

## Personnel Committee

**Thursday, 03 October 2019 at 14:00**

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

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### AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 24 July 2019   | 3 - 6   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Nottinghamshire County Council's Corporate Equalities Action Plan  | 7 - 14  |
| 5 | Apprenticeship Levy Update   | 15 - 22 |
| 6 | Sickness Absence Performance and Ongoing Actions for Improvement   | 23 - 50 |
| 7 | Nomination for Learning Pool Award   | 51 - 54 |
| 8 | Work Programme   | 55 - 58 |

### 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 24 July 2019 (commencing at 10.30am)

### **Membership**

Persons absent are marked with an 'A'

### **COUNCILLORS**

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

Maureen Dobson  
Errol Henry JP  
John Ogle  
Helen-Ann Smith  
Sheila Place

Stuart Wallace  
Gordon Wheeler  
Jonathan Wheeler  
Yvonne Woodhead

### **OTHER MEMBERS IN ATTENDANCE**

Councillor John Longdon  
Councillor Mike Pringle

### **OFFICERS IN ATTENDANCE**

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Group Manager – Human Resources
Helen Richardson	Senior Organisational Development Business Partner. Human Resources, Workforce & Organisational Development
John Nilan	Team Manager, Health & Safety

### **OTHERS IN ATTENDANCE**

Karen Eddy	Trade Union
Aled McNeile	Undergraduate Student - Work placement

### **1. MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 22 May 2019, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

## **2. APOLOGIES FOR ABSENCE**

None

## **3. DECLARATIONS OF INTEREST**

None.

## **4. NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PROFILE INFORMATION 2019**

### **RESOLVED 2019/20**

- 1) That the publication of the annual Workforce Information Report 2018 on the Council's public website be approved.
- 2) The Committee agrees to receive an annual update report setting out the situation as at April 2020 and updating Members on the progress against actions for improvement, and that this be included in the work programme.

## **5. NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLAN**

### **RESOLVED 2019/21**

- 1) That the Committee considered the information in the Workforce Plan and that the engagement of departmental Leadership Teams be approved.
- 2) That the Committee agrees to receive further updates on the information contained in the Plan on an annual basis.

## **6. LEADERSHIP DEVELOPMENT PROGRAMME - UPDATE**

### **RESOLVED 2019/22**

- 1) That the proposed approach to the leadership and management development be approved and the Committee agrees to utilise the Apprenticeship Levy to fully fund the leadership and management qualifications detailed in the report.

## **7. PEOPLE STRATEGY 2019 TO 2021**

### **RESOLVED 2019/23**

- 1) That the Committee considered the draft People Strategy. Members agreed to the engagement of departmental senior leadership teams and these along with

the Corporate Equalities Group would identify and undertake future actions associated with its implementation.

- 2) That the Committee agrees to receive further updates on the People Strategy on an annual basis.

## **8. INTERIM HEALTH AND SAFETY UPDATE**

### **RESOLVED 2019/24**

- 1) That the Committee agreed that the health and safety team delivering the Institute of Occupational Safety and Health training to Headteachers and Business Managers be congratulated in acknowledgement of their success in attaining the outstanding grade.
- 2) That the Committee agrees to receive in November 2019 a further health and safety update.

## **9. WORK PROGRAMME**

### **RESOLVED 2019/25**

That the work programme be approved.

The meeting closed at 11.40am.

**CHAIRMAN**



**REPORT OF THE SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****NOTTINGHAMSHIRE COUNTY COUNCIL'S CORPORATE EQUALITIES  
ACTION PLAN****Purpose of the Report**

1. To seek Personnel Committee approval to publish the attached Equalities Action Plan for publication on the Council's public website and the staff intranet and to agree to progress of the actions identified within the Plan.

**Information**

2. Members will recall approving the Council's People Strategy at Personnel Committee in July 2019. This document sets out how we will ensure we have the right people, with the right skills and values, in place at the right time to enable us to meet the 12 commitments made to the people of Nottinghamshire as set out in the Council Plan.
3. The strategy identifies that successful delivery will rely on a series of underpinning action plans to ensure we seek to attract talent from the widest resource pools and to demonstrate our inclusivity and accessibility to our current and future workforce to remove any barriers to employment.
4. We also have obligations under the Public Sector Equality Duty which requires public bodies to:
  - Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010
  - Advance equality of opportunity between people who share a protected characteristic and those who do not
  - Foster good relations between people who share a protected characteristic and those who do not.

The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage and civil partnerships. However we want to go beyond our legal duties and promote the Council as an "employer of choice" where the contribution of all is equally recognised and valued.

5. Members have considered a number of different reports over the last 12 months on a range of activities which fall within the promoting equality agenda including the gender pay gap, Disability Confident, the Stonewall Index, work experience activity and leadership development. We are continuing to explore other national accreditations and awards to further promote and evidence our corporate approach.
6. In addition, each department has developed its own departmental equalities action plan which demonstrates the more specific actions which can be taken particularly in relation to services and commissioning. These plans are discussed in leadership teams, the departmental equalities groups, the Corporate Equalities Group and with the recognised trade unions on an ongoing basis.
7. Further work will be undertaken to ensure there is improved consistency and quality in the completion of equality impact assessments to demonstrate the Council's transparency in terms of the decisions it takes and in understanding the varying impacts of these decisions on the different population and workforce groups.

### **Other Options Considered**

8. The development of an equalities action plan is essential to demonstrating our commitment to promoting the Council as an inclusive place to work and where citizens feel they are treated in a fair and consistent way when accessing services. We aim to go beyond the level of statutory compliance and explore all opportunities to further progress our equalities agenda. The option to do nothing would expose the Council to legal challenge and reputational risk under the various elements of discrimination legislation. However it would also ignore the business imperative to maximise our draw to candidates and so attract the best talent to work with the Council.

### **Reasons for Recommendations**

9. In seeking to be a community leader and employer of choice, there needs to be clearly identified actions with deliverable outcomes in order to measure performance and progress in the equalities area.

### **Statutory and Policy Implications**

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

### **Data Protection and Information Governance**

11. There are no data protection implications arising from this report as all information is in relation to trends rather than named individuals' data.



## **Financial Implications**

12. There are no direct financial implications arising from the development of an equalities action plan to underpin the objectives set out in the People Strategy. Clearly the ability to identify future resourcing requirements and effective workforce planning are key components of an organisation which places value for money and efficiency at the heart of all that we do and to aim to be an organisation that is representative of the communities that we serve.

## **Human Resources Implications**

13. The Human Resources implications are implicit in the body of this report. The future success of the Council relies on our ability to plan effectively our future resourcing requirements and to recruit and retain employees with the necessary skills and experience to deliver on the commitments set out in Your Nottinghamshire, Your Future.

## **Public Sector Equality Duty implications**

14. In seeking to maintain our position as an Employer of Choice, the ability to engage our current and future workforce is essential to our ongoing success. The themes identified in the People Strategy apply to every part of the workforce and therefore there is no group of employees disadvantaged because of this report. Individual equality impact assessments will be prepared for the various action plans which will provide the detail of how the People Strategy will be delivered.

## **RECOMMENDATIONS**

It is recommended that members:

- 1) Approve the publication of the attached action plan on the public website and intranet.
- 2) Agree to the inclusion of new actions as and when they are identified.
- 3) Agree to receive an update on progress and to review the status of various actions in May 2020.

**Marjorie Toward**  
**Service Director – Customers, Governance and Employees**

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

Gill Elder, Head of Human Resources, on 0115 9773867 or [gill.elder@nottscc.gov.uk](mailto:gill.elder@nottscc.gov.uk)

### **Constitutional Comments (GR 06/09/19)**

15. Pursuant to Nottinghamshire County Councils Constitution this Committee has the delegated authority to receive this report and make the recommendations contained within this report.

### **Financial Comments (SES 06/09/19)**

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

### **HR Comments (JP 07/09/2019)**

17. The Equalities Action Plan supports in the delivery of the Councils' People Strategy with continued engagement with departmental leadership, the wider workforce and their representatives.

### **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.

- People Strategy
- Your Nottinghamshire, Your Future (Council Plan)

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

- All

**COUNTY COUNCIL EQUALITY PLAN 2019/20**

Aim 1	We will develop and support a diverse workforce		
EO1: To maintain or improve the Council's workforce representation for gender, disability, sexual orientation, ethnic origin and age every year			
	Action required	Responsibility of	Progress will be monitored by
1.1	Identify and eliminate the barriers to under-represented groups being in leadership positions.	Human Resources	<ul style="list-style-type: none"><li>• Annual Workforce Profile Monitoring report</li><li>• NCC People Strategy Equality Action Plan 2019</li><li>• Reports to Corporate Equality Group and Personnel Committee</li><li>• Stonewall Workplace Equality Index</li><li>• Disability Confident Employer assessment</li><li>• CIPFA benchmarking</li></ul>
1.2	Address the under-representation of women in the most senior posts in the Council by equipping them for more senior leadership roles through the next phase of the Leadership Development Programme and access to career development support.		
1.3	Offer learning and development opportunities, including coaching, to support existing line managers to progress their careers as well as enabling aspiring managers to develop the skills to take on their first management post.		
1.4	Review current graduate trainee programme and develop a new localised model to attract graduates with diverse characteristics.		
1.5	Assess value of internships to graduates with disabilities via the Leonard Cheshire Change 100 initiative.		
1.6	Work with partners to attract apprentices with a range of protected characteristics.		
1.7	Encourage all managers to identify and make full use of any reasonable adjustments to recruit and support disabled		

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	people in work and retain them in employment wherever possible. This includes ongoing work to support employees experiencing stress and poor mental health.		
1.8	Use Stonewall's Workplace Equality Index to improve the Council's recruitment, development and retention of its LGBT workforce.		
1.9	Improve disclosure rates of protected characteristics by continuing to encourage existing employees to declare and update their personal data to provide a more robust baseline for the ongoing analysis of workforce profile data.		
1.10	Develop idea of digital personnel files (employee passports) where personal information including equality data travels with the employee throughout their employment.		
1.11	Improve recruitment statistical information to understand the points where candidates with a protected characteristic drop out of the process and identify appropriate actions.		
1.12	Develop action plan to promote engagement with the Armed Forces Covenant to open up job opportunities to armed forces leavers and to continue to support reservists, former Forces personnel and their families.		
1.13	Progress to become a Disability Confident Leader by 2021.		
1.14	Refresh guidance and support for people facing terminal illness (Dying to Work)		
1.15	Development of guidance on the menopause.		
1.16	Promote a range of gender specific health and well-being initiatives.		

