

Personnel Committee

Wednesday, 23 May 2018 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- 1 To note the appointment of the County Council on 10 May 2018 of Councillor Neil Clarke MBE as Chairman of the Committee, and Councillor Keith Walker as Vice-Chairman.
- 2 To note the membership of the Committee. Councillors Maureen Dobson, John Handley, Errol Henry JP, John Ogle, Helen-Ann Smith, Sheila Place, Steve Vickers, Jonathan Wheeler and Yvonne Woodhead
- 3 Minutes of the last meeting held on 18 April 2018 3 - 4
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Health and Safety Review and Action Plan 5 - 18
- 7 Sickness Absence Performance Trends and Ongoing Action for Improvement 19 - 44
- 8 Workplace Buddying Scheme 45 - 48
- 9 Nottinghamshire County Council Employee Memorial Event 49 - 52
- 10 Update on Proposed Changes to Terms and Conditions 53 - 58

11	Changes to the Customer Service Centre Structure	59 - 64
12	Work Programme	65 - 68

Notes

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

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Sarah Ashton (Tel. 0115 977 3962) or a colleague in Democratic Services prior to the meeting.
- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>



Minutes

Meeting **PERSONNEL COMMITTEE**

Date **Wednesday 18 April 2018 (commencing at 10.30am)**

Membership

Persons absent are marked with an 'A'

COUNCILLORS

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

A	Maureen Dobson	Helen-Ann Smith
	John Handley	Steve Vickers
	Errol Henry	Jonathan Wheeler
	John Ogle	Yvonne Woodhead
	Sheila Place	

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director - Customers and HR
Gill Elder	Group Manager - HR
Helen Richardson	Senior Business Partner

The Chairman welcomed Kristy Frost (Business Support Apprentice) to the meeting

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 7 March 2018, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Maureen Dobson (other)

Membership changes:

Councillor Steve Vickers replaced Councillor Boyd Elliott for this meeting only

3. DECLARATIONS OF INTEREST

None.

4. NOTTINGHAMSHIRE COUNTY COUNCIL APPRENTICESHIP PROGRAMME

RESOLVED 2018/13

- 1) To approve the revised action plan as set out in Appendix A of the report.
- 2) To agree to receive a further report in 6 months' time regarding the outcome of the self-assessment, and identify any other areas for further action.

5. UPDATE ON ATTENDANCE AT CAREERS OUTREACH EVENTS

RESOLVED 2018/14

- 1) To approve the continued attendance at and promotion of career outreach events and that any appropriate ad hoc events be added to the schedule as set out in Appendix A of the report.
- 2) To agree to receive a further report in 6 months' time with reference to what has been learned from attending careers outreach events and how this is being used to inform future activities going forward.

6. LEARNING AT WORK WEEK ACTIVITY PLAN

RESOLVED 2018/15

- 1) To approve the proposed programme of activities to engage employees during the 2018 Learning at Work Week and to support the ongoing learning, development and career progression for employees.

7. WORK PROGRAMME

RESOLVED 2018/16

Members agreed that the following items be added to the work programme:

- Buddying Scheme (May 2018)
- Memorial Event (May 2018)
- Update on graduate development programme (September 2018)
- Progress on the Leonard Cheshire programme (September 2018)
- Gender pay gap (January 2019)

The meeting closed at 11.10am.

CHAIRMAN

**REPORT OF SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****HEALTH AND SAFETY REVIEW AND ACTION PLAN****Purpose of the Report**

1. The purpose of the report is to inform and update Personnel Committee on current health and safety performance and activities and seek agreement on the 2018-2019 Corporate Health and Safety Action Plan attached as appendix A. Appendix B provides an infographic view of the last year's performance.

Information

2. Corporate accreditation to Occupational Health and Safety Assessment Series (OHSAS) 18001 has been retained over the last year. British Standards Institute audited services in scope over thirteen days through the year. Overall twenty five minor non conformities were identified with the key areas focussing on risk assessment and the application of control measures. These have all been addressed.
3. A review of the scope of the present OHSAS arrangements has been commenced in light of the changes to the shape and size of the Council, particularly in relation to alternative service delivery models. Work on this is ongoing and reflected in the 2018-19 action plan to coincide with the release of the new International Standards Organisation (ISO) 45001 health and safety management standard.
4. ISO 45001 will replace OHSAS 18001 within a three year period or at the point of corporate re-certification. This Council will have to have made a decision about moving to the new standard by June 2019 when our present certification is due for renewal. Additionally this will impact on procurement and pre-qualification standards.
5. 2017 was dominated by fire related incidents, commencing with post Grenfell fire inspections in June where the Health and Safety team undertook a survey of the corporate estate with colleagues from Property and Arc. With no high-rise clad buildings in ownership, inspections focussed on low level cladding, residential accommodation and confirmation of the corporate fire risk assessment review process.
6. Two vacant premises were subjected to arson attacks and resulted in the complete destruction of 'Clasp' buildings and the subsequent release of asbestos containing materials within the structure. A programme of confirmatory air tests indicated that any fibre release was within acceptable tolerance levels and did not pose a risk to the surrounding area or local communities.

7. Learning gained from the incident management of the Rolleston Drive fire was applied to the Grove Leisure Centre fire in respect of communications with adjacent residential properties, environmental fire debris clean-up and the subsequent demolition and site clearance programmes.
8. Vacant property management as a consequence has been reviewed and a risk based inspection programme implemented including security, access and usage considerations. Future vacant premises will have safety, fire and security reviews at the point of vacation and the Fire Service notified if a residual fire risk is identified.
9. Against a background of UK based terrorist related incidents, training via the self-delivery National Counter Terrorism Security Office (NaCTSO) on the Project Griffin package was delivered to over one hundred and fifty staff. This training will be rebranded as ACT (Action Counter Terrorism) Awareness e-learning from May 2018 giving greater accessibility to Council staff, particularly at times of heightened threat. The protective security risk assessment (SR85) and emergency action cards (SR90) have been revised in line with the new national 'Crowded Places' guidance and implemented in key corporate buildings with further reviews planned for 2018.
10. An Occupational Road Risk working group was established following an audit by the Council's insurers Griffiths and Armours in order to ensure completion of the actions raised in their report following their assessment of the Council's management of road risk. An associated Royal Society of the Prevention of Accidents (ROSPA) "Managing Road Risk" course was run for working group members and positively received and a further training session followed for the Council's Extended Leadership Team. Another key action identified during the audit was the need to appoint a corporate fleet manager which is now underway.
11. December 2017 saw the re-formation of Compliance Board, chaired by the Chief Executive. The group's remit is to provide leadership to improve the organisation's approach to controlling occupational risk and to ensure that Health and Safety is managed with the same determination and focus as other key business objectives to ensure legal compliance and help to embed a health and safety culture.
12. Current Compliance Board work streams include revisiting the quality assurance and audit procedures with a view to a more 'enforcement' aligned approach; examining where safety responsibilities and liabilities lie across the Council's alternative service delivery models, partnership and commissioning arrangements and the Council's supply chain. Reviewing the scope of OHSAS 18001 accreditation and future accreditation against national standards is another area of activity.
13. Between the 4th and 7th December 2017 the Health and Safety Team ran a successful health and safety campaign to raise awareness of the risk assessment process. This included county wide presentations and a central event at County Hall where over 230 staff attended. The event was supported by partners and key suppliers demonstrating how they support and promote safe working practices in association with Council contracts.
14. Six hundred risk assessment prompt cards which formed the background to the week's "Point of work risk assessment" campaign were issued during the event. A further four thousand have been distributed since the event giving coverage to over half the Council's directly

employed staff. These serve as a reminder to consider risk at the point of work in day to day working activities and have been positively received by staff.

15. Further work has been undertaken to develop working relationships with the safety teams of key partners such as Parkwood, RSPB and Woodheads to monitor their management of development projects and events at Rufford and Sherwood Country Parks to ensure that risks are effectively identified and measures put in place to manage these at an early stage.
16. The last year also saw continued health and safety support to the smarter working programme providing solutions for modernised working practices, the use of mobile technology and flexible work spaces. Supporting eLearning packages have been developed along with safe working practices to reinforce emergency procedures relating to fire evacuation and first aid.
17. Work related accidents reported have continued to decrease during 2017/18. Proportionally Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable incidents have also fallen with only three specified injuries recorded for the whole of the last year. Performance against the CIPFA key performance Accident Frequency Rate indicator show performance better than the CIPFA average of 3.8 reportable injuries per thousand employees at a figure of 2.12. This is also an improved position on 2017 year end figure of 3.18.

Other Options Considered

18. A range of options have been considered through Compliance Board and departmental leadership teams and Risk Safety and Emergency Management Groups in developing the corporate action plan.

Reasons for Recommendation

19. The health and safety action plan seeks to ensure improvements in the Council's health and safety management system and its application to focus on key risk priorities. Implementing actions will lessen the authority's exposure to health and safety risks. Review of the Council's health and safety management systems by internal and external auditing are considered against current Health and Safety Executive (HSE) guidance in consultation with Trade Unions colleagues.

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. Personal data held as a result of safety audit, risk assessment and or incident recording and investigation will be reviewed in light of the new General Data Protection Regulations. Further work on the detail of this is underway in line with the corporate Action Plan which will include undertaking a Data Privacy Impact Assessment if necessary.

RECOMMENDATION

- 1) It is recommended that Personnel Committee approve the 2018-19 health and safety action plan and receive an update report on progress and further actions required in six months' time.

Marjorie Toward
Service Director - Customers and Human Resources

For any enquiries about this report please contact: John Nilan, Team Manager - Health and Safety, john.nilan@nottsc.gov.uk or 07968860420.

Constitutional Comments (KK 04/05/18)

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

Financial Comments (SES 08/05/18)

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

Human Resources Comments (JP 10/05/18)

24. There are no specific Human Resources implications arising directly from this 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

SR58: Corporate Health and Safety Action Plan 2018-19

Department:	Corporate	Service/School:		Team:	Health and Safety
Approved by:	Personnel Committee & CLT	Date:	May 2018	Review dates:	June/September/Dec 2018

Subject: Effective occupational health and safety management systems

Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments, Progress & Result Update	Link
1.1	Occupational Health and Safety Assessment Series (OHSAS 18001) Review services within scope including audit frequency. Review implications of the introduction of ISO 45001	Health and Safety Services within scope	April 2018 Oct 2018	Medium	Re scope to account for Alternate Service Delivery Models and retained client functions	Compliance Board
1.2	Management Culture Undertake Health and Safety culture survey to establish baseline	Chief Exec Health and Safety	Autumn 2018	Low	Invitation to HSE Buxton - Date TBC Consider using modified HSE survey tool	Carry forward 2017-18 action plan
1.3	Review supporting policies and guidance in line with changes to current legislation and best practice <ul style="list-style-type: none"> • Risk assessment • Occupational road risk • Incident Protocol • NPO Guidance 	Health and Safety	December 2018	Medium		

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	<ul style="list-style-type: none"> Minibus guidance Violence to staff 					
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Subject: Health and Safety Compliance

Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments, Progress & Result Update	Link
2.1	Audit and Quality assurance Develop and implement 2018-19 audit and inspection programme Implement audit procedural changes KPI of 100 inspections total for 2018-19 across all departments KPI 80% to be reasonable assurance	Health and Safety	May 2018 May 2018	High	Maintain risk based programme of audits for 2017-18. Report non-compliance trends and outcomes to Compliance Board and Risk Safety and Emergency Management Groups Include checks on SR106 managers office inspections Risk assessments to be reviewed for suitability and policy compliance as part of audits	Internal Audit Report on Health and Safety
2.2	Ensure effective health and safety management of suppliers, contractors and service delivery partners Commence pilot audit within Place Department	Health and Safety	May 2018	High	Confirmation of suitable monitoring and safety management systems via supply chain audit. Review KPI and audit data against contract requirements Check SR77 contractor inductions are undertaken	Compliance Board Internal Audit Report Health and Safety

2.3	Event safety and security Ensure that event organisers are using appropriate (Safety Advisory Group) template and proportionate safety plans are produced including security arrangements	Health and Safety	May 2018	High		
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Subject: Improved Awareness and Competence

Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments ,Progress & Result Update	Link
3.1	Review health and safety competency matrix and mandatory H&S training All staff to undertake refresher training: 70% 100%	Health and Safety	June 2017 April 2018 September 2018	High High High	Training and competency matrix reviewed Current estimate at 70%	Compliance Board
3.2	Establish more effective means of recording and reporting on training at corporate level To record all staff related training undertaken	WPOD Health and Safety	September 2018		To include all health and safety training	Report to Compliance Board Also recommended by Internal Audit Report Health and Safety

3.3	Develop new e-learning packages specifically for inclusion on the learning portal <ul style="list-style-type: none"> Event management Remote working & mobile devices Lone working App 	Health and Safety	Developed by December 2018	Medium		
3.4	Health & Safety Week 2018 Personal safety & security theme	Health & Safety and trades unions	October 2018	Medium	Safety week to coincide with national personal safety week to include lone working, violence & aggression, Counter Terrorism Awareness, Lone working App instruction	Link to raising awareness and health and safety culture
3.5	Asbestos Training Ensure via training and briefings that duty holders are aware of NCC procedures, Code of Practice and statutory requirements. Refresher briefing to all duty holders to inc revised Asbestos Code of Practice B8	Health and Safety and Compliance team Property Compliance team	As Property compliance team programme	Medium	Monitor during inspection and audit	
3.6	Counter Terrorism Training Establish Online ACT Awareness Counter Terrorism training module Provide supporting face to face sessions as required	Health and Safety	May 2018	Medium	Work with police & NaCTSO to establish training module	
3.7	Health and safety information to be made more accessible on the intranet	Corporate Communications Health and Safety	June 2018	Medium	Current intranet pages not readily accessible	Internal Audit Report Health and Safety

3.8	Occupational Road Risk (ORR) Appoint Fleet manager Develop consistent ORR procedures and training and monitor compliance	Health and Safety Risk and Insurance	June 2018 Ongoing	High	Occupational road risk group re-established	Corporate Occupational Road Risk working Group and Griffiths & Armour action plan Compliance Board
3.9	Violence to Staff Treat staff with respect initiative and violence to staff policy review Review Wellworker reporting fields to ensure consistency	ASCH Health & Safety	October 2018	Medium		ASCH health & Safety plan 2018

Subject: Premises and Facilities Management

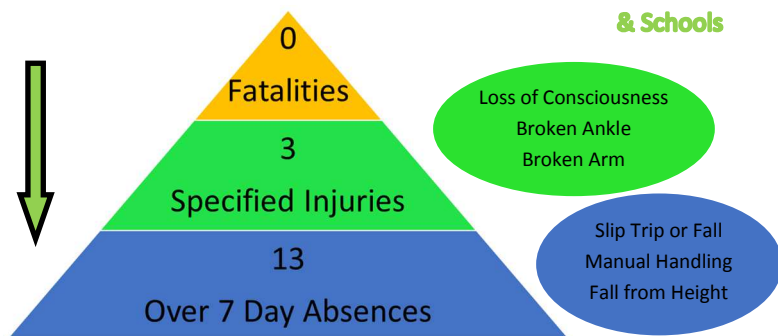
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments, Progress & Result Update	Link
4.1	Premises and Personal Security Ensure Corporate buildings have assessed security risks and have effective incident response plans	NPOs Health and Safety	Dec 2018	Medium	SR 85 Protective security risk assessment and SR 90 Emergency action template completed and exercised	
4.2	Occupational water safety Review training and operational procedures for staff exposed to open water hazards including flooding and public access and ensure emergency procedures and equipment in place	Health and Safety/ Community Safety	May 2018	Medium	Conformation of safe operating procedures when working near water including arrangements at Rufford and National Water Sports Centre	Notts Water Safety Partnership Action Plan

4.3	Identify emerging risk from organisational change and transformation including: <ul style="list-style-type: none"> Maintenance of emergency arrangement cover in corporate buildings and touch down areas Designated fire officer database to be updated Provision of evacuation mats and training 	Health and Safety and Programme and Projects	June 2018 onwards	Medium	First aider recruitment promotion undertaken	
		C&FM Facilities management	September 2018			
		C&FM Facilities management Health and safety	September 2018		Project for replacement of Evac Chairs with evacuation mats ongoing	Internal Audit Report Health and Safety
4.4	Review risk control and safety arrangements at vacant premises <ul style="list-style-type: none"> Duty of care to manage asbestos maintained Fire risks managed Site hazards minimised Risk based inspection programme implemented Security assessments undertaken 	Property Health and Safety	April 2018	High	Vacant property risk assessment undertaken as premises become empty including fire risk assessment	Internal Audit report Vacant Property Management
4.5	Biomass boilers Review operator training ensuring operatives are competent and safety and maintenance procedures are followed	C&FM Health and safety	June 2018	Medium		

4.6	Re-tender statutory engineering inspection contract	Property C&FM	May 2019	Medium	Contract in final extension year. Must be re-let by May 2019 Need to determine responsibility for management of the contract	
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RIDDOR Reportable Incidents exc Academy's & Schools



CIPFA Work Related Injury Indicator (RIDDOR)

YTD 2017-18 – $\frac{\text{Number of RIDDORS } 16 \times 1000}{\text{Number of employees } 7540} = 2.12$

Number of employees 7540

Actual for 2016-17 = 3.18

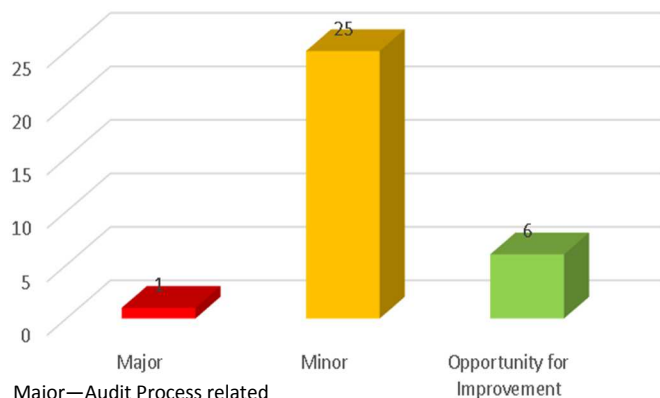
CIPFA Benchmark Average = 3.8

Indicates decrease of reportable incidents this year.

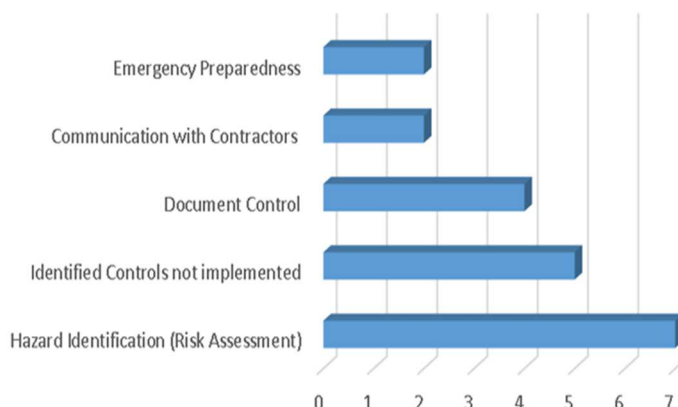
BSI OHSAS 18001 Audits



BSI Non Conformities Raised

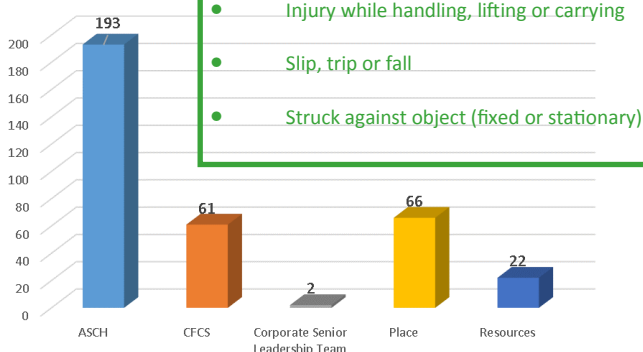


Top 5 Minor Non Conformities Identified



Work Related Injuries

Total = 344



Training Targets

The year end figure of 70% of staff undertaken relevant H&S training was achieved.



Elearning H&S Training Completions—4417

Managers Core Competency Course Completed—193

Active Monitoring

14 Internal Health & Safety Audits Undertaken

67 LA School Audits Undertaken

Common Non-Conformities Identified:

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

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

1. a) To update Members on quarterly performance information, **as at 31st March 2018**, in relation to levels of sickness absence across the directly employed Nottinghamshire County Council workforce.
- b) To seek approval for ongoing actions to further reduce absence levels.
- c) To review the annual target of 7 days absence per full time equivalent (fte) and agree the target for 2018/19.

Information**Background:**

2. This report sets out the latest available sickness absence figures and the actions being taken by the Council to continue to improve the health and wellbeing of its employees with an aim to further reduce these to make sustainable progress towards the achievement of the target of **7.00 days average per employee per annum**.
3. The range of strategic HR, Workforce and Organisational Development and wellbeing interventions and guidance has been extended as detailed in previous reports to this Committee. The County Council continues to give priority to providing a safe and healthy working environment which maximises workforce productivity and performance, motivates and engages all employees and actively promotes a culture of positive mental and physical wellbeing at work.
4. Absence levels and related trend data provide an indicator of how well the Council is performing in this respect and continue to be used to highlight areas of focus for both service specific and strategic actions to promote employee wellbeing and further develop the employee support package.
5. This approach has resulted in an overall trend of incremental improvement over recent years although there have been slight increases in the overall recorded level of absence in the last two reported quarters.

Performance Monitoring and Trend Analysis

6. The Infographic in the **Appendix D** to this report illustrates in executive summary the situation as at 31st March 2018, when the headcount of direct NCC employees was 7,549 in relation to:
 - The level of performance against the current Council target and CIPFA national benchmarking data
 - The most significant causes of reported absence across the Council and by department during the quarter
 - The relative distribution of short and long term absence.
7. Compared to 8.37 days absence on average per employee per annum at the same period in the previous year, **the average sickness per employee per annum at the end of quarter 4 was 8.54 days overall**. This is an increase of 0.29 percentage points compared to the previous quarter when it stood at 8.25 days.
8. This reflects the fact that absence has increased in Children and Families and Resources this quarter. The exception is Adult Social Care and Health, where there has been a slight reduction overall for the second quarter running but it does remain consistently higher than in all other departments.
9. The most significant departmental increase in absence for the second quarter running is in the Children and Families Department which has seen a 0.57 percentage point increase with the most significant increases being in absence reported as attributable to stress and to operations and post-operative recovery.
10. **Appendix B** to this report illustrates that stress and related conditions remain the most prevalent overall reason for absence across the Council and has increased by 0.79 percentage points since the previous quarter currently standing at **19.44%** of all reported absence.
11. Due to the particular pressure on the social care services, stress is routinely the most prevalent reported reason for absence in both the Adult Social Care and Health and Children and Families services. This currently stands at **22.85% and 21.23%** respectively, having seen an increase in both departments on the previous quarter.
12. Specific research work has been commissioned from Public Health colleagues to analyse the available evidence to identify and understand in more detail the underlying causes of stress in the social care workforce in particular and then develop a targeted plan of specific actions to address these. The intention is to pilot this activity in Adult Social Care and Health with a view to rolling out the approach and any learning across Children's Social Care. This work will be informed by the employee Health checks undertaken in both departments.
13. Stress has also been the most significant reported reason for absence in the Resources department over recent quarters, currently standing at **23.79%**, possibly reflecting the ongoing uncertainties for employees of the Corporate Services Review. There will be clarity for those impacted in the first quarter of 2018/19 which will hopefully result in an overall improvement in this area.

