, Meadow House, Lawn View House and Sir John Robinson House. This reflects feedback from employees in relation to previous years' activities which, whilst positive overall, employees felt was too focussed on the County Hall campus.
7. These events will be co-ordinated through the corporate WPOD team and, reflecting the national theme, will include the Council's learning platform provider, Learning Pool. Learning Pool will be on hand to demonstrate the E-Learning catalogue currently available to employees and to assist employees with accessing the system with the aim of encouraging increased uptake of the eLearning offer.
8. In line with the approach at previous events it is also intended to provide employees with the opportunity to engage in learning activity which could support their future career aspirations and enables the Council to support employees wishing to enhance their development in their current roles within the Council. Members of WPOD team and trades union colleagues will be available to advise employees on the range of opportunities available and how best to access these.
9. The planned Countywide activity is outlined in the table below:

Date of Event	Where	Times
Monday 14 th May	Mercury House	10.00am - 2.00 pm
Tuesday 15 th May	County Hall	10.00am - 2.00 pm
Wednesday 16 th May	Meadow House	10.00am - 2.00 pm
Thursday 17 th May	Lawn View	10.00am - 2.00 pm
Friday 18 th May	Sir John Robinson	10.00am - 2.00 pm

Other Options Considered

10. A range of options were considered in developing the proposed programme of activity with trades union colleagues. Feedback from employees on previous years' events was also incorporated into the planning of this year's programme.

Reason for Recommendation

11. This report seeks the approval of Members to a programme of events as part of National Learning at Work Week and in doing so supports the Council's aspiration to be a learning organisation and an employer of choice as set out in the Workforce Strategy.

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

13. There are no implications arising directly from this report.

Financial Implications

14. All associated costs are covered from within the budget of the Workforce Planning and Organisational Development team and relate mainly to minimal costs for publicity materials.

Human Resources Implications

15. These events support the ongoing development of existing employees in their current roles and ongoing career development as part of the Council's overall approach to talent management. They also underpin the Council's approach to recruitment and retention of employees with the key knowledge and skills required now and in the future and support the Council in being an employer of choice.

Public Sector Equality Duty implications

16. These events are open to all directly employed Council employees. The learning opportunities available range from basic skills courses; training in current job roles; professional qualification training and management and leadership. Some of the opportunities available are targeted at particular groups with protected characteristics.

Smarter Working Implications

17. These events will showcase the use of mobile devices to access the Council's E-Learning offer and encourage their usage by employees.

RECOMMENDATION

- 1) It is recommended that Members approve the proposed programme of activity to engage employees with the 2018 Learning at Work Week and support their ongoing learning and development and career progression.

Marjorie Toward
Service Director – Customers and Human Resources

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

Constitutional Comments (KK 23/03/18)

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

Financial Comments (RWK 22/03/18)

19. The financial implications are set out in paragraph 14 of the report.

Human Resources Comments (CG/22/2/18)

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

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

REPORT OF CORPORATE DIRECTOR, RESOURCES**WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2018 / 2019.

Information

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director Resources

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

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers

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

- None

Electoral Division(s) and Member(s) Affected

- All