1.17	Promote training and awareness-raising around those with caring responsibilities, Dementia Friends, Workplace Buddies, Mental Health First Aiders and ensuring support initiatives are inclusive, accessible and fit for purpose.		
1.18	Engage with Timewise to maximise flexible working.		
1.19	Maximise the benefits of external funding streams eg Access to Work to support and enable people with long term health conditions and disabilities to access and remain in work.		
EO2: To provide fair pay and reward to Council employees			
2.1	Deliver the actions identified to reduce the Council's Gender Pay Gap.	Human Resources	Gender Pay Gap report Pay Policy Statement
2.2	Consider extending pay gap reporting to ethnicity, LGBT+ and disability.		
EO3: To ensure that appropriate equality and diversity training is completed by all employees			
3.1	Monitor the completion of mandatory equality and diversity e-learning by all employees.	Human Resources Line managers through EPDRs	EPDRs Induction Checklists E-learning completion records
3.2	Monitor the completion of the full suite of people management learning activity by all managers.		
Aim 2	We will develop, commission and deliver inclusive and responsive services		
EO4: To understand the effect of our policies and procedures on people with different protected characteristics			
4.1	Carry out equality impact assessments and meaningful consultation on all proposals to introduce, change or withdraw services where they have a potential impact on people with protected characteristics.	Managers Equality Officer	Published equality impact assessments Reduced equality related complaints
EO5: To provide inclusive and responsive services that are accessible to everyone			
5.1	Incorporate picture symbols onto Notts Help Yourself website to increase accessibility for people with learning disabilities.	Group Manager, ASCH Page 13 of 58	ASCH Departmental Action Plan Reduced equality related complaints Joint Strategic Needs Assessment

5.2	Assess the ability of dementia specialist care home providers to meet the needs of people not born in the UK when undertaking reminisce sessions.		
5.3	Organise training and development to improve the support to trans and non binary young people.	Group Manager, CFCS	CFCS Departmental Action Plan Joint Strategic Needs Assessment
5.4	Work with the University of Nottingham on research into the experiences of young LGBT people in local authority care.		
5.5	Recruit more LGBT foster carers and adopters.		

## **REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES**

### **APPRENTICESHIP LEVY UPDATE**

#### **Purpose of the Report**

1. To seek approval from members to agree the proposed option for 25% transfer of the Council's unspent Apprenticeship Levy.
2. To agree the priority areas for focus on maximising the Levy to address identified business needs.

#### **Information**

##### **Background**

3. The Apprenticeship Reforms in May 2017 introduced the Apprenticeship Levy to all UK employers with a pay bill in excess of £3m. The Levy is paid at 0.5% of the employer's pay bill into a digital account that can only be used to pay for the training and assessment costs for Apprenticeships. Payments are transferred from this account to the training provider delivering the Apprenticeship in equal monthly instalments for the duration of the Apprenticeship.
4. Since the introduction of the Levy, the Council's Human Resources, Workforce and Organisational Development team (HRWOD) have continued to promote Apprenticeships as employment opportunities through the established recruitment processes and via attendance at a variety of career and job fairs across Nottinghamshire. Within the departments across the Council the Levy has been used to access qualification opportunities for the Council's current workforce to support the ongoing development of employees and therefore ensuring maximum usage of the Levy payment.
5. At a previous Personnel Committee meeting it was also agreed that access to the Council's levy funding would also be opened up to the schools across Nottinghamshire in order to maximise the benefits locally.
6. Organisations that pay the Apprenticeship Levy are now able to transfer a percentage of their Levy to another employer for the purpose of paying the training and assessment cost of Apprenticeships for their own workforce.

7. The initial transfer agreements were restricted to a transfer of up to 10% of the Levy to one employer. However, this arrangement changed recently to allow up to 25% Levy transfer to a number of employers, including a transfer to an Apprenticeship training agency.

## Progress to Date

8. Since the last report regarding the Apprenticeship Levy to the November 2018 Personnel Committee, the HRWOD team have continued to promote Apprenticeships as routes into employment both within the Council and with maintained schools. Work has also continued to promote Apprenticeships as an opportunity for the current workforce to gain qualifications to support their professional development. Currently, there are 296 Apprenticeships being funded via the Levy with details by department and school district shown in the below table:

Apprenticeship by Department		School District	
ASCH	56	Ashfield	4
C&F	42	Bassetlaw	8
CHIEF EXEC	67	Broxtowe	15
PLACE	50	Gedling	4
<b>TOTAL</b>	<b>215</b>	Mansfield	26
		Newark & Sherwood	16
		Rushcliffe	8
		<b>Total</b>	<b>81</b>

9. A significant number of these Apprenticeships are in Catering, Cleaning and Landscapes and will provide an opportunity for those employees to increase their qualification levels. Other Apprenticeships include roles such as Improvement Practitioner, Project Manager and School Business Managers.
10. Work continues to be undertaken with managers across the Council and in Maintained Schools to build Apprenticeships into the workforce, converting existing qualification courses into Apprenticeships where possible and considering all vacancies as to their suitability for an Apprenticeship.
11. The range of Apprenticeship opportunities being identified are steadily increasing as new Apprenticeship Standards are being approved externally for delivery. However, there is still a nationally recognised challenge in the availability of higher-level Apprenticeships Standards which are applicable to work in the public sector.
12. The HRWOD team continues to work with colleagues across all departments to identify potential skills gaps. Managers have been proactive in utilising changes in staffing structure to allocate employment costs to Apprenticeships with a vision of the next generation of employees having appropriate skills to keep abreast of changing business needs.

## Next steps

13. At this midpoint of the Apprenticeship Programme, the focus is on delivering the priorities outlined in the People Strategy to support the delivery of the commitments in the Council Plan. The HRWOD team have ambitious plans to ensure that the Levy payment is maximised and assist the Council in attracting and retaining talented individuals with skills and attributes that



will contribute to the overall success of the organisation. As part of those plans over the next two years, there is an aspiration to extend the range of Apprenticeships available and details of the proposed areas for development is attached as **Appendix 1** to this report.

14. The proposed areas for apprenticeships will assist the Council with recruitment to posts that are hard to recruit to and create career pathways for the workforce of the future. In addition to specific areas of skills shortage the Apprenticeship Standards suggested including core skills such as digital skills, transformation and change and people and relationship management.
15. As well as the detail provided on new apprenticeship standards over the next two years, the HRWOD team will continue to offer a “business as usual” approach to the provision of apprenticeship standards that have already been rolled out across the Council such as those in business administration and youth work.
16. Whilst the transfer of funds can be made to any employer that meets the criteria, Personnel Committee are being asked initially to approve transferring up to 25% of the Levy payment to Futures Apprentice Training Agency. Futures is an arm’s length Apprenticeship Training Agency established jointly by Nottinghamshire County Council and the City Council with a focus on career development and training opportunities for young people.
17. Futures will be asked to focus on the following priority target groups for the County Council using the levy funds transferred:
  - Nottinghamshire County Council looked after children or care leavers to enable them to undertake an Apprenticeship in a local business/organisation
  - Nottinghamshire Young People 16 – 25 who are in contact with a Council Early Intervention Service and are either currently Not in Education, Employment or Training (NEET) or vulnerable of NEET status (e.g. Youth Justice Service; Family Service)
  - Black and Minority Ethnic (BME) Young People aged 16-25 as this is a group who are currently under represented in the Council’s workforce.
18. If this approach is approved by Committee, a robust one-year contract will be put in place to set targets and monitor progress on a regular basis. The position will be reviewed after one year when further consideration can be given to whether to continue the transfer to one organisation or provide a further opportunity to spread the transferred levy funds across other organisations within the County.

### **Other Options Considered**

19. There is the option to not transfer funds to other employers which would result in the unspent funds being removed from the account and used to fund the wider Government programme. Whilst it is still being spent on Apprenticeships, there is no guarantee that these funds will benefit employers and residents of Nottinghamshire.
20. The Council could request expressions of interest from any employer and not work through the Council’s arm’s length Apprentice Training Agency or not prioritise the areas above with which Futures is already supporting the County Council. The option to transfer funds for the

first 12 months and then review allows the levy funds to be spent in time and for the market to develop and other options to become available for consideration at a later date.