14. The Place department continues to be the exception where the most prevalent reported reason continues to be muscular / skeletal injury which currently stands at **20.69%** compared to stress at **15.14%**.
15. Stress, depression, anxiety, mental health and fatigue also remain the most common overall cause of all absence across the local government sector, the most recent LGA data, comprising of **22.30%** of all absence across the sector nationally and **22.40%** for comparable Councils.
16. At **19.44%** the Council's overall performance reflects its commitment to taking action to prevent and manage stress and related conditions to achieve continuing improvement and continues to compare favourably with other Council's and public sector employers nationally.
17. The next most significant attributed reasons for absence across the Council are operations and post-operative recovery which has increased by 0.99 percentage points to **16.24%** from 15.89% at the previous quarter.
18. Muscular / skeletal conditions are the third most reported reason but have fallen overall in the current quarter by 0.4 percentage points from **12.82 % to 12.42%**.
19. Absence due to Flu has increased significantly this quarter having moved from **8.74%** to **10.49%** since the previous quarter, an increase of **1.75%**. As noted in the previous report, this increase for the final quarter of the year was predicted due to the strains of Flu prevalent across the UK early in the New Year.

Benchmarking:

20. Despite the recent increase, overall the level of the Council's current performance continues to compare well against the most recently available benchmarking data for the local government sector. The Council is awaiting updated information from our identified benchmarking sources but the current figures are produced below for ease of reference:
 - The Chartered Institute of Public Finance Accountancy (CIPFA) published data for March 2017 shows that the average for comparable County Councils in the national benchmark cohort is now **8.60 days** (having increased from **8.50 days** at the previous year) and **9.30 days** for all Councils.
 - The most recent annual Local Government Association (LGA), Workforce Survey (March 2017), continues to report an average of **8.80 days** across all local authority respondents and **9.40 days** for comparable County Councils.
 - Pending release of the 2017 update, as previously reported, the most recent (2016) annual benchmarking report on absence management from the Chartered Institute for Personnel and Development (CIPD), reports the average days absence reported by respondents across the wider public sector, including Health and Central Government, as **9.80 days** and across respondent private sector services (excluding manufacturing and production), as **6.50 days**.

Actions for Improvement:

21. The ongoing challenge of preventing and significantly reducing stress and stress related absence and enabling employees to improve their resilience and mental wellbeing therefore continues to be a priority of the Council's employee health and wellbeing action planning and delivery, supported by a range of existing initiatives. Members of Personnel Committee received detailed information on the progress made in promoting good mental health in the workplace at a previous meeting on 29th November 2017. **Appendix E** containing a revised action plan which continues to seek ways of proactively managing absence and supporting employees to maintain their attendance at work.
22. The focus on mental health at work will continue to be a key area on which to focus activity and we continue to work closely with the recognised trades unions to identify and test the effectiveness of the various initiatives in place and develop new approaches and activities to further improve employee health and wellbeing and reduce absence.
23. The Council has also invited Professor Farmer, Chief Executive of Mind and co-author of the Stevenson-Farmer Report, to work with the Council's Extended Leadership Team to identify further actions to further improve in this area.
24. The refreshed employee support package on the platform of the Wellbeing intranet page launched in April 2018 provides additional information including how to access the new workplace Buddies and the Chaplaincy service.
25. It is suggested that the annual target of 7 days absence per full time equivalent is retained. Whilst accepting that this is challenging in light of current performance, it is considered important to have a stretch target to aim for rather than to lower expectation of performance in this area.
26. Recent feedback received as part of the consultation on a revised package of terms and conditions has highlighted a number of interesting points around how people are feeling and their view of working for the Council. It is considered important to listen to this information and to provide employees with a further opportunity to express their views. It is therefore intended to hold a series of workshops over the late spring/ early summer which will be led by the Chief Executive. Information shared and ideas suggested by employees will be used to further inform the action plan.

Other Options Considered

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

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

Data Protection and Information Governance

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

Financial Implications

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

Human Resources Implications

32. These are set out in the body of this report. The trades unions continue to be engaged in joint working with managers and HR colleagues to further develop employee health and wellbeing initiatives including joint training and guidance and have commented very positively on joint working with management and the impact of this on staff absence levels.
33. Trades union colleagues welcome the range of services available to help support employees in their roles and prevent ill health developing. However, they have expressed concerns that levels of absence continue to rise, particularly in social care. Trades union colleagues have expressed the view that budget constraints and increasing service demands are contributing to staff feeling undervalued and an increase in levels of stress related illness.
34. There is agreement to undertake a series of workshops to fully understand and identify actions arising in the Stevenson-Farmer report following the independent review into workplace mental health some of which are contained in the attached action plan.

Public Sector Equality Duty implications

35. 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.

RECOMMENDATION/S

It is recommended that Members:

- 1) Approve the revised Employee Health and Wellbeing Action Plan 2018/19.
- 2) Agree to retain the Council's target of 7.00 days absence per fte for 2018/19.
- 3) Receive a further report on progress at the end of the second quarter of the year.

Marjorie Toward
Service Director – Customers and Human Resources
Resources Department

For any enquiries about this report please contact:

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

Constitutional Comments (KK 04/05/18)

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

Financial Comments (SES 09/05/18)

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

HR Comments (GME 26/04/18)

38. The human resources implications are set out in the body of the report.

39. The trades unions have highlighted their willingness to continue to engage in joint work on new and existing initiatives to achieve improvements to employee health and wellbeing which should result in a reduction of absence levels.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Appendix A