## **Reasons for Recommendations**

21. Providing Apprenticeships and routes into Apprenticeships is an integral part of Nottinghamshire's wider Economic Development strategy and supports educational improvement priorities by helping to raise skills and aspirations, working with partners in the wider region to take a strong lead in harnessing the energy of communities and institutions to drive the skills agenda. It also enables the Council to ensure that it has access to the critical skills and experience it needs now and in the future.
22. Transferring the Apprenticeship Levy will support the Council's aim to help create prosperous places across the County and will benefit Nottinghamshire's residents and its businesses, particularly as the way we live, work and study and the kind of jobs we do and the skills we need to do them continue to evolve over the next decade.
23. The challenges of finding work are particularly acute for young people aged 16-25, as well as for care leavers, long term unemployed people, returners to the labour market and people with disabilities, as they try to compete against more experienced candidates. In transferring the Levy, the Council can support the growth of Apprenticeships and successful careers for those sectors of the community that find themselves with additional challenges in the labour market.
24. The priority of Apprenticeships for our Looked after Children and care leavers in careers outside the remit of the Council, supports our Local Offer for Care Leavers and our corporate parent responsibilities.

## **Statutory and Policy Implications**

25. 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**

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

## **Financial Implications**

27. HMRC deduct the Levy on a monthly basis and place it in the Council's digital account, set up by the National Apprenticeship Service. The amount paid in by the Council varies but is on average approximately £131,000. All associated costs in this report are covered by the Apprenticeship Levy. The maximum amount of levy transfer of 25% is based on the previous financial year 2018-19, which equates to £388,528.

## **Human Resources Implications**

28. The use of the Apprenticeship Levy enables the Council to maximise career development opportunities and to expand the offer of in-work training to ensure its workforce has the right skills and knowledge required in a modern, public service organisation.

## **Public Sector Equality Duty implications**

29. The proposals in this report meet the Council's existing commitment to meeting, and where possible exceeding, the statutory requirements of the Equality Act 2010. The recommendation to transfer levy funds with a focus on delivering opportunities for under-represented and vulnerable groups of young people supports the Council in meeting its statutory obligations.

## **RECOMMENDATIONS**

It is recommended that Personnel Committee:

- 1) Approve the transfer of up to 25% of the Council's Apprenticeship Levy to Futures Apprenticeship Training Agency for a 12-month period initially.
- 2) Approve the priority areas of focus to address identified business needs as set out in the report and Appendix 1.
- 3) Agree to receive an update on progress in six months' time.

**Marjorie Toward**

**Service Director – Customers, Governance and Employees**

**Chief Executive's Department**

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

## **Constitutional Comments (GR 06/09/19)**

30. Pursuant to Nottinghamshire County Councils Constitution this Committee has the delegated authority to receive this report and make the recommendations contained within this report.

## **Financial Comments (SES 13/09/19)**

31. The financial implications are set out in paragraph 27 of the report. All costs arising from the proposals set out in the report will be funded using the Apprenticeship Levy.

## **HR Comments (JP 17/09/19)**

32. The Human Resources implications are identified in paragraph 28.

## **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 – proposed areas for apprenticeship development

Standard	Oct –Dec 19	Jan – Mar 20	Apr- Jun 20	July- Sept 20	Oct –Dec 20	Jan –Mar 21	Total number	Total cost
Social Work				5		5	10	£230,000
Occupational Therapy				5			5	£120,000
Learning & Development Business Partner		5					5	£35,000
Teaching Assistant			5	10		5	20	£100,000
School Business Professional		5		5		5	15	£90,000
HR Consultant				5			5	£45,000
Leadership & Management L5	20	20			20	20	80	£560,000
Leadership & Management L6				10			10	£220,000
Business Administration L3		4	4	4	4	4	20	£100,000
Associate Project Manager		10		10		10	30	£180,000
Production Chef	20	20	20		20	20	100	£500,000
Workplace Pensions Administrator	6				6		12	£108,000
Improvement Practitioner	6				6		12	£108,000
Digital skills*		3		3			6	£78,000
Transformation and change management*							tbc	tbc

People and relationship management*							tbc	tbc
<b>Total</b>	52	64	29	54	56	69	<b>324</b>	<b>£2,474,000</b>

## Notes

\* Apprenticeship Standard reflecting core skills still to be identified. Numbers and costs will then be confirmed.

**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****SICKNESS ABSENCE PERFORMANCE AND ONGOING ACTIONS FOR  
IMPROVEMENT****Purpose of the Report**

1. a) To update Members on quarterly performance information as at **30 June 2019**, in relation to levels of sickness across the directly employed Nottinghamshire County Council workforce.
- b) To seek approval for ongoing actions to further understand reasons for sickness absence and therefore reduce absence levels
- c) To provide Members with an update on the work undertaken to specifically address the issue of mental health in the workplace

**Information**

2. This report sets out the latest available sickness absence figures for the end of Quarter 1 2019/20 as at 30<sup>th</sup> June 2019. In addition, it seeks to inform Members of the actions being taken by the Council to improve the health and wellbeing of its employees with an aim to reduce the levels of absence and to make sustainable progress towards the achievement of the target of **7.00 days average per employee per annum**. The figure for this period is 8.72 days per employee.
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 and in the attached updated Employee Health and Wellbeing Action Plan (Appendix E).
4. The County Council continues to give priority to providing a safe and healthy working environment which maximises workforce productivity and performance, motivates and engages all employees and actively promotes a culture of positive mental and physical wellbeing at work. We continue to benchmark our policies, procedures, and support package against organisations held up as exemplar employers in this area and by engaging in local and national networks and workshops to provide assurance that we are not missing a vital component which may deliver a further positive impact.

5. Work continues to be developed with Public Health colleagues to ensure we have a joined-up approach and to maximise the benefits of any planned health initiatives such as the flu vaccination programme, promoted to eligible staff on the intranet on 3<sup>rd</sup> September, as well as promoting smoking cessation and obesity reduction programmes. Our approach is more one of education and self-help than anything more prescriptive which is a more progressive approach in an organisation which seeks to trust, support and enable its workforce to maximise their performance whilst at work.
6. The table below shows the quarterly breakdown, by department since July 2017 as a 12-month rolling figure to 30 June 2019. This shows a modest increase of 0.3 days over this period. Whilst of concern, this picture reflects a societal problem rather than one solely experienced by Nottinghamshire County Council and Members may have read recent articles in the press identifying an average absence figure of 14 days per employee across the Nottingham University Hospitals Trust.

	(A) October 2017 to September 2018	(B) January 2018 to December 2018	(C) April 2018 to March 2019	(D) July 2018 to June 2019
Adult Social Care, Health	11.76	11.96	11.70	12.11
Children and Families	10.49	10.51	10.28	10.88
Place	8.98	9.20	9.33	9.36
Chief Executive's	8.59	8.17	8.30	8.81
NCC Schools	6.72	6.79	6.86	6.85
Authority	8.42	8.50	8.52	8.72

7. The Infographic in the **Appendix D** to this report illustrates in executive summary the situation as at 30 June 2019, when the headcount of direct NCC employees was 7,357 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.

The average level of sickness per employee per annum at the end of quarter 1 was **8.72 days overall**. This is an increase of 0.20 percentage points compared to the previous quarter when it stood at 8.52 days.

8. **Appendix B** to this report illustrates that stress and related conditions remain the most prevalent overall reason for absence across the Council with the exception of Place where muscular/skeletal absence stands at 25.26%.



9. There has been a very small reduction from **34.97% to 34.95%** attributed to stress and related conditions in Children and Families. The primary reason for absence in Adult Social Care for this period is also **Stress and Depression** standing at **20.59%** up from **19.48%**.
10. Stress has also been the most significant reported reason for absence in the Chief Executive's department over recent quarters, having increased from **24.51% to 28.63%** for this period.

### **Use of absence type "Other"**

11. Members will recall previous discussions around the use of "other" as an absence type reason and that an exploration of its use would be undertaken as part of the work recently completed by Internal Audit colleagues. The draft report and recommendations provide "reasonable assurance" on four separate risk areas and have found that there is comprehensive guidance for managers to support any member of their team absent from work.
12. The audit also found that there is a clear and simple method for managers to record absence on BMS and to run their own trigger reports or to do so with the help of HR colleagues. Having surveyed a number of line managers, the audit found there was a high level of compliance in relation to holding "return to work" discussions and "trigger meetings" where any required action in relation to absence is identified.
13. In respect of using the absence type "other", an article was published on the Council's intranet, followed up in Team Talk, earlier this summer asking managers to accurately record absence reasons and advising that any use of the reason "other" would be investigated by an HR business partner to fully understand the reason for its use and for this to be corrected where it is appropriate to do so. Of the sample of 49 cases considered, 42 responses were received and in 16 of these it was found that the incorrect absence type had been entered onto BMS. In 19 others, more than one reason for absence had been given and the relevant manager has used "other" rather than choose one reason over another. Work will continue over the coming months where managers will be required to use the correct absence type and progress on this will be reported to future meetings of Personnel Committee to see whether the use of "other" reduces significantly and the impact this may have on alternative absence reasons.

### **Refreshed approach to Mental Wellbeing**

14. The various support measures put in place to assist employees experiencing mental health issues are set out in the attached action plan (Appendix E). In seeking to understand why we have an increased incidence in stress and depression as a reason for absence, it is worth noting that encouraging people to talk about their mental health in an effort to remove the stigma attached, will potentially lead to increased confidence in reporting poor mental health rather than attributing this to a physical condition which has previously happened.
15. We are seeking to refresh our offer to supporting people with mental health issues by drawing together the various interventions from the less formal workplace buddying scheme and

promoting exercise and leisure activities including the staff choir as mechanisms to build resilience and which are more preventative in nature, through to the signposting of the trained mental health first aiders as issues are identified and the use of the provisions provided through the Care First contract for workplace counselling and cognitive behavioural therapy but ultimately relying on clinical responses when an employee's mental ill health escalates.

16. It is intended to build a launch of the refreshed support package to align with World Mental Health Day on 10 October 2019.

### **Actions for Improvement:**

17. The focus on mental health at work will continue to be a key area on which to focus activity and we seek to continue to work closely with the recognised trades unions to identify and test the effectiveness of the various initiatives in place and to develop new approaches and activities to further improve employee health and wellbeing and reduce absence. This includes reviewing the current Health and Wellbeing Action Plan, attached at Appendix E.
18. We will also seek to build our support to colleagues and managers of those experiencing poor mental health to maintain the balance between supporting the affected individual whilst recognising the impact their illness and absence may have on those around them.

### **Other Options Considered**

19. The actions outlined in the attached plan are a continuation of activity previously determined by Personnel Committee. We continue to identify, test and research new initiatives to establish their value to the Council and our employees.

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

20. The Council's People Strategy identifies its employees as its most valuable asset and essential to the successful delivery of the Council Plan and various departmental strategies. A healthy workforce will be best placed to deliver on these identified priorities. In addition, a comprehensive package of employee benefits, support and assistance demonstrate our commitment to our workforce to meet our aspiration to be an "employer of choice" and can demonstrate how employees are valued. This in turn can have a very positive impact on recruitment and retention in the competitive market for current and future talent.

### **Statutory and Policy Implications**

21. 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**

22. There are no data protection or GDPR issues arising from this report as all the information contained is generic and cannot be attributed to individual employees.

## **Financial Implications**

23. There are no direct financial implications arising from the content of this report. However, there is clearly a cost to absence and turnover so maximising the package of support with the intention of developing a more preventative strategy has a strong business benefit to delivering this.

## **Human Resources Implications**

24. The effective management of absence and the delivery of effective support for employees experiencing periods of ill health is a key business driver for the Council. It enables us to maximise performance but also to demonstrate the value placed on the contribution of the workforce. Whilst there are various legal obligations placed on employers to make reasonable adjustments to enable people to remain in work, there are also strong business reasons in terms of attracting and retaining quality employees who value the approach we have adopted as a caring employer.

## **Public Sector Equality Duty implications**

25. The policies and procedures of the Council apply to all directly employed staff whatever their protected characteristic. However, given the content of the action plan, any activity around managing absence and supporting people to remain at work potentially has a greater impact on employees with a declared disability. An equality impact assessment will be completed once the detail of the refreshed action plan has been agreed.

## **RECOMMENDATIONS**

It is recommended that:

- 1) Members consider the current level of sickness absence as at 30 June 2019 in relation to the target of 7 days across the Council and agree to the required actions set out in the refreshed Employee Health and Wellbeing Action Plan including the launch of the refreshed package of mental health support to coincide with World Mental Health Day on 10 October 2019.
- 2) Members agree to receive a further update on absence management performance at November's Committee and a further update on the agreed action plan in January 2020.

**Marjorie Toward**  
**Service Director - Customers, Governance and Employees**

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

Gill Elder, Head of HR, on [gill.elder@nottsc.gov.uk](mailto:gill.elder@nottsc.gov.uk) or 0115 9773867

### **Constitutional Comments (GR 06/09/19)**

26. Pursuant to Nottinghamshire County Councils Constitution this Committee has the delegated authority to receive this report and make the recommendations contained within this report.

### **Financial Comments (SES 06/09/19)**

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

### **HR Comments (JP 17/09/19)**

28. The Human Resources implications are set out in the body of the report. Reducing overall absence remains a key priority area for the Council together with a package of initiatives to support employee mental health issues and wellbeing.

### **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

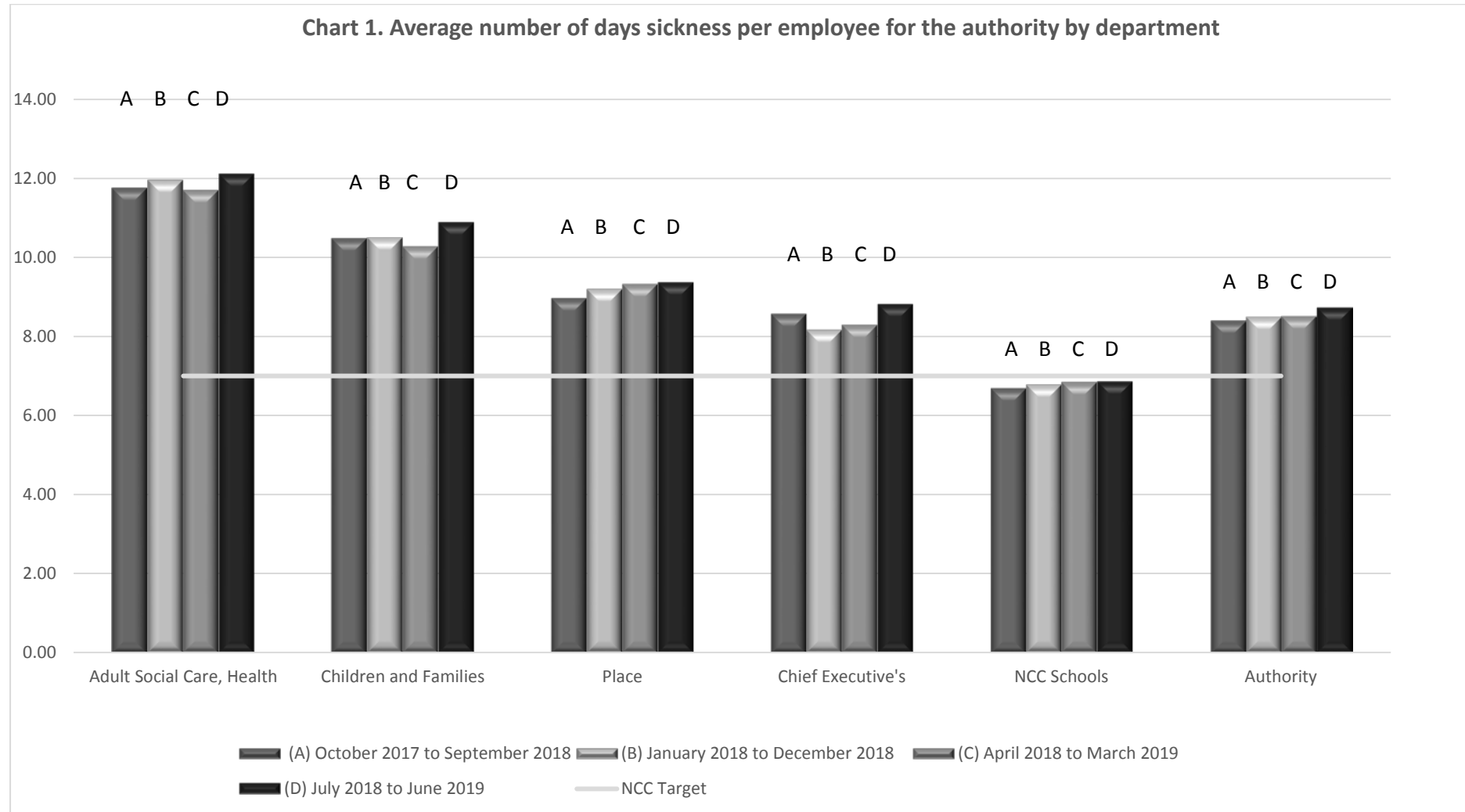
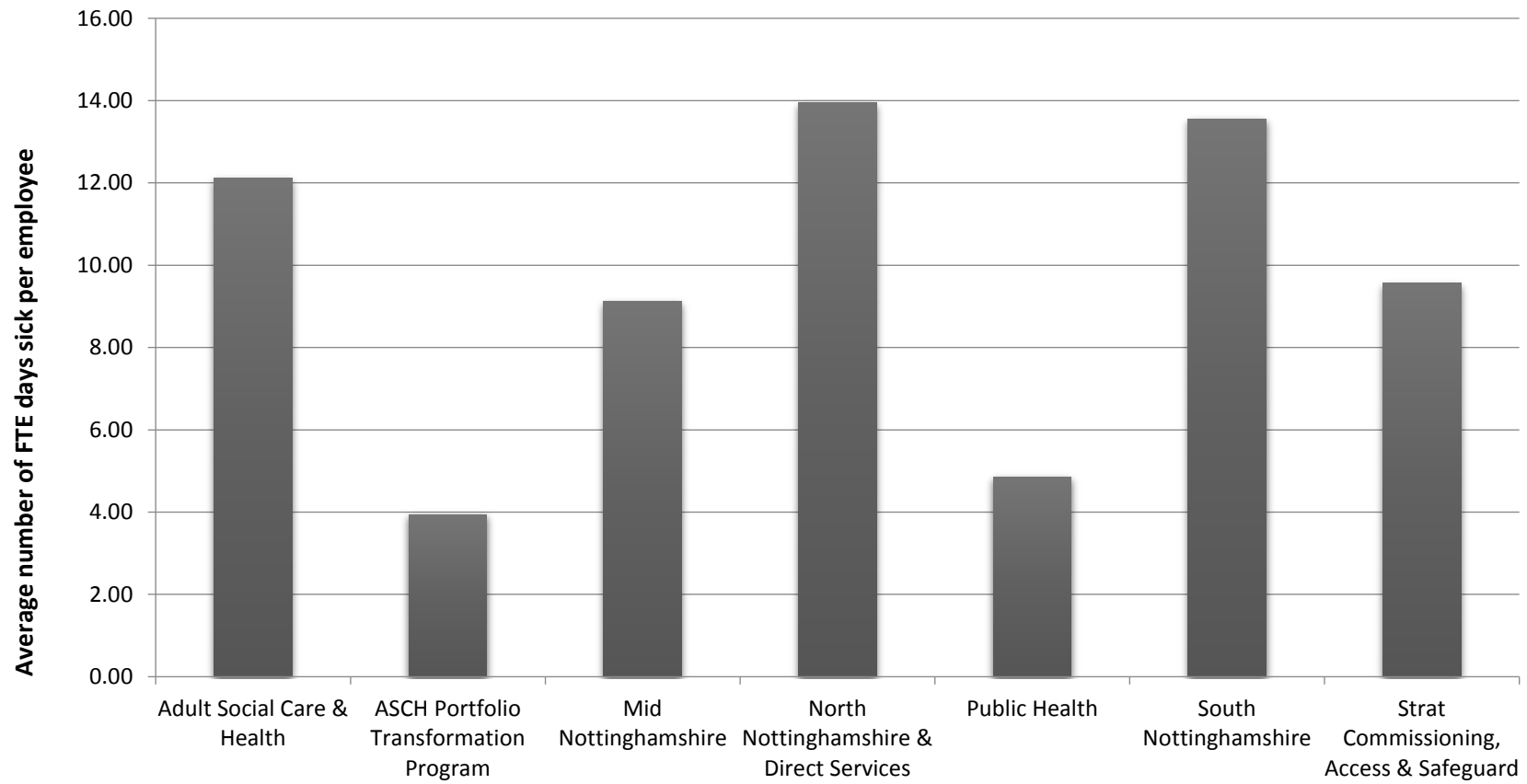