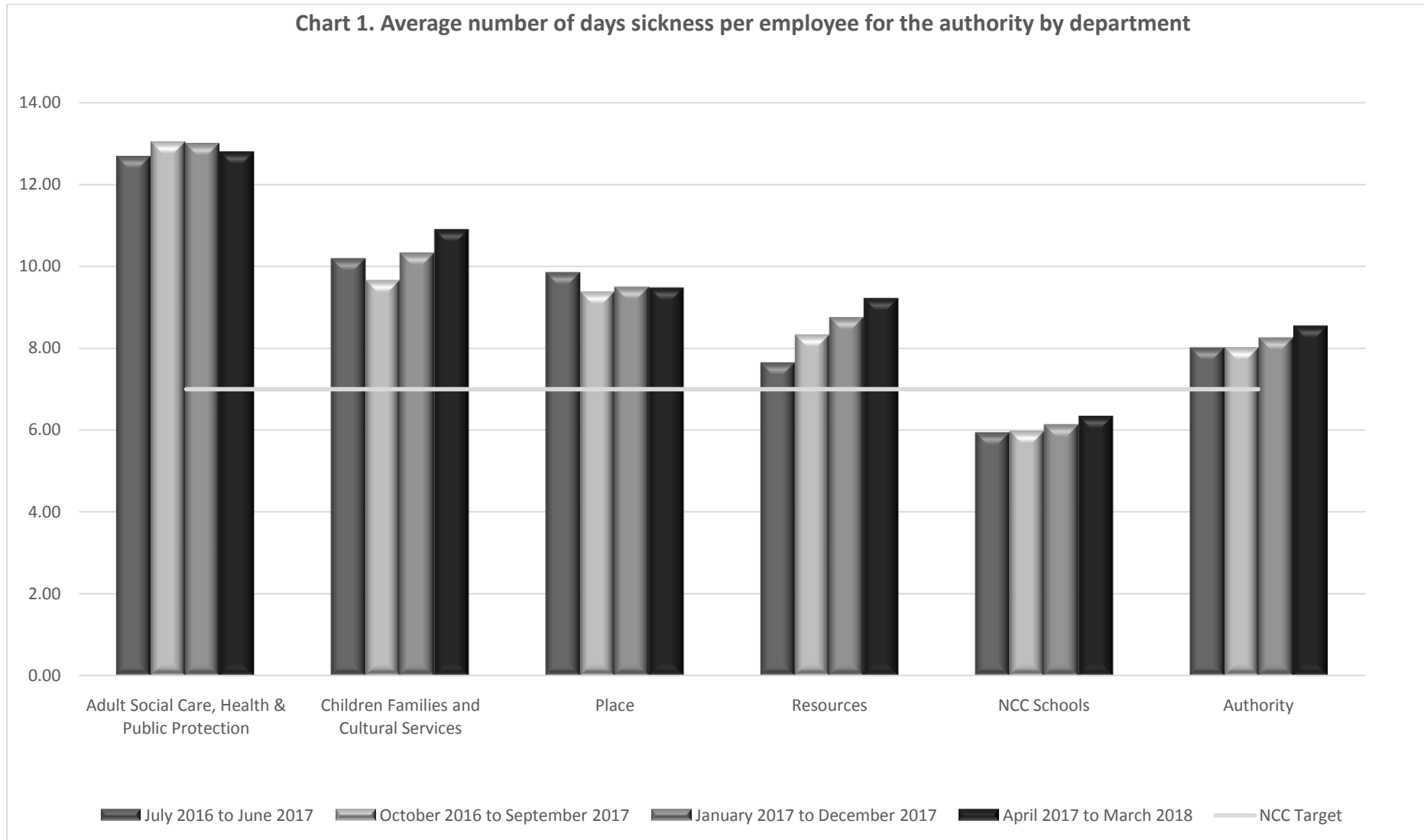


Chart 2 ASCH April 2017 to March 2018

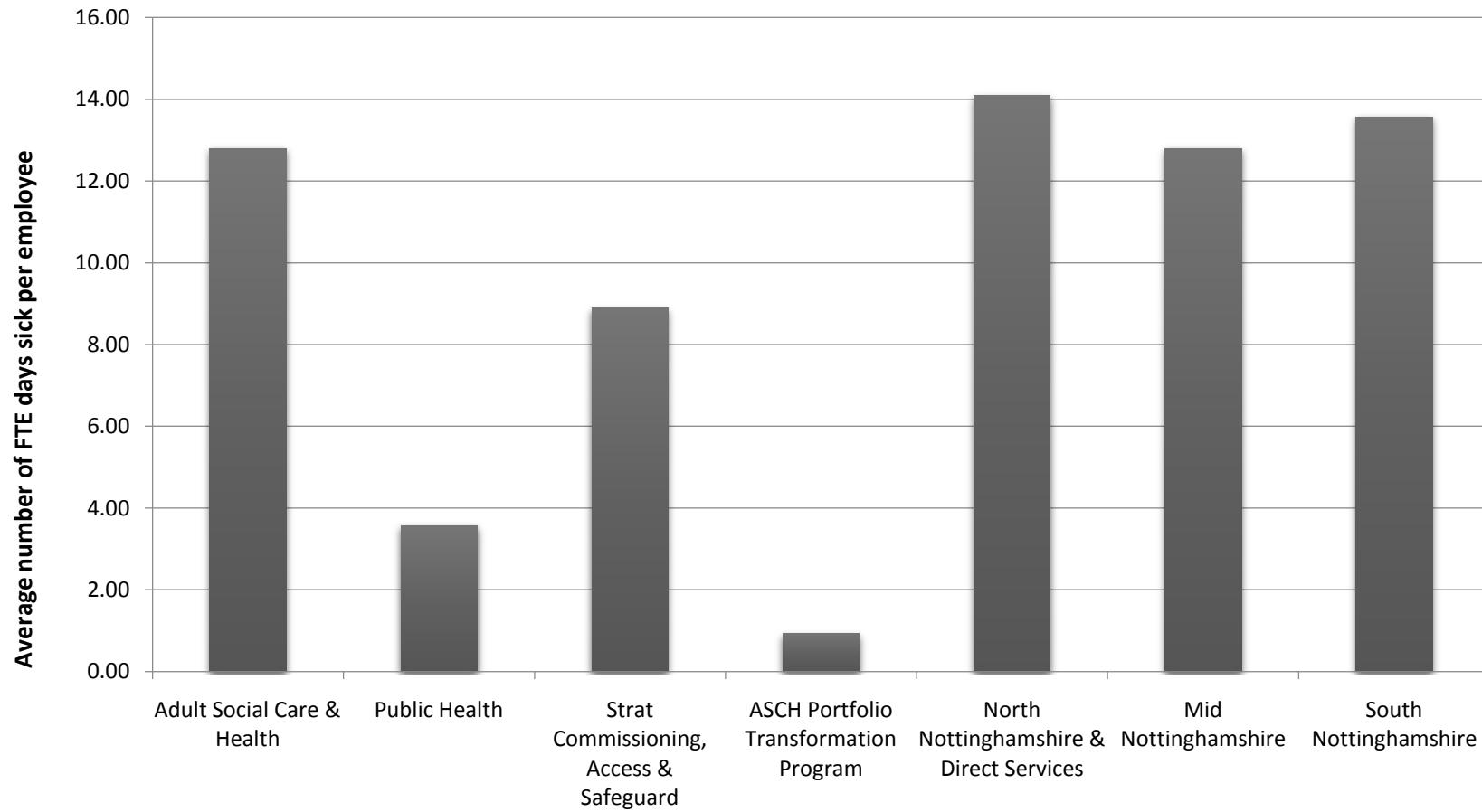


Chart 3 Children, Families and Cultural Services April 2017 to March 2018

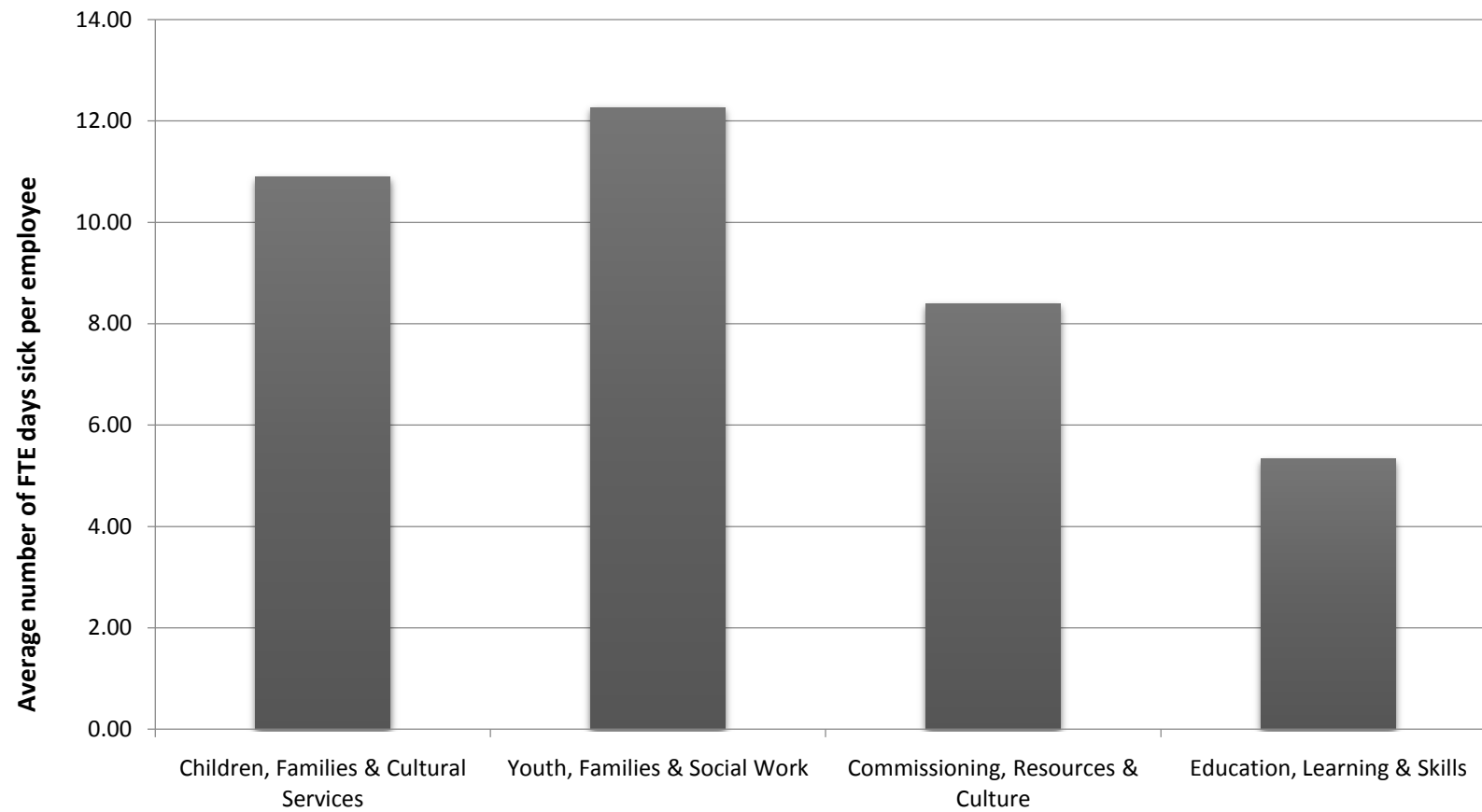


Chart 4 Place April 2017 to March 2018

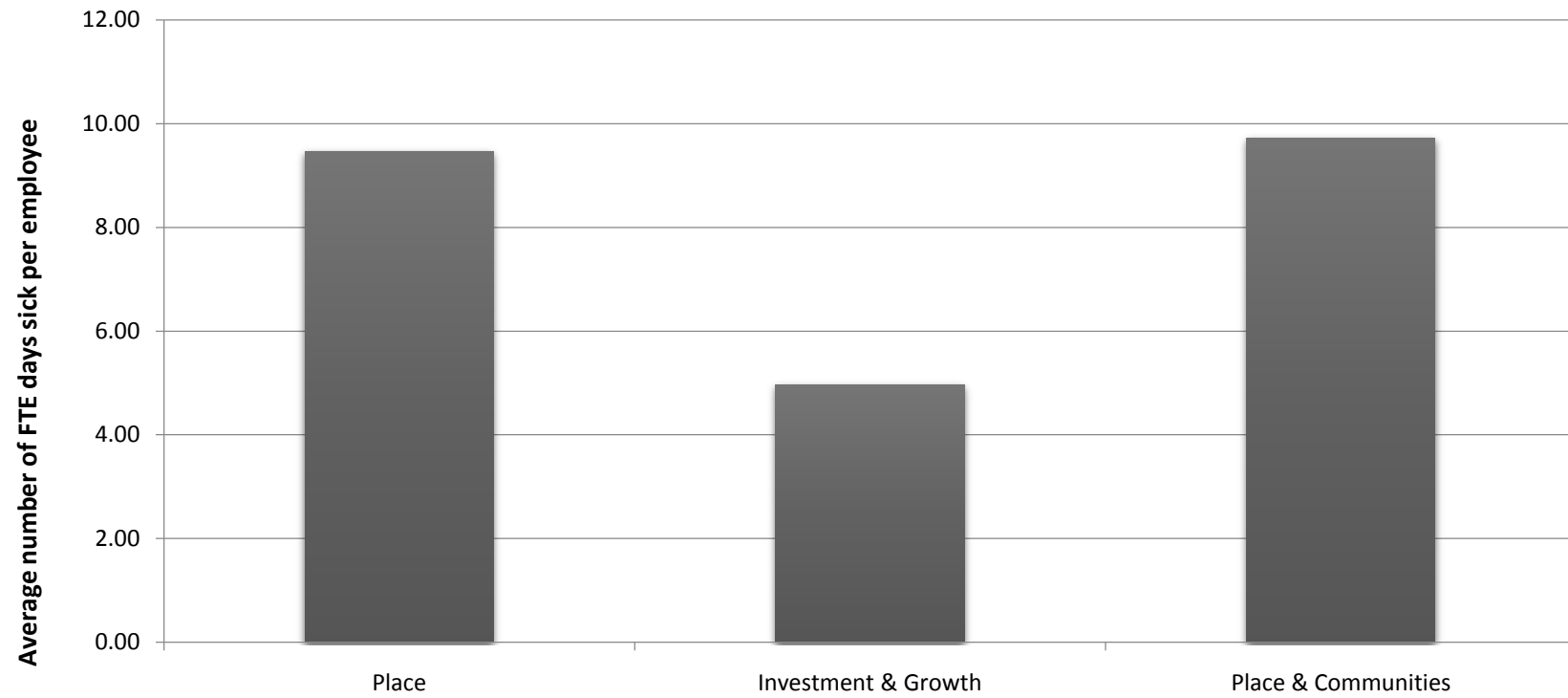


Chart 5 Resources April 2017 to March 2018

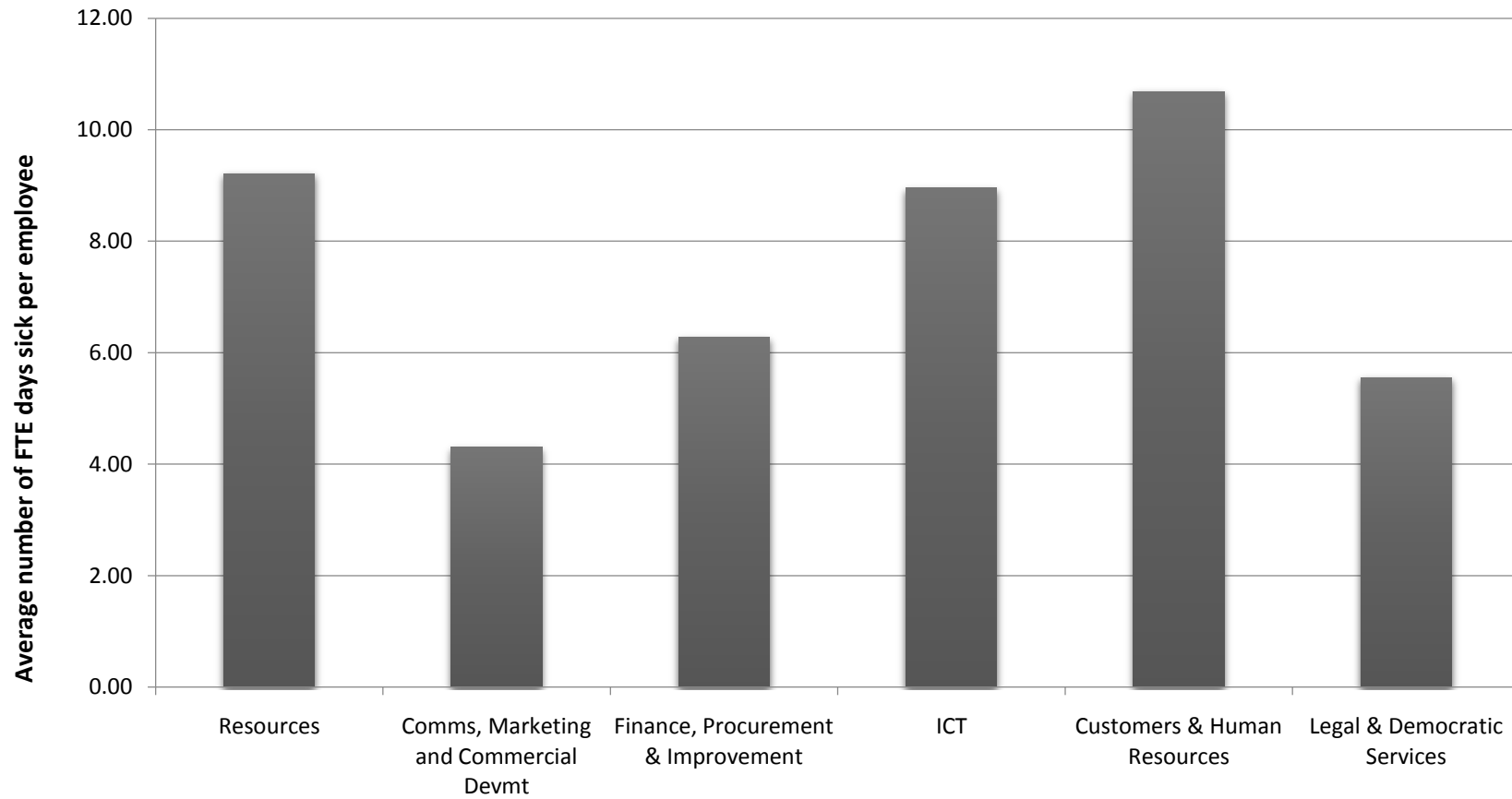


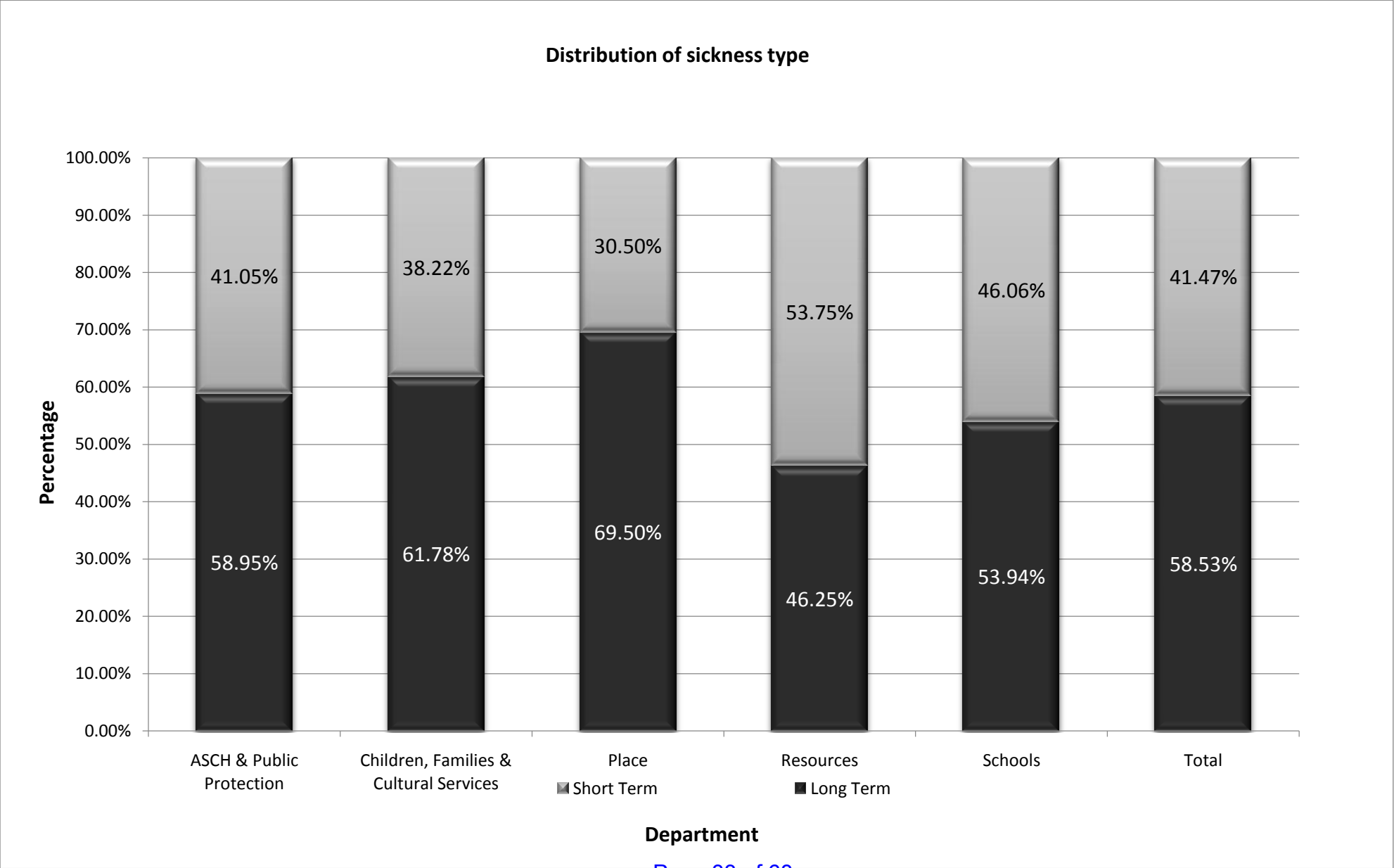
Table 1. Sickness Levels over rolling 12 month basis by Department

	July 2016 to June 2017	October 2016 to September 2017	January 2017 to December 2017	April 2017 to March 2018
Adult Social Care, Health & Public Protection	12.68	13.03	12.99	12.79
Children Families and Cultural Services	10.19	9.65	10.32	10.89
Place	9.85	9.37	9.49	9.47
Resources	7.64	8.32	8.75	9.21
NCC Schools	5.94	5.97	6.13	6.34
Authority	8.01	8.01	8.25	8.54

Appendix B	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Terminal Illness	Not assigned
ASCH & Public Protection	6.30%	8.91%	1.86%	3.26%	3.32%	12.38%	11.37%	13.74%	1.44%	3.57%	0.30%	7.97%	22.85%	0.19%	2.54%
Children, Families & Cultural Services	5.07%	9.21%	2.19%	1.28%	2.98%	14.57%	14.13%	14.94%	1.93%	5.38%	0.61%	5.14%	21.23%	0.00%	1.34%
Place	5.61%	6.00%	1.11%	2.75%	3.17%	20.69%	16.87%	14.34%	0.47%	4.82%	1.56%	7.09%	15.14%	0.00%	0.38%
Resources	4.49%	15.69%	2.33%	0.27%	1.84%	9.45%	15.49%	12.72%	0.72%	1.56%	1.83%	8.38%	23.79%	0.00%	1.45%
Schools	3.80%	12.97%	2.24%	1.31%	4.67%	7.88%	19.04%	14.43%	1.50%	2.33%	0.18%	10.86%	18.61%	0.18%	0.00%

Totals	4.86%	10.49%	1.93%	1.87%	3.65%	12.42%	16.24%	14.21%	1.27%	3.42%	0.69%	8.56%	19.44%	0.10%	0.84%
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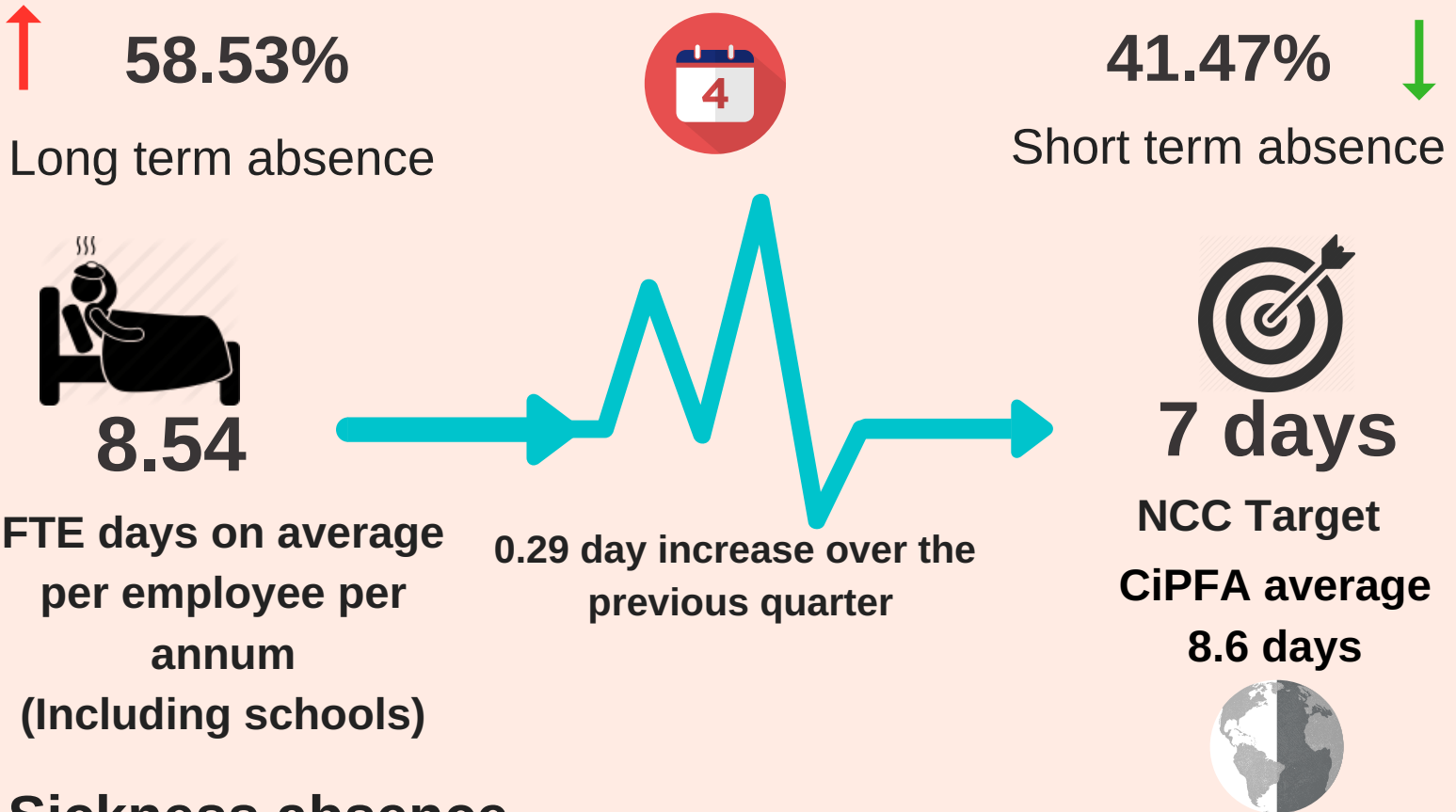
Appendix C: Long and Short Term Sickness





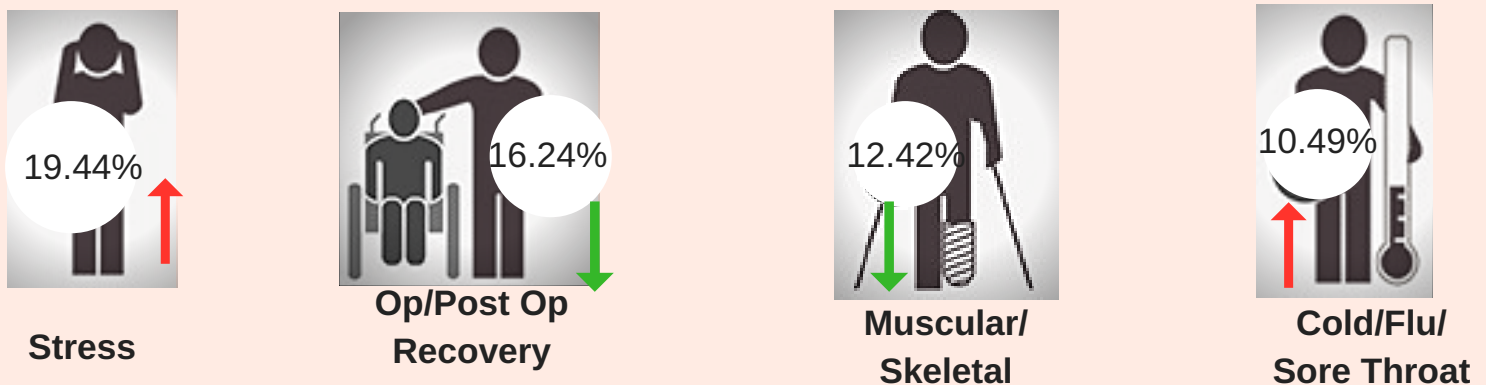
Employee wellbeing and sickness absence performance Q4 2017 - 2018

Corporate performance April 2017 to March 2018



Sickness absence

The most common top four causes and trend indicators



Main cause for absence
by dept.