Chart 2 ASCH July 2018 to June 2019



**Chart 3 Children and Families July 2018 to June 2019**

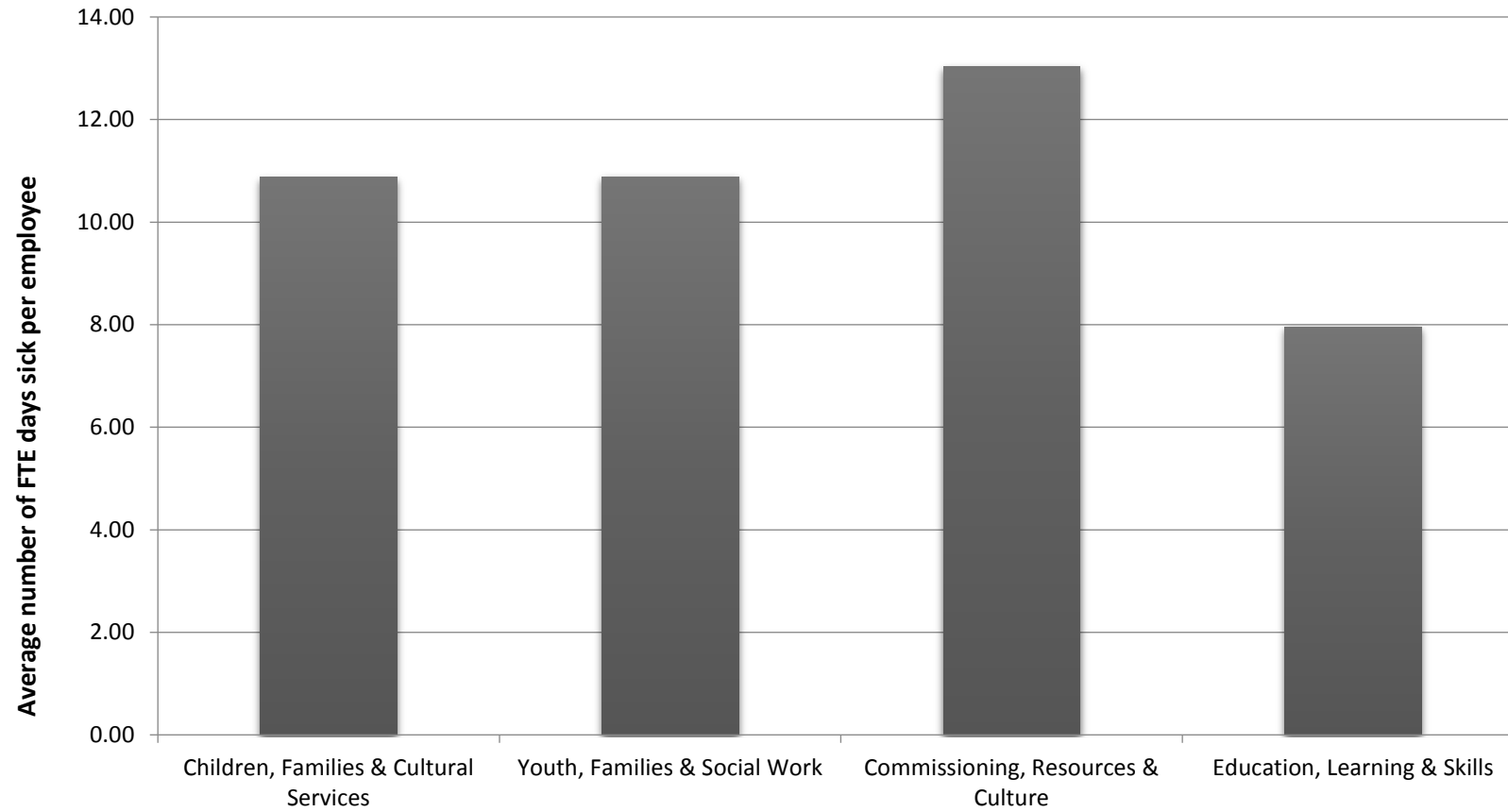


Chart 4 Place July 2018 to June 2019

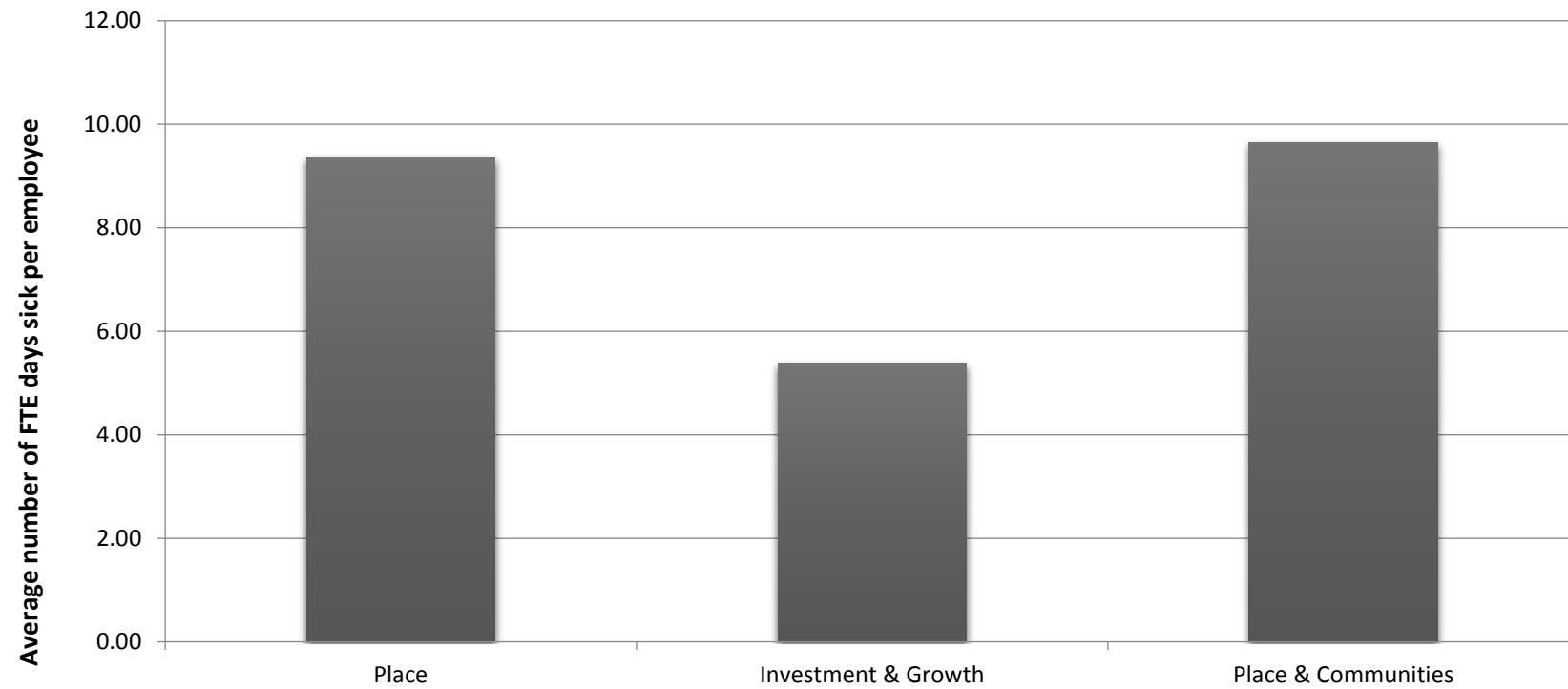




Chart 5 Chief Executive's July 2018 to June 2019

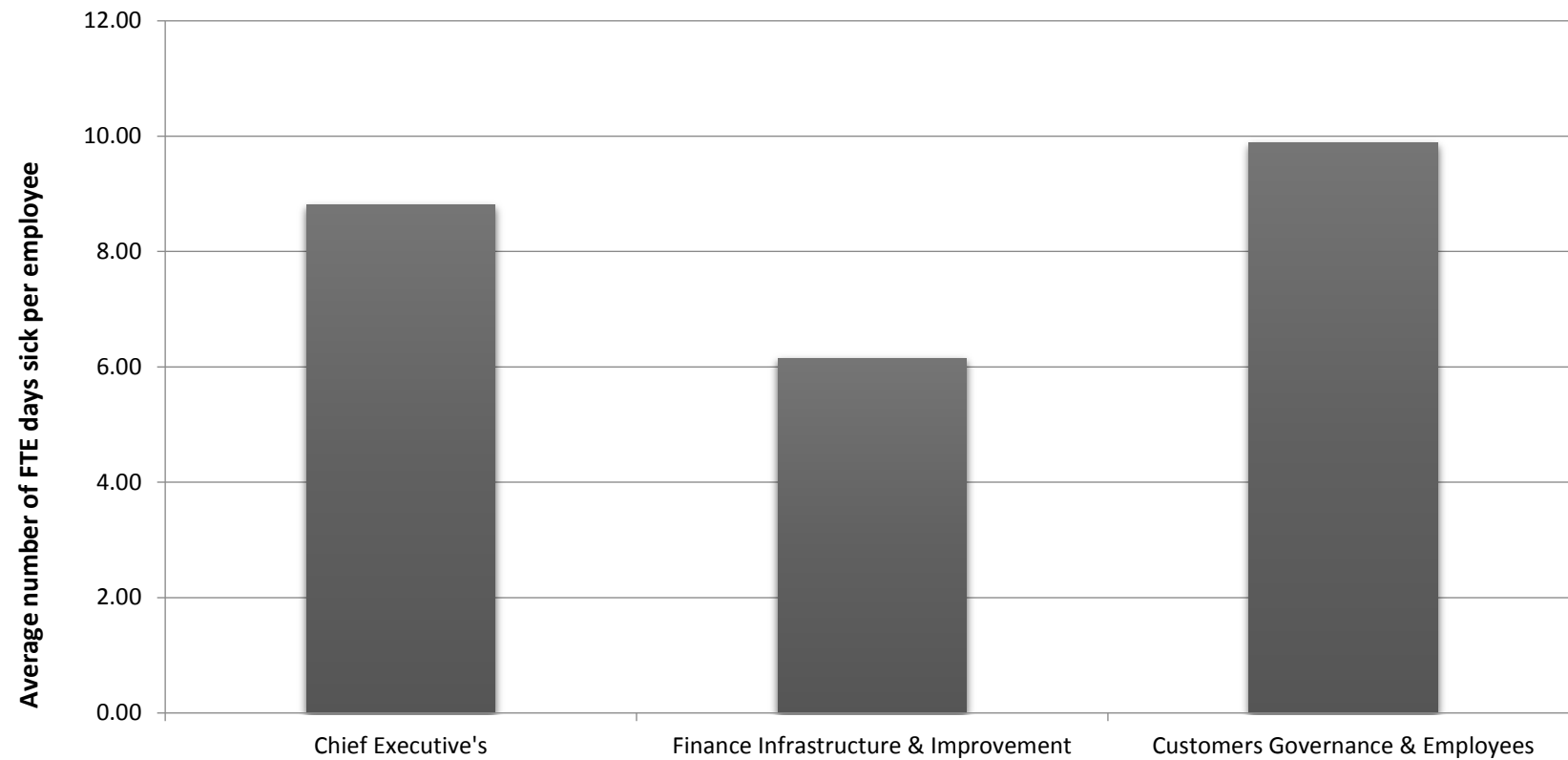


Table 1. Sickness Levels over rolling 12 month basis by Department

	(A) October 2017 to September 2018	(B) January 2018 to December 2018	(C) April 2018 to March 2019	(D) July 2018 to June 2019
<b>Adult Social Care, Health</b>	11.76	11.96	11.70	12.11
<b>Children and Families</b>	10.49	10.51	10.28	10.88
<b>Place</b>	8.98	9.20	9.33	9.36
<b>Chief Executive's</b>	8.59	8.17	8.30	8.81
<b>NCC Schools*</b>	6.72	6.79	6.86	6.85
<b>Authority</b>	8.42	8.50	8.52	8.72

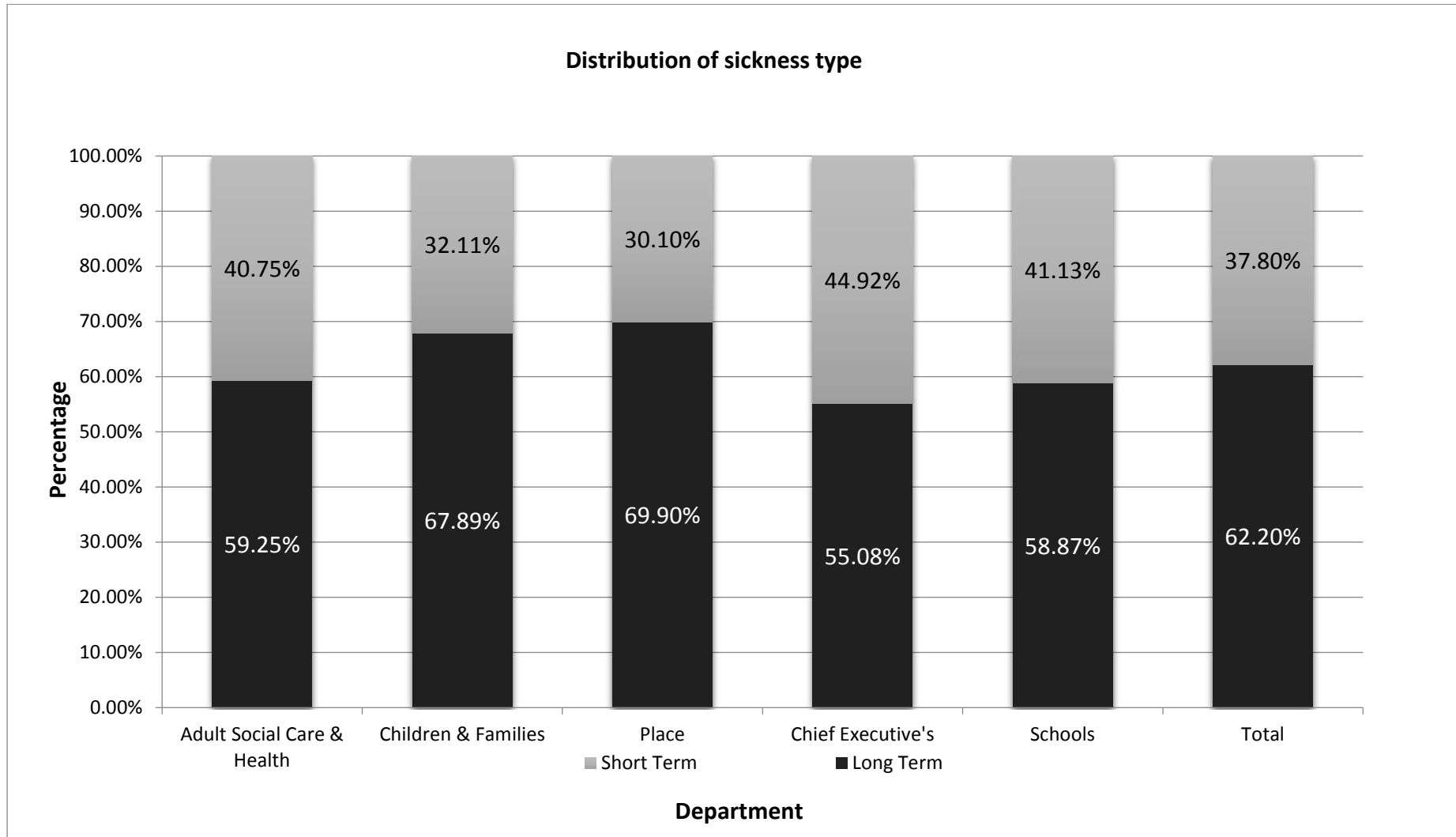
\* Maintained schools that use NCC Payroll service