STRESS:



Resources



CFCS



ASCH

MUSCULAR/
SKELETAL :



Place

Overall responsibility: Gill Elder Group Manager HR

Section 1 - Actions 2018/2019:

Continue to promote effective workload management and prioritisation:			
Action	Who	Timescale	Progress Update – May 2018
<p>Reduce stress and address issues around “presenteeism”: Identification of wellbeing initiatives and learning interventions arising as part of the Health Check initiatives in CYP and ASCHPP departments, and implementing associated actions</p>	<p>Bev Cordon / Sue Jeffery Senior Business Partners HR/WPOD</p> <p>Helen Richardson Senior Business Partner HR/Workforce Planning & Organisational Development</p> <p>Departmental Workforce Development lead officers</p> <p>Trade Unions</p>	Ongoing	<p>HR/WPOD Business Partners continue to provide targeted HR support working with departmental workforce leads to deliver actions to deliver the learning and wellbeing priorities identified.</p> <p>Examples:</p> <ul style="list-style-type: none"> • HR surgeries in absence “hotspot” areas • Providing a good induction at corporate and departmental level • Improving the quality and effectiveness of EPDR / supervision • Highlighting the range of workforce development support available at corporate and departmental level • Promote the recently updated intranet “well-being” pages • Public health commissioned to undertake targeted research into absence levels

<p>Facilitate Flexible Working: Improve the mobilisation of the NCC workforce, including the further roll out of mobile devices to improve flexible working and work/life balance</p>	<p>Smarter Working Programme team</p> <p>ICT</p>	<p>Ongoing</p>	<p>Continued rollout of tablet devices/ laptops across NCC to facilitate mobile / home working, including accommodation redesign as part of Smarter Working programme</p>
<p>Support NCC managers and individual employees to maintain good mental health</p>			
<p>Action</p>	<p>Who</p>	<p>Timescale</p>	<p>Progress Update</p>
<p>Employee engagement and awareness: Building on the Managers Guide to Mental Wellbeing developed jointly in conjunction with the trade unions, tailored guidance developed for all NCC employees to raise awareness of how to support colleagues experiencing mental ill health at work and associated learning materials</p> <p>Consider the findings of the Stevenson-Farmer independent review into workplace mental health</p>	<p>Helen Richardson Senior Business Partner HR / WPOD</p> <p>Trade Unions</p> <p>Public Health</p> <p>Joint work with trade unions engaging managers and frontline employees</p>	<p>May 2018</p> <p>Ongoing</p>	<p>New e-learning on mental health awareness to be launched during mental health awareness week (14-20 May)</p> <p>In conjunction with Public Health, courses on Mindfulness and Resilience commissioned</p> <p>New employee wellbeing intranet site to signpost to mental health resources</p> <p>Explore extending the role of workplace health champions to include training to sign post employees to support and assistance when experiencing poor mental health or well- being. Professor farmer invited to work with Extended Leadership Team.</p>



<p>Promote the Council's Stress Audit tool for managers:</p> <p>Continue to provide an effective stress audit tool and associated action planning process to enable managers to identify and action plan to address any stress issues at local level</p>	<p>Helen Richardson Senior Business Partner HR / WPOD</p> <p>Occupational Health and Wellbeing team</p> <p>Health and Safety Team</p>	<p>Ongoing</p>	<p>Current "Well-Worker" system to undergo supplier upgrade and will then be relaunched</p>
<p>Develop and embed a Coaching Culture across NCC:</p> <p>Enable all NCC managers to appropriately support employees on an individual basis to realise their full potential and identify creative solutions to moving forward and maximise their skills, knowledge and performance</p>	<p>Helen Richardson – Senior Business Partner HR/WPOD</p> <p>HR/WPOD team</p>	<p>Ongoing</p> <p>Ongoing</p> <p>April 2017 onward</p>	<p>Manager as Coach programme is now available to all those with line management responsibilities.</p> <p>Qualified Coach network operating across the Council, offering individual and team coaching opportunities.</p> <p>Individuals can self-refer or managers can refer on their behalf.</p> <p>Conversations about the value of coaching is embedded in the EPDR process.</p>



Employee Counselling Service: Continue to enable NCC employees to access counselling through third party provider (Care First) for work related issues through management referral subject to ongoing budget	Helen Richardson Senior Business Partner HR / WPOD HR Business Partners	Ongoing	Regularly promote to employees and managers through HR casework and intranet publicity.
Ongoing promotion of better workplace health / awareness raising:			
Action	Who	Timescale	Progress Update
Access to healthcare provision: Promotion of "Westfield Healthcare Scheme" (a staff health cash plan at a discounted rate for NCC employees, covers optical and dental needs and any new medical conditions with cash back for everyday healthcare costs including physiotherapy, chiropody and homeopathy)	Helen Richardson Senior Business Partner HR / WPOD HR Business Partners	Ongoing	Further publicity of scheme at NCC Health and Safety and wellbeing events currently: <ul style="list-style-type: none"> • Learning at Work event 15 May 2018 • Ongoing via intranet • Promote to new starters as part of induction
Employee information, guidance, awareness raising: Develop, update, promote and maintain the new employee wellbeing intranet site information recently demonstrated to Personnel Committee	Helen Richardson Senior Business Partner HR / WPOD HR/WPOD Business Partners	April 2018	New employee well-being site launched April 2018 Information and Resources feature: Physical Wellbeing Mental Health Wellbeing Living Well Workplace health champions and wellbeing



	Occupational Health and Wellbeing team Public Health		events Health and wellbeing support at NCC Terminal Illness and bereavement Volunteer Workplace Buddy Scheme Workplace Chaplaincy Service
Development of new initiatives to promote wellbeing at work Workplace Buddy Scheme – to enable employees to access a buddy to help them remain in work or return from long term absence Workplace Chaplaincy Service – a multi-faith service offering a listening ear (initially based on the West Bridgford campus)	Helen Richardson Senior Business Partner HR / WPOD	April 2018	Workplace Buddy Scheme and Workplace Chaplaincy Service launched April 2018 Regular publicity via Team Talk/Intranet Review progress and lessons learned and use to develop provision going forward
Workplace Health Champions: Maintain the pool of trained Workplace Health Champions across NCC	Helen Richardson Senior Business Partner HR / WPOD	Ongoing	Regular refresh of publicity drive on intranet inviting expressions of interest in becoming a WPHC As mentioned above develop the role to include mental health champions



<p>Support for employees to make healthy lifestyle choices:</p> <p>Research and deliver proactive wellbeing initiatives and interventions through a mixed economy of internal practitioners and external providers and seek funding streams where applicable</p>	<p>Helen Richardson Senior Business Partner HR / WPOD</p> <p>Occupational Health and Wellbeing team(OH Nurse Advisors)</p>	Ongoing	<p>As part of maintenance of Platinum level Well Being at Work Award standard</p> <p>Continue to work with Public Health to identify common synergies and publicise commissioned provider offers to NCC workforce.</p> <p>Promote through events during 2018/19 including:</p> <ul style="list-style-type: none">• Learning at Work event County Hall 15th May 2018• National awareness weeks eg Mental Health awareness week 14-20 May and Dementia Action Week 21-27 May• Targeted wellbeing interventions for schools as part of sold services offer
<p>Maintaining a Smoke Free Workplace:</p> <p>Support Public Health on workforce implications of NCC Tobacco Declaration Plan and fulfil duty of care in respect of creation of a Smoke Free working environment of all employees</p>	<p>Public health</p> <p>Helen Richardson Senior Business Partner HR / WPOD</p> <p>Trade Unions</p> <p>NCC Health and Wellbeing Board</p>	Ongoing	<p>Review as necessary to ensure continued effectiveness/impact of NCC Smoke Free Workplace policy in practice</p>

<p>Protection of infection and reduction of associated risk and absence</p> <p>In conjunction with Public Health, promotion of seasonal Flu voucher scheme 2018/19 targeted at front line NCC employees delivering services to vulnerable service users.</p>	<p>Helen Richardson Senior Business Partner HR / WPOD</p> <p>Occupational Health and Wellbeing team</p>	<p>August 2018 onwards</p>	<p>Employee survey undertaken April 2018 by Public Health to ascertain reasons for employee take-up/non take-up</p> <p>(Over 700 vouchers issued 2017/18)</p>
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**REPORT OF SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES
WORKPLACE BUDDY SCHEME****Purpose of the Report**

1. To update Members on the development and implementation of the Workplace Buddy Scheme and to seek agreement to the ongoing roll out of the scheme.

Information

2. The County Council is a Platinum Wellbeing at Work award winner with a comprehensive Wellbeing Action Plan and supporting programme of work. The focus of this is to support employees to remain healthy whilst at work and to be able to return to work as soon as possible after a period of absence and able to perform well whilst at work.
3. Members are also aware that, in common with many other employers, stress and depression is the most significant reason for absence across the Council and that the Council has in place a range of initiatives to try to improve the resilience of employees.
4. In April the Council relaunched its package of support measures for employees via a new page on the Council's intranet. This has been developed with support from Public Health colleagues and includes advice, signposting and access to services and activities in relation to diet, fitness, dealing with cancer and terminal illness, smoking cessation and a range of measures to support employees experiencing and to prevent stress or mental ill health. The focus is on self-service and access to activities where possible.
5. One of the new initiatives is a Workplace Buddy Scheme. This scheme was developed following a staff survey and focus groups to ascertain what activities employees would find most helpful in preventing them suffering from stress or becoming depressed and help them to remain at or return to work if absent.
6. The scheme is an entirely voluntary, informal support scheme provided for employees by other employees to provide a "listening ear" and opportunity to have a coffee and a chat with a colleague. A network of volunteer "buddies" will be available and promoted via the intranet, team talk and through team meetings. Buddies can discuss potential issues and problems with colleagues and listen to how they are feeling with a view to preventing issues becoming significant enough to lead to ill health. Employees and buddies will decide whether this is best done face to face, by email or telephone.

7. Employees have said that they would also find the buddy role helpful to offer additional support during absence and to enable them to return to work after long term absence and remain fit enough to be able to attend work.
8. The Buddying scheme is in addition to day to day managerial support for employees and through the formal supervision and Employee Performance and Development (EPDR) process as it is recognised that employees may feel more able to share some issues and concerns with a colleague on an informal basis than their line manager.
9. This informal Buddying scheme fits into the Council's overall wellbeing support package which also includes coaching from a network of trained and qualified coaches; access to external NHS wellbeing services and the Council's formal Counselling Service provided by an external provider.
10. In response to the recommendations of the Stevenson-Farmer Report the Council is also working with the recognised trades unions to develop proposals for Mental Health First Aiders to further support employees. The initial thoughts are that the Council's network of employee Health and Wellbeing Champions will be developed and extended to take on this specific role which will include initial support and signposting colleagues to access professional support services where necessary. Further training will be provided to current and future Wellbeing Champions to enable them to take on this additional role. This will be the subject of further reports to Personnel Committee as the work is progressed.
11. A report will be brought back to Personnel Committee after six months operation of the Buddying scheme to identify learning and any adjustments required to encourage take up by employees. This will include feedback from buddies and employees who have used the scheme and the development of case studies to further promote the scheme.

Other Options Considered

12. The Council has developed a comprehensive support package for employees over a number of years. It was felt that the more informal buddying approach would provide employees with choice and complement the existing provisions. Take up of the scheme and feedback will be monitored as far as possible, whilst maintaining confidentiality, in order to try to measure the impact of the implementation of the new scheme.

Reasons for Recommendations

13. The Council facilitates and encourages employees to access a range of activities and initiatives to support them to become more resilient and to respond to and manage difficult issues and problems which may arise both inside and outside of work with the aim of preventing ill health and supporting employees to remain effective at work.
14. The Workplace Buddy Scheme complements more formal provisions with its network of volunteer buddies which it is hoped employees will find more accessible than a formal referral process to professional external providers of services such as counselling. Employees may also feel that there is less likelihood of being judged or stigmatised for speaking to a colleague rather than accessing professional support services. However, if in talking to a buddy it becomes apparent that a more in-depth intervention from a mental

health professional is required, buddies will be advised to signpost colleagues to alternative provisions and employees supported to take these up.

Statutory and Policy Implications

15. 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

16. Access to the scheme will be voluntary and issues discussed confidential between the buddy and employee. The exception would be if a significant potential risk was identified in which case, appropriate professional advice would be taken and the employee encouraged and supported to seek professional help.

Human Resources Implications

17. These are set out in the body of the report. The Workplace Buddy Scheme has been discussed with the recognised trades unions and will form part of the Council's overall support package for employees. Trades union colleagues support the development and provision of this role and are keen for staff to be encouraged and enabled to volunteer and undertake the role without it impacting negatively on their own workloads.

Public Sector Equality Duty implications

18. Volunteer Buddies will be from across the workforce, including employees with protected characteristics. The scheme will be available to all employees.

RECOMMENDATIONS

That Members:

- 1) Welcome the implementation off the Workplace Buddy Scheme and support the ongoing roll out of the scheme.
- 2) Agree to receive a further progress report and feedback from the initial implementation to inform future actions in six months' time.