## Appendix B

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Terminal Illness	Not assigned
ASCH & Public Protection	4.65%	9.05%	2.34%	2.42%	5.49%	12.42%	12.04%	16.29%	1.55%	1.84%	0.38%	7.82%	20.59%	0.00%	3.11%
Children and Families	3.31%	7.60%	1.19%	1.54%	3.75%	8.16%	8.64%	19.12%	1.39%	2.35%	0.28%	6.39%	34.95%	0.17%	1.16%
Place	4.04%	5.32%	1.35%	2.13%	1.95%	25.26%	13.68%	12.78%	1.01%	4.08%	0.12%	6.48%	20.30%	0.66%	0.85%
Chief Executive's	3.09%	12.49%	4.01%	2.88%	2.88%	6.19%	10.87%	17.91%	1.09%	1.97%	0.08%	6.72%	28.63%	0.74%	0.45%
Schools	4.60%	10.27%	2.09%	1.32%	4.83%	8.04%	15.38%	16.40%	1.84%	2.93%	0.11%	10.03%	21.86%	0.27%	0.00%
<b>Totals</b>	<b>4.16%</b>	<b>9.07%</b>	<b>2.09%</b>	<b>1.88%</b>	<b>4.15%</b>	<b>11.44%</b>	<b>12.88%</b>	<b>16.41%</b>	<b>1.50%</b>	<b>2.68%</b>	<b>0.19%</b>	<b>8.10%</b>	<b>24.13%</b>	<b>0.31%</b>	<b>1.02%</b>



## Appendix C: Long and Short Term Sickness



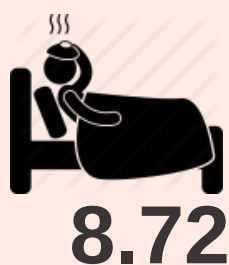


## Employee wellbeing and sickness absence performance Q1 2019 - 2020

Corporate performance July 2018 - June 2019

**62.2%**

Long term absence



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



0.2 day increase over the  
previous quarter

**37.8%**

Short term absence



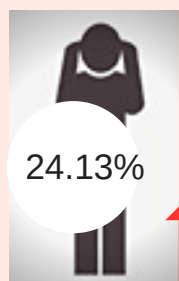
**7 days**

NCC Target  
CiPFA average  
8.6 days

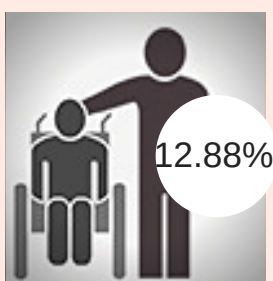


## Sickness absence

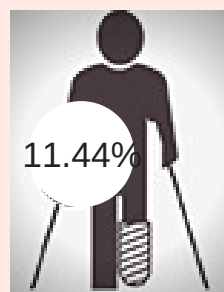
The most common top four causes and trend indicators



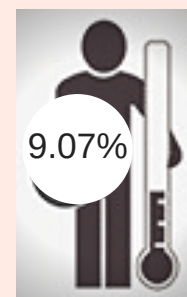
Stress



Op/Post Op  
Recovery



Muscular/  
Skeletal



Cold/Flu/  
Sore Throat



Main cause for absence  
by dept.

STRESS:



C Exec



CFCS



ASCH

Muscular/  
Skeletal



Place







**Appendix E - Corporate Employee Health & Wellbeing Action Plan 2019-2020**

**Overall responsibility:** Gill Elder, Head of HR

**Purpose:**

To identify a range of activities to support and enable employees to maintain their physical and mental wellbeing and to provide advice and guidance to the workforce including managers to maximise performance and reduce the incidence of preventable sickness absence

**Section 1 - Actions 2019/2020:**

<b>Continue to promote effective workload management and prioritisation:</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Progress Update</b>
<b>Reduce stress and tackle presenteeism:</b> Identification of wellbeing initiatives and learning interventions arising as part of the Health Check initiatives in C&F and ASCH departments, and implementing associated actions	<b>Bev Cordon / Sue Jeffery</b> <b>Senior Business Partners HR</b>  <b>Helen Richardson</b> <b>Senior Business Partner</b> <b>Workforce &amp; Organisational Development (WOD)</b>	Ongoing	HR/WOD Business Partners continue to provide targeted HR support working with departmental workforce leads to support actions to deliver the learning and wellbeing priorities identified.  <b>Examples:</b> <ul style="list-style-type: none"> <li>• HR surgeries in absence “hotspot” areas</li> <li>• Providing a good induction at corporate and departmental level</li> <li>• Improving the quality and effectiveness of EPDR / supervision</li> <li>• Highlighting the range of workforce development support available at corporate and departmental level</li> </ul>



	<p>Departmental Workforce Development lead officers</p> <p>Trade Unions</p>		<ul style="list-style-type: none"><li>• Design and commissioning of targeted Team Manager training.</li></ul> <p>Employee wellbeing is an area where we continue to benefit from developing joint work with the recognised trade unions. We have recently published guidance on supporting people through the menopause and supporting people with mental health issues through an employment process. We continue to review our existing package of support and guidance to ensure its currency and are always prepared to add to what is available.</p>
<p><b>Facilitate Flexible Working:</b> 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>Successful rollout of tablet devices/ laptops across NCC to facilitate mobile / home working.</p> <p>Smarter Working programme has introduced and engaged the workforce in the use of further ICT solutions to facilitate flexible working.</p> <p>ICT pop up shops available across the county to provide easy access to support on a drop-in basis.</p> <p>Refreshed work with Timewise to gain accreditation and to maximise the benefits of flexible working.</p>

## Support NCC managers and individual employees to maintain good physical and mental health through change

Action	Who	Timescale	Progress Update
<b>Further develop our prevention agenda</b> Explore how to implement the MIND Thriving at Work mental health standards into the Council's support package Adopt Wellness Action Plans to encourage employees to take responsibility for their own mental wellbeing with our support	<b>Gill Elder/Helen Richardson</b>	Immediate   January 2020	Arrange to meet with Mind representative specialising in mental wellbeing at work.   Related to the item above – the WAPs allow employees to complete a pro-forma which identifies triggers for stress and what coping mechanisms can be adopted. Guidance for employees and line managers is being prepared to complement this approach.
<b>Employee engagement and awareness:</b> 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 Promote national awareness raising events such as Time to Talk and World Mental Health Day to keep this agenda fresh in employee's minds and as a tool to remove the stigma particularly attached to poor mental ill health. In addition, we aim to encourage open discussion about the causes and triggers and identify a range of coping mechanisms available	<b>Helen Richardson Senior Business Partner WOD</b>  Gill Elder Trade Unions, Public Health & Communications colleagues	Ongoing	My Learning, My Career portal has a comprehensive range of materials to support managers and the wider workforce.   Develop joined up approaches across a range of disciplines to adopt a "whole Council" approach to addressing identified issues. Report into Personnel Committee and the Health and Wellbeing Board as appropriate.



Develop a mechanism to further engage with employees to gauge how they are feeling about work and to seek their views on the support package in place to date	Gill Elder	January 2020	
<b>Promote the Council's Stress Audit tool for managers:</b> 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	Occupational Health and Wellbeing team  Health and Safety Team	Ongoing	Review use of the current "Well-Worker" system and research the potential for an improved, more cost effective, system.
<b>Develop and embed a Coaching Culture across NCC:</b> 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	<b>Helen Richardson – Senior Business Partner WOD</b>  WOD team	Ongoing  Ongoing  Ongoing	"Manager as Coach" (MAC) development programme launched for all Team Managers and above as part of Leadership Development Programme.  MAC Programme extended to line managers and aspirant managers as part of new Management Development Programme.  Over 400 NCC managers completed to date.  In-house coaching network of 30 trained and qualified in house coaches launched, individual and team coaching offered linked to development plans.  Linked to Employee Performance and Development Review (EPDR)/ Supervision process.

			Coaching offer extended to include Team Coaching and direct employee referral.
<b>Continue to raise awareness of mental health in the workplace</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Progress Update</b>
<b>Employee Counselling Service;</b> Continue to enable NCC employees to access counselling through third party provider (Care First) for work related issues through management referral.	<b>Helen Richardson Senior Business Partner HR WOD</b>  HR Business Partners	Ongoing	Contract with Care First renewed following procurement process March 2017.  Regularly promote to employees and managers through HR casework and intranet publicity to remove any residual stigma attached to reduced mental health and to encourage open and honest dialogue between employees and their managers.
<b>Develop additional learning materials to enable employees to manage stress at work:</b> Develop Mindfulness eLearning package to complement existing support through change and resilience building learning provision	<b>Helen Richardson Senior Business Partner WOD</b>	Ongoing	My Learning, My Career portal includes a comprehensive offer relating to wellbeing.
<b>Ongoing promotion of better workplace health / awareness raising:</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Progress Update</b>
<b>Access to healthcare provision:</b> Further promotion of “ Westfield Healthcare Scheme” (a staff health cash plan at a 17% discounted rate for NCC employees, covers optical and dental needs and any new medical conditions	<b>Helen Richardson Senior Business Partner HR WOD</b>	Ongoing	Further publicity of scheme at NCC Health and Safety and wellbeing events currently: <ul style="list-style-type: none"> <li>• Learning at Work event May 2018</li> <li>• Ongoing via intranet</li> </ul>

with cash back for everyday healthcare costs including physiotherapy, chiropody and homeopathy)	HR Business Partners		<ul style="list-style-type: none"> <li>Promote to new starters as part of induction</li> </ul>
<b>Employee information, guidance, awareness raising:</b> Develop, update, promote and maintain the employee wellbeing intranet site and inform front line employees using monthly Team Talk to highlight a range of specific national health campaigns and related wellbeing information to promote healthier lifestyles and preventative measures to employees	<b>Helen Richardson Senior Business Partner HR WOD</b>  HR Business Partners  Occupational Health and Wellbeing team  Public Health	Ongoing	Examples of campaigns delivered; <ul style="list-style-type: none"> <li>“Dry January”– Alcohol Concern promotion</li> <li>Ovarian Cancer Awareness Month (Jo’s Trust campaign)</li> <li>Prostate Cancer Awareness Month</li> <li>National No Smoking Day</li> <li>Bowel Cancer Awareness Month</li> <li>Dementia Awareness Week</li> <li>Mental Health Awareness Week</li> <li>Diabetes Awareness Week</li> <li>Men’s Health Week</li> <li>World Blood Donor Day</li> <li>Dyslexia Awareness Week.</li> </ul>
<b>Promotion of better workplace health:</b>			
Action	Who	Timescale	Outcome
<b>Workplace Health Champions:</b> Maintain the pool of trained Workplace Health Champions across NCC (accredited to Royal Society for Public Health Level 2 qualification)  Train an initial co-hort of Mental Health First Aiders (accredited by Mental Health First Aid England)	<b>Helen Richardson Senior Business Partner HR WOD</b>  HR Business Partners	Ongoing  July 2019	Regular refresh of publicity drive on intranet inviting expressions of interest in becoming a WPHC.  20 Mental Health First-aiders trained. Service to be launched 10 October to coincide with World Mental Health Day.