Marjorie Toward
Service Director – Customers and HR

For any enquiries about this report please contact: Gill Elder, Group Manager at gill.elder@nottsccl.gov.uk or on 0115 9773867

Constitutional Comments (KK 10/05/18)

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

Financial Comments (SES 11/05/18)

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

Human Resources Comments (GE 11/5/18)

21. The scheme has been developed following discussions with employees and trades union colleagues to complement existing provisions to prevent ill health and support employees to remain resilient and effective at work.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL EMPLOYEE MEMORIAL EVENT****Purpose of the Report**

1. The purpose of the report is to seek Elected Members' approval to hold a memorial event for colleagues who have died and to site a memorial bench outside County Hall as a focal point for reflection and remembrance.

Information

2. The Council is committed to treating its employees fairly and with dignity and respect. This extends to those colleagues who have either died in service or shortly after leaving their employment and is reflected in how their wishes are respected and extends to the treatment of their bereaved families.
3. This commitment was publically stated in August 2016 when the Council signed the "Dying to Work" Charter. The voluntary charter enshrined the commitment to support terminally ill employees at work by making each individual feel fully supported, respecting their wishes and choices they make; including spending time with family and friends.
4. It is considered important that undertaking any such commitment is underpinned with actions. The Council has previously published new guidance for managers on how they can provide practical support to employees facing all the challenges of a terminal diagnosis. However as well as this practical support, the need for something in addition to this which recognises and values the feelings of those experiencing the loss of a colleague was felt important and part of the Council's wider emotional well-being agenda.
5. Employees in some teams, where they have experienced the recent loss of a colleague, have made the suggestion of having a memorial as a focal point for remembrance and reflection. Having considered what the most appropriate way of doing this might be, including the planting of a memorial tree, it was agreed that a durable bench would be purchased with a simple memorial plaque stating "In Memory of All Departed Colleagues".

6. It is intended to hold a short commemorative event on the riverside of County Hall hosted by the Chairman of the County Council. Council employees, members of Personnel Committee and trades union representatives will be invited to attend the event. As yet the date is to be confirmed but it is intended to be in the early summer.

Other Options Considered

7. Having considered the options, it was felt that a bench made of recycled material in keeping with other memorials sited nearby is the most fitting memorial, requiring minimal maintenance and more durable than a tree or a shrub.

Reasons for Recommendations

8. This event marks and values the importance of employees' feelings by recognising loss and reflecting it in this official way. It also recognises the contribution and commitment of current employees and former employees who are no longer with us. Recent anecdotal feedback from employees on a number of initiatives has indicated some general level of dissatisfaction and of not feeling listened to and valued. It is intended to explore this further through a series of employee focussed workshops led by the Chief Executive over the summer.

Statutory and Policy Implications

9. 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

10. There are no data protection or information governance issues with this initiative as there are no named former employees listed on the plaque.

Financial Implications

11. The bench has been purchased from an existing contractor for a total price of £488.91. The cost has been met from the 2017/18 budget.

Human Resources Implications

12. This initiative is considered important to recognise and remember the loss of colleagues and to indicate to those left behind that the Council is a caring employer who seeks to treat all its employees with dignity and respect. At a time when the Council is undertaking considerable joint work on supporting improved mental well-being for all employees, this opportunity to pause, remember and reflect on lost colleagues is a tangible way of demonstrating this.

Implications for Sustainability and the Environment

13. The bench is made from recycled materials which are both durable, require minimal maintenance to remain in good condition and are in keeping with other materials in the area. There is therefore no identified negative impact on the siting of the bench at County Hall.

RECOMMENDATIONS

Members of Personnel Committee are asked to:

- 1) Approve the arrangement of a commemorative event for employees and siting of the bench as set out in the body of the report.
- 2) Approve the development of associated communications and publicity around the event including inviting the Chairman of the Council and members of Personnel Committee to attend and extending an intranet invite to all employees.

Marjorie Toward
Service Director – Customers and Human Resources
Resources

For any enquiries about this report please contact: Gill Elder, HR Group Manager, Resources on gill.elder@nottsc.gov.uk, 0115 9773867

Constitutional Comments (KK 10/05/18)

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

Financial Comments (SES 08/05/18)

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

Human Resources Comments (GME 26/04/2018)

16. The initiative has come from an employee suggestion and as identified in the report, the importance of listening to such comments and demonstrating the Council's commitment to all its employees is considered to have genuine value in terms of acting as a caring employer.

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.

- Guidance for Line Managers on Supporting Employees Diagnosed with a Terminal Illness

Electoral Division(s) and Member(s) Affected

- All

**REPORT OF SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****UPDATE ON PROPOSED CHANGES TO TERMS AND CONDITIONS****Purpose of the Report**

1. The purpose of the report is to update Members on the negotiation of a revised package of terms and conditions with the recognised trades unions and to seek support for actions in response to feedback from employees as part of a consultative ballot.

Information

2. The Council continues to face significant financial challenges as set out in the medium Term Financial Strategy and Budget approved by full Council on 28th February 2018.
3. As part of the budget setting process a wide range of savings proposals were considered across the whole Council to close the identified funding gap of £54m. This includes identifying possible savings of £1m from a revised package of terms and conditions for Council employees.
4. A wide range of different potential changes to terms and conditions of employment were initially considered by officers; a number of which would have had a significant detrimental impact on particular groups of employees. Many of these options were not progressed for further discussion and negotiation with trades union colleagues as officers sought to minimise the negative impact on employees.
5. A package of proposals for initial discussions with the agreed representatives of the recognised trades unions was developed in order to deliver £1m savings, improved productivity and reduced future costs. In developing this package the Council sought to minimise the negative impact on take home pay for its employees and to retain a competitive overall employment package which would enable the Council to remain an employer of choice and to recruit and retain staff.
6. Discussions took place with trades union colleagues earlier in the year with a view to trying to reach a collective agreement on a revised package of terms and conditions. The changes proposed included:
 - A reduction of one day's annual leave for all employees.
 - Removal of the protection arrangements for approximately 600 staff in specific staff groups still in receipt of an additional five or six days leave. New staff appointed in these areas have not received this additional leave since April 2010.

- The option for employees to buy-back up to an additional 5 days leave per annum.
 - A review of flexible working provisions with a view to becoming a Timewise accredited employer modelling best practice in relation to flexible working.
 - Retention of the current salary protection scheme with a reduction in the period of protection offered from two years to one year.
 - A revised redundancy package.
7. As part of these negotiations trades union representatives sought confirmation that if an agreement was reached there would be no further changes to terms and conditions of employment during the period of the current administration. A commitment was made by the Council that if a package was agreed there would be no further changes until after May 2021 at the earliest.
 8. Trades union representatives also sought assurances around future potential redundancies. In the current financial climate the Council is unable to give an unconditional assurance that there will be no redundancies in the future. However, it has reiterated its commitment to mitigating the need for redundancies and to actively consider redeployment and retraining wherever possible. The Council also agreed to the request of the trades unions to delay implementing any proposed changes to the Council's Redundancy package, if agreed, for existing staff until April 2019.
 9. Trades union colleagues also raised concerns in relation to potential future outsourcing of services. As part of the budget debate at full Council Members of the current administration indicated their willingness to create new jobs where this would improve outcomes for service users and help the Council to be more efficient. They also affirmed their agreed approach to investigating options for keeping a range of services in-house where financially viable.
 10. Following the negotiations, trades union colleagues sought the views of their members on the proposed package of terms and conditions through a consultative ballot. This closed on 6th April and over the following weeks officers and trades union representatives met to discuss the results and feedback from employees.
 11. Non-union members and trades union members were able to make comments, ask questions, provide feedback or raise issues direct with their managers, HR colleagues and through a dedicated email address. A range of Frequently Asked Questions were provided to make sure that employees understood the detail of the proposals and were able to assess the potential impact.
 12. Across all the trades unions involved, around 90% of those who responded rejected the proposed package. Whilst a relatively small number of trades union members responded to the ballot, the results were clear. Trades union colleagues have reported that the response rate for the ballot was around 30% which in their experience was a good turnout for an indicative or consultative ballot.
 13. Trades union colleagues were also able to provide officers with a range of comments and feedback from trades union members on the proposals which they had received through the ballot but also from a number of staff meetings held across the County. These also generated a wide variety of comments and background information on how employees were feeling about working for the Council. These were also reflected in the response from non-union members.

14. Following further discussions with trades union representatives a range of possible actions were identified in response to the broader comments made by employees and also comments on the specific proposals and suggestions of other areas for consideration.

Next steps

15. It is important that the Council listens carefully to; understands the background to the comments made by employees and takes appropriate steps to respond to the issues raised during the consultation process. It is proposed to do this initially through a series of employee workshops led by the Chief Executive where employees' ideas and suggestions will be sought and used to inform future actions.
16. Further work will be undertaken to review all the options for possible changes to terms and conditions. This will include considering in more detail the suggestions made by employees. More detailed assessment of the potential impact of any possible changes will be undertaken and discussed further with trades union representatives. The outcome of these discussions will be used to inform the development of a further package of proposals for employees to consider over the summer.
17. An initial scoping meeting has taken place with Timewise to begin to look at different approaches and best practice in relation to flexible working. Timewise are an award-winning social business that provides consultancy across the public and private sector to help identify, encourage adoption of and share best practice on flexible working. Timewise work in partnership with the Local Government Association to deliver the Timewise Council programme. Engagement with this programme would enable the Council to become part of a growing network of local authorities taking a leadership role on flexible and agile working and help ensure that the Council has the workforce it needs now and for the future.
18. This initial activity will enable the Council to develop an action plan to become a Timewise accredited employer. It is proposed that employees are involved in this work through focus groups, briefing events and existing team meetings to ensure that any proposals to change flexible working practices are tailored to meet the specific needs of individual service areas. A further more detailed report will be brought back to Personnel Committee for approval of the action plan as this is developed.
19. It was originally hoped that the new package of measures would be developed, agreed and implemented by 1st April 2018. The Council had already agreed to delay implementing some of the proposed changes for existing staff, if agreed, until 2019. Taking time to pause, listen and involve staff in developing the next phase of proposals will inevitably delay implementation of any changes but it is important that employees have the opportunity to share their views and contribute to the work. It is hoped to be able to put a further package of terms and conditions to employees over the summer for consideration by employees.

Other Options Considered

20. A wide range of options were considered in developing the proposed package of revised terms and conditions. Some of the options considered could have potentially delivered a higher level of savings but would have had a more significant detrimental impact on employees of the Council. The package put forward to staff as part of the consultative ballot,

following discussion with trades union representatives, was selected by officers as delivering the required level of savings whilst minimising the direct impact on employees' take home pay. Further more detailed work will now be undertaken to consider the impact of a range of possible options, including those suggested by employees.

Reasons for Recommendations

21. To put forward a package of changes to terms and conditions of employment for Council employees to contribute £1m of savings to the overall savings proposals to achieve £54m savings over the next three years; to improve productivity and reduce future costs.

Statutory and Policy Implications

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

Data Protection and Information Governance

23. Individual, confidential and sensitive employee data will not be shared as part of the process of considering the impact of potential proposals. Any data will be anonymised and utilised at a group level so that the impacts on a wider cohort of employees can be considered. Discussions will take place in a confidential setting with the agreed trades union negotiating team who have agreed to a strict protocol around confidentiality of information. Workshops involving employees will not involve the use of individual employee data. A Data Privacy Impact Assessment will be completed before the next phase of work is undertaken.

Financial Implications

24. The proposals are required to deliver £1m savings to contribute to closing the overall funding gap of £54m identified within the Council's Medium Term Financial Strategy.

Human Resources Implications

25. These are set out in the body of the report including the engagement of employees and trades union colleagues. Discussions have taken place with trades union colleagues through the negotiating team and Central Joint Consultative and Negotiating Panel updated as to progress and next steps.

Public Sector Equality Duty implications

26. An Equality Impact Assessment has been undertaken for the initial package of proposals. As set out in the report, further more detailed work will now be undertaken with employees and trades union representatives to consider the potential impact of specific proposals in more detail.