Refresh information of support available from workplace buddies, the chaplaincy, through mental health first aiders to the more therapeutic services of occupational health and the counselling services offered by Care First.	Helen Richardson/ Gill Elder	October 2019	Align the refresh with World Mental Health Day. Plan further communications to coincide with Time to Talk Day on 6 February 2020.
<b>Support for employees to make healthy lifestyle choices:</b> Research and deliver proactive wellbeing initiatives and interventions through a mixed economy of internal practitioners and external providers and seek funding streams where applicable	<b>Helen Richardson Senior Business Partner HR WOD</b>  Occupational Health and Wellbeing team(OH Nurse Advisors)	Ongoing	As part of maintenance of Platinum level Well Being at Work Award standard  Continue to work with Public Health to identify common synergies and publicise commissioned provider offers to NCC workforce.  Promote through Health and Safety Awareness and Wellbeing Events during 2018/19 including: <ul style="list-style-type: none"><li>• Learning at Work events across the main NCC bases</li><li>• Targeted wellbeing interventions for schools and external bodies as part of sold services offer</li></ul>
<b>Maintaining a Smoke Free Workplace:</b> 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	<b>Public Health Business Partners HR</b>  Trade Unions  NCC Health and Wellbeing Board	Ongoing	Review as necessary to ensure continued effectiveness/impact of NCC Smoke Free Workplace policy in practice.

## Section 2- achievements to date

Ongoing promotion of better workplace health / awareness raising:			
Action	Who	Timescale	Progress Update
<b>Guidance and learning materials for managers on supporting employees with specific health issues:</b> Produced guidance for managers on supporting employees diagnosed with a Terminal Illness, joint work with trade unions through task finish group  Signing of the Dying to Work Charter  Further development of guidance for managers and practical application to understand implications and responsibilities around terminal illness	<b>Bev Cordon Senior Business Partner HR alongside the recognised trade unions</b>          Gill Elder	Launched          Ongoing	Completed          Completed          Relates to learning from case studies and has included supporting someone facing eviction as a result of their terminal illness and making a range of adjustments to provide choice to the individual concerned and their immediate relatives.
<b>Guidance and learning materials for managers on supporting employees with specific health issues:</b> Produced guidance for managers on supporting employees diagnosed with Dyslexia, joint work with trade unions through task finish group	<b>Bev Cordon Senior Business Partner HR</b>   Trade unions	Launched	Completed





<b>Develop additional support for employees through the establishment of a return to work buddy scheme and introduction of a chaplaincy service</b>	<b>Bev Cordon Senior Business Partner HR</b>	Launched	Complete and ongoing.
<b>Protection from infection and reduction of associated risk and absence:</b> Promotion of seasonal Flu vaccination winter 2019/20 targeted at front line NCC employees directly delivering front line services to vulnerable service users	<b>Helen Richardson Senior Business Partner HR WOD</b>  Public Health  Occupational Health and Wellbeing team (admin)	Campaign launched annually	Completed for 2019/20: 900 qualifying NCC employees accessed vouchers.  Approach reviewed annually in spring time for winter campaign – subject to confirmation of budget allocation from Public Health.
<b>Promote effective workload management, prioritisation and monitoring</b>			
<b>Action</b>	<b>Who</b>	<b>Timescale</b>	<b>Outcome</b>
<b>Improve Employee Health and Wellbeing inc achievement of healthy Work-life balance:</b> Use feedback from employees and managers including from surveys and focus groups about work-life balance and wellbeing to inform the development and future review of the key themes of the Council's People Strategy	<b>Marjorie Toward Service Director – Customers, Governance and Employees</b>  <b>Gill Elder – Group Manager HR</b>	July 2019	Completed and incorporated into "Healthy Organisation" Theme of NCC People Strategy.  Ongoing engagement of Senior managers through Chief Executives Focus Groups  Ongoing feature of NCC Leadership and Management Development programme.



<b>Refresh mandatory training for managers on attendance management to include specific elements about managing people experiencing reduced mental health</b>	<b>Gill Elder/Helen Richardson</b>	December 2019	Learning materials need to be collated into a cohesive package of information.
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**REPORT OF THE SERVICE DIRECTOR- CUSTOMERS, GOVERNANCE AND EMPLOYEES.****NOMINATION FOR LEARNING POOL AWARD.****Purpose of the Report**

1. To update Personnel Committee on the nomination and shortlisting of the Council's "My Learning My Career" portal for a national Learning Pool award in the category of "Most innovative use of learning technologies".

**Information**

2. Members of Personnel Committee may recall the demonstration at the launch of the Council's career development portal, "My learning My career", on the Learning Pool platform. This has provided the opportunity to utilise functionality available on the platform to enable a much more modern and accessible approach to the provision of learning and development across the Council. The Council's approach has also ensured that the widest possible range of learning and development tools and materials are accessible by the whole of the Council's workforce by tablet, laptop or mobile phone whilst working from their main base or more flexibly from other settings.
3. Learning Pool provide learning and development platforms to hundreds of customers across the Country. Learning Pool products are widely used across the public sector and it has been the provider of the Council's learning and development platform for the past three years.
4. For the past 11 years, Learning Pool have held their prestigious awards to showcase the achievements of their customers. This year the Learning Pool Account Manager suggested that the Council makes a submission for the award under the category "Most innovative use of learning technologies" as they were impressed by the approach taken by the Council in developing My Learning My Career and the use the Council has made of the platform. They were particularly impressed by the way in which the Council has balanced ensuring that the learning platform has the flexibility to meet the organisation's requirements, whilst providing a learning journey which is both engaging and intuitive for our employees.
5. The shortlist for the awards was announced on 9<sup>th</sup> September and the Council is on a shortlist of five in this category. There are a further three categories, each with a shortlist of five. The award winner will be announced at the Learning Pool Live Event on 17<sup>th</sup> October in London. Members of Personnel Committee will be informed of the outcome after the awards ceremony has taken place.

6. The My Learning My Career portal was also identified by the Peer Review team in June as a model of good practice and they recommended it to the Local Government Association (LGA) as a case study for sharing with other local authorities.
7. The Council has designed the portal so that it can be accessed by partners where a licence to use has been provided. This is important in areas such as safeguarding training where this is jointly provided across the safeguarding partnership. The portal has been made accessible for use by employees who are part of the Regional Adoption Agency for example.
8. The Council is now also considering expanding the use of the portal to include the provision of training material, tools and templates for use by Councillors. Whilst Councillors can currently access the portal, the revisions being undertaken will ensure that Councillors have easy access to training material, information and other documents in the way which is most convenient for them. If the use of the portal is expanded in this way Councillors will be able to access all the wide range of material on the portal and not just Members' Training.

### **Other Options Considered**

9. None

### **Reason for Recommendation**

10. To recognise the progress made in the development and implementation of the My Learning My Career portal which provides a modern, self-determined learning experience to meet the varying learning styles within our workforces which has been recognised by being shortlisted for this award.

### **Statutory and Policy Implications**

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

### **Data Protection and Information Governance**

12. The implementation of the platform has enabled the Council to monitor completions of the mandatory Data Protection and Information Governance training. There are no information governance implications arising from the publication of this report and no personal information has been used in compiling it. A Data Privacy Impact Assessment was undertaken as part of the development and roll out of My Learning My Career.

### **Smarter Working Implications**

13. The career portal and learning platform support employees to undertake learning and development opportunities at a time and place to suit their working patterns in keeping with the needs of the Council's increasingly flexible workforce.

## **RECOMMENDATION/S**

- 1) That Personnel Committee congratulates the HR, Workforce and Organisational Development Team on the nomination and shortlisting of the Council's My Learning My Career portal for this award and agree to receive a further update once the result is known.

**Marjorie Toward**

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

**For any enquiries about this report please contact:** Helen Richardson, Senior WPOD Business Partner on 0115 9772070. [helen.richardson@nottsc.gov.uk](mailto:helen.richardson@nottsc.gov.uk)

### **Constitutional Comments ([KK 20/09/19])**

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

### **Financial Comments (SES 20/09/19)**

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

### **HR Comments (SJJ 24/09/2019)**

16. The benefits of the My Learning My Career Portal to Council's employees are identified in the body of the report.

## **Background Papers and Published Documents**

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

- None

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

- All



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

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

**Information**

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

**Other Options Considered**

5. None.

**Reason/s for Recommendation/s**

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

**Statutory and Policy Implications**

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

## **RECOMMENDATION/S**

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

**Marjorie Toward**  
**Service Director – Customers, Governance and Employees**

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

### **Constitutional Comments (HD)**

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

### **Financial Comments (NS)**

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

### **Background Papers**

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

- None

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

- All



## Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
<b>27 November 2019</b>			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 2 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Health and Safety Six Monthly Update	Update on progress and approval of next steps	Marje Toward	John Nilan
Update on Attendance at Careers Outreach Events	Update on attendance at careers outreach events	Marje Toward	Helen Richardson
Development of Work Experience Opportunities	Update on the development of work experience opportunities within the Council	Marje Toward	Helen Richardson
Graduate Development Programme	Update on in-house graduate development programme	Marje Toward	Helen Richardson
<b>29 January 2020</b>			
Gender Pay Gap - Update			
<b>11 March 2020</b>			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 3 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Disability Leader Accreditation – Update	Update on progress	Marje Toward	Gill Elder
<b>06 May 2020</b>			
Health and Safety Six Monthly Update	Annual performance and action plan	Marje Toward	John Nilan
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 4 - 2019/20)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
<b>08 July 2020</b>			

Workforce Profile Information 2020	Annual report on workforce profile information	Marje Toward	Gill Elder
Workforce Plan	Annual update report	Marje Toward	Gill Elder
People Strategy	Annual update report	Marje Toward	Gill Elder