Smarter Working Implications

27. Colleagues from the Smarter Working Programme are involved in the work with Timewise to ensure that the Council is considering the widest possible range of flexible working opportunities and that key strands of activity are aligned to deliver the best outcomes for both employees and service delivery. Both programmes of work require cultural change across the Council.

Implications for Service Users

28. The proposed changes to terms and conditions of employment for employees would deliver savings, improve productivity and reduce future costs which could lead to more money being available for front line critical services. If staff are not engaged with developing the proposals and feel demotivated and devalued by the proposed changes this is likely to impact negatively on service delivery. Therefore it is important to take time to review the proposals and their potential impact on staff in more detail and to involve employees in this work; listen to and understand their concerns and use this information to shape any future proposals.

RECOMMENDATIONS

It is recommended that Members:

- 1) Support the proposed actions set out in the body of the report to involve employees and trades union colleagues in considering potential future options in relation to changes to terms and conditions of employment and workshops to gather further views and information from employees and respond to the issues raised.
- 2) Receive an update report once a further package of proposals has been developed and an action plan to achieve Timewise accreditation for approval.

Marjorie Toward
Service Director – Customers and HR

For any enquiries about this report please contact:
Gill Elder, Group Manager, gill.elder@nottsccl.gov.uk

Constitutional Comments (KK 10/05/18)

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

Financial Comments (SES 11/05/18)

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

Human Resources Comments (GE 11/5/18)

31. These are set out in the body of the report and reflect the Council's approach to effective engagement and consultation with the recognised trades unions and employees.

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.

- Correspondence to staff setting the context for discussions with trades union colleagues; outlining the revised package of terms and conditions proposals and confirming the outcome of the ballot and next steps.

Electoral Division(s) and Member(s) Affected

- All

23 May 2018**Agenda Item: 9****REPORT OF SERVICE DIRECTOR - CUSTOMERS AND HUMAN
RESOURCES****CHANGES TO THE CUSTOMER SERVICE CENTRE STRUCTURE****Purpose of the Report**

1. To seek approval for a revised structure and operating model within Customer Services.

Information

2. The Customer Service Centre has been open 10 years with volumes and demand continuing to increase each year. Ongoing increases in demand are expected in 2018/19 (10,000 more were taken in 2017/18). It is therefore important to look at how resources can be redistributed to create additional frontline capacity.
3. Since 2010 the customer service budget has reduced by over 50% (from £5.8 to £2.7m during 2018/19). This has been against a backdrop of significant increases in work being completed at the customer service centre and increased demand. The centre's enquiry levels have grown from 250,000 enquires a year to over nearly 600,000 a year in 2017/18 (a 230% increase).
4. The proposals set out in the report will ensure there are enough staff delivering frontline services to meet increases in workload at the Customer Service Centre as more enquiries are resolved at the Council's front door whilst ensuring that customer satisfaction remains high.
5. The proposals include:
 - The rationalisation of resources by merging the Design and Build team under one manager
 - The removal of some management capacity within the Senior Advisors team in order to redistribute budget savings to create more resources in frontline service delivery
 - Increases in capacity within the Team Leaders role to ensure there is tighter performance management and closer working relationships
 - A more consistent approach to training and development for the customer service staff
 - Maintenance and ongoing improvement of customer satisfaction levels.

6. In more detail, the proposal is to remove 0.5 fte Business Partner post. There are currently 4, within the Design function, one of which is vacant. This team will then merge with the Technical Team (4 x Technical Specialists and 5 x Technical Support Officers). Both teams will be managed by a single manager. This will create a more 'joined up' approach to change and assist with cross-training and staff development. It is expected that the Technical Specialists and Officers take on more responsibility for Service Reviews and day to day change management from the Business Partner role. The 0.5 fte saving will then be re-distributed into the wider 'pot' and used to take on additional advisors.
7. The Senior Advisor post is, in part, a management support role. It is proposed that this role is changed to become much more team coach and 'expert enquiry handler'. An amount of management responsibility would then be picked up and completed through the existing Team Leaders. This clearly defines the roles and the responsibilities of each level. It also brings the Team Leader and Advisor roles more closely together (i.e. removal of a 'layer'). The aim is to reduce Senior Advisors by 4 fte. There are currently 3.5 fte vacant posts, the remaining 0.5 fte would be 'removed' through natural attrition and vacancy management. Attrition rates in this team are high as the skills these individuals have are sought after by Adult Social Care teams. The savings generated will, as above, be re-distributed and used to increase frontline staff.
8. From the savings above (removing 4.5 posts, 0.5 at grade C and 4 at grade 5) this will allow the Customer Service Centre to recruit 6 additional advisors. That is 3fte Grade 3 Advisors within the Transactional Team and 3 fte Level 2 Advisors within the Social Care team.

Role and number reducing	Full salary costs	Total	Role and number increasing	Full salary costs	Total
Business Partner x 0.5	£39,177	£19,588.5	Level 3 Advisor (transactional) x 3	£18,070	£54,210
Level 1 Advisor X 4	£24,964	£99,856	Level 2 Advisor (Social Care) X 3	£21,264	£63,792
TOTAL		£119,444.5	TOTAL		£118,002

Other Options Considered

9. Other options were considered however these were not progressed as they would:
 - Require an increase in resources and therefore budget savings would not be met. At this time it was felt that if this could be achieved within the current budget and savings target, changes should be made to the operating model to make this happen.
 - Impact on customer satisfaction levels due to longer waiting times for customers. As customer satisfaction levels are consistently high within the team, it was felt that this would lead to more complaints and dissatisfaction.

Reasons for Recommendation

10. The Customer Service Team pride themselves on the service they provide and wish to continue to provide, wherever possible, the same or an improved service for the people of Nottinghamshire. Over the years the team have always strived to ensure this is done in the most cost effective way possible.
11. The additional advisor capacity that the proposed changes would create will enable customer service to manage increased volumes effectively across all areas, in particular Highways, Blue Badges, Registration Services and School Admissions (where volumes continue to rise).
12. The changes within the Level 2 team will also assist adult social care to meet savings and realise Options for Change benefits, by increasing resolution rates at the front door with less work of a low level of complexity being transferred to professionally trained and more costly resources. This enables professionally qualified staff to focus on more complex assessment activity. This is a key driver for the social care team with the adoption of the 3-tier approach.
13. Having a closer relationship between Team Leaders and Customer Service Advisors would bring a greater understanding of training and development needs and tighter performance management.
14. Merging the Design and Build team under one manager will give more resilience and support for technical developments (e.g. System integration, WebChat and Text facilities) and also support succession planning and the drive for self-service.

Statutory and Policy Implications

15. 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

16. The changes will support the delivery of current budget savings targets.

Human Resources Implications

17. All changes will be managed through vacancy control and natural attrition. Trades union colleagues are supportive of the additional posts and have sought, and received, an assurance that the additional areas of work identified are already contained within the agreed job descriptions and grades for the various posts.

Safeguarding of Children and Adults at Risk Implications

18. There will be more capacity available to take and manage these enquiries.

Implications for Service Users

19. Current customer satisfaction levels will be maintained and there will be some additional frontline capacity to manage expected demand increases in 2018/19.

RECOMMENDATION

1) That members agree the revised Customer Service Centre structure as set out in appendix 1, effective from 1st July 2018.

Marjorie Toward

Service Director – Customers and Human Resources

For any enquiries about this report please contact:

Marie Rowney, Group Manager – Customers, 0115 9772054, marie.rowney@nottsc.gov.uk

Constitutional Comments (KK 10/05/18)

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

Financial Comments (SES 08/05/18)

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

Human Resources Comments (JP 10/05/18)

22. The reductions to posts in the report will be managed through vacancy control. Recruitment to additional posts will be in line with the Authority's recruitment policy.

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

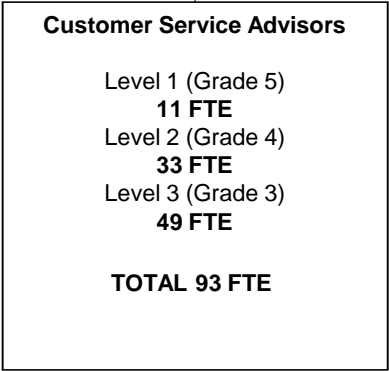
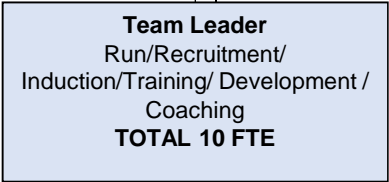
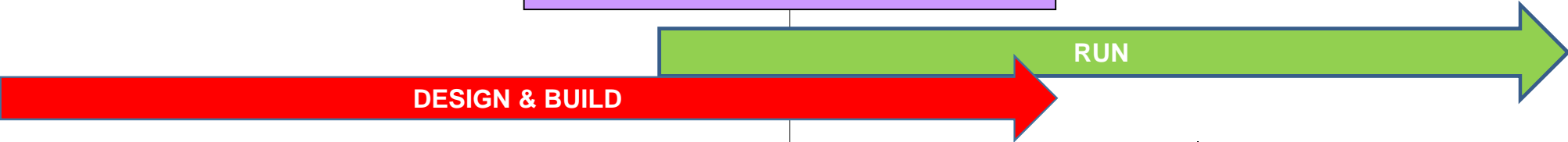
Electoral Division(s) and Member(s) Affected

- All

Appendix 1 - Structure



Customer Service Team



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

Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
25 July 2018			
Workforce Strategy	Approval of the Council's Workforce Strategy 2018-2021 and action plan	Marje Toward	Gill Elder
Workforce Planning	Report on workforce data to inform workforce planning and resourcing decisions	Marje Toward	Gill Elder
Review of external support arrangements for the Council's Business Management System (BMS)	Review and approval of future second tier BMS support arrangements	Marje Toward	Sarah Stevenson
Health and Safety at work week – programme of activity	Approval of a programme of activity on personal safety as part of national health and safety week.	Marje Toward	John Nilan
26 September 2018			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 1 - 2018/19)	Quarterly update and approval of actions	Marje Toward	Gill Elder
Workforce profile reporting	Annual report and approval of actions	Marje Toward	Gill Elder
Update on graduate development programme	Review of implementation of new scheme and approval of next steps	Marje Toward	Helen Richardson
Update on Leonard Cheshire Change 100 programme	Update and identification of learning from 2018 engagement with the programme to inform future activity.	Marje Toward	Helen Richardson
Update on review of flexible working	Update on progress of flexible working review and approval of next steps	Marje Toward	Gill Elder
Progress on Disability Confidence Accreditation	Update on progress and decision as to next phase	Marje Toward	Gill Elder
28 November 2018			
Apprenticeships - Update report	Update on completion of LGA self-assessment and approval of future actions	Marje Toward	Helen Richardson

Careers Outreach Events	Review and learning from previous events to inform future programme of activity	Marje Toward	Helen Richardson
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 2 - 2018/19)	Quarterly update, review and approval of actions	Marje Toward	Gill Elder
Health and safety – six monthly report and approval of actions	Update on progress and approval of next steps	Marje Toward	John Nilan
Next phase of Business Services Centre savings	Approval of next phase of Business Services Centre savings	Marje Toward	Sarah Stevenson
30 January 2019			
Gender Pay Gap reporting – update on progress	Update on progress and approval of further actions to address pay gap	Marje Toward	Helen Richardson
Update on Guaranteed Minimum Pension Project	Update on project and use of Project Management Resource	Marje Toward	Sarah Stevenson
Next phase of savings in Business Support Services	Approval of next phase of Business Support savings	Marje Toward	Julie Forster
Update on implementation of Workplace Buddy Scheme and lessons learnt	Update on and approval of next stages of Workplace Buddy Scheme	Marje Toward	Gill Elder
13 March 2019			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 3 - 2018/19)	Quarterly update, review and approval of actions	Marje Toward	Gill Elder
Update on progress in relation to Disability Confident scheme	Update on outcome of self-assessment process and approval of next steps	Marje Toward	Gill Elder
22 May 2019			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 4 - 2018/19)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
24 July 2019			
Workforce Strategy – update report	Update on progress and approval of further actions	Marje Toward	Gill Elder