

## Personnel Committee

**Wednesday, 20 January 2021 at 10:30**

Virtual meeting, <https://www.youtube.com/user/nottsccl>

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### AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 18 November 2020   | 1 - 4   |
| 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  | 5 - 14  |
| 5 | Update Report on Actions to Support the Council's Black Workforce  | 15 - 28 |
| 6 | Gender Pay Gap Update  | 29 - 40 |
| 7 | Work Placements and Job Opportunities for Young People – Kickstart Programme and Graduate trainee scheme   | 41 - 46 |
| 8 | Update on Review of Flexible Working   | 47 - 78 |
| 9 | Work Programme   | 79 - 82 |

### 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 November 2020 (commencing at 10.30am)

### **Membership**

Persons absent are marked with an 'A'

### **COUNCILLORS**

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

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

### **SUBSTITUTE MEMBERS**

Councillor Richard Butler for Councillor Stuart Wallace

### **OFFICERS IN ATTENDANCE**

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Head of Human Resources
Lynsey Woolmore	Acting HR, Workforce and Organisational Development Senior Business Partner
John Nilan	Team Manager Health & Safety

### **TRADE UNION IN ATTENDANCE**

Karen Eddy	UNISON
James Minto	UNISON
Adrian Morgan	UNISON

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

The minutes of the meeting held on 16 September 2020, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

## **2. APOLOGIES FOR ABSENCE**

The following apology for absence was received:

- Councillor Stuart Wallace (other NCC business)

## **3. DECLARATIONS OF INTEREST**

None.

## **4. HEALTH AND SAFETY SIX MONTHLY UPDATE**

### **RESOLVED 2020/20**

- 1) That the Committee acknowledged and thanked the Health and Safety team for their work supporting the Covid-19 pandemic.
- 2) That the Committee agreed that the lessons learnt as set out in Appendix 1 be used to develop the Council's response during the second phase of the pandemic.
- 3) That the Committee agreed to receive a further Health and Safety update in six months or sooner if appropriate.

## **5. PROGRESS REPORT REGARDING THE COUNCIL'S GRADUATE DEVELOPMENT PROGRAMME**

### **RESOLVED 2020/21**

- 1) That the Committee agree that the in-house graduate scheme for 2021 continues. That the establishment of two additional graduate trainees post Approve the establishment of two additional graduate trainee posts to be funded from contingency be approved That the Committee agreed a report be presented to Finance and Major Contracts Management Committee to seek approval of allocations of funding from contingency of £19,000 in 2020/21, £77,000 in 2021/22 and £58,000 in 2022/23. That the Committee agreed to receive a further update report in 12 months' time.

## **6. NOTTINGHAMSHIRE COUNTY COUNCIL APPRENTICESHIP UPDATE**

### **RESOLVED 2020/22**

- 1) That the Committee agreed to undertake further work be undertaken to sustain and grow the Council's corporate commitment, as a good employer, to providing placements for Apprentices across the authority.
- 2) That the Committee agreed to transfer the unspent Apprenticeship Levy allowance to support Nottinghamshire businesses and residents, in particularly those identified priority groups.
- 3) That the Committee agreed to receive a further update report on the Apprenticeship Levy in six months' time.
- 4) That the Committee agreed to a report on the 'Kickstart' Scheme be added to the Committee's work programme

#### **7. NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE AVAILABILITY AND SUPPORT TO MAINTAIN EMPLOYEE HEALTH AND WELLBEING**

##### **RESOLVED 2020/23**

- 1) That the Committee agreed to the work to deliver the identified actions in the Employee Health and Well-being Action Plan and the inclusion of any additions arising from the relevant workstream of the Workforce Resilience and Recovery Group.
- 2) That the Committee agreed to receive a report providing information on 2020/21 quarter 3 absence figures and workforce availability at the March 2021 committee meeting.

#### **8. WORKFORCE RESILIENCE AND RECOVERY STRATEGY AND ACTION PLAN – AUTUMN 2020 TO SEPTEMBER 2021**

##### **RESOLVED 2020/24**

- 1) That the Workforce Resilience and Recovery Strategy and associated Action Plan (Appendix A) be approved, and agreed the identified actions being progressed to facilitate its implementation.
- 2) That the Committee agreed to receive a further report on the delivery of the actions associated with implementing the strategy at Personnel Committee in March 2021.

#### **9. WORK PROGRAMME**

##### **RESOLVED 2020/25**

That the work programme be updated according to recommendations made during this meeting. That the 'Kickstart' scheme report be added to January 2021 and that a Customer Services Centre report be added to March 2021. The work programme be approved with these additions.

The meeting closed at 12.34pm.

**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 the approval of Personnel Committee to publish the Equalities Action Plan (Appendix 1) on the Council's website and on the staff intranet and to agree to progress and add to the actions identified within the Plan.

**Information**

2. The Covid emergency has created many challenges for the Council's workforce and has highlighted some particular issues in the equalities arena alongside the heightened awareness of issues relating to race equality, both of which have significantly raised the profile of this work over the last 12 months. The increased risk to people with additional vulnerabilities due to ethnicity or long term health conditions has led to closer and more frequent meetings with the relevant self managed groups to discuss and address any issues arising from the ongoing situation.
3. Members will recall approving the Council's Workforce Resilience and Recovery Strategy at Personnel Committee in November 2020. 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 whilst continuing to respond to the Covid pandemic.
4. 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.
5. 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.
6. 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.
  7. 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 Race at Work Charter, work experience activity and leadership development. We are continuing to explore other national accreditations and awards to further promote and evidence our corporate approach.
  8. In addition, each department continues to develop 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.
  9. 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**

10. 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**

11. 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**

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



## **Data Protection and Information Governance**

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

## **Financial Implications**

14. There are no direct financial implications arising from the development of an equalities action plan to underpin the objectives set out in the Workforce Resilience and Recovery 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**

15. 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**

16. 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 Workforce Resilience and Recovery 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 Strategy will be delivered

## **RECOMMENDATIONS**

It is recommended that members:

- 1) Approve the publication of the attached action plan (Appendix 1) on the Council's 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 at Committee on 30 June 2021.

**Marjorie Toward**  
**Service Director – Customers, Governance and Employees**  
**Chief Executives Department**

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

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

**Constitutional Comments (KK 16/12/20)**

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

**Financial Comments (SES 18/12/20)**

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

**HR Comments (JP 23/12/20)** The Equalities Action Plan supports in the delivery of the Council's 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.

- None

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

- All

The purpose of this draft action plan is to identify and prioritise activity to deliver on the equality elements of the recently approved Workforce Resilience and Recovery Strategy which replaced the People Strategy to account for the impact of the Covid-19 pandemic. It aims to stimulate engagement and discussion throughout the workforce using the recognised trades unions, the self-managed support networks and with teams and individuals through publication in Team Talk.

The Council aims to go beyond legal compliance under the Public Sector Equality Duty and to act as a community leader by promoting inclusion throughout our own workforce and to encourage this approach to partner and stakeholder organisations.

Priority Area	Objectives/Outcomes	Responsible Officer (s)	Timescale
<b>People</b>	Update the workforce profile information	David Holmes	July 2021 report to Personnel Committee
	Promote importance of declaring protected characteristics to ensure we understand the demographics of our workforce	Equalities Officer (EO)	Immediate
	Equality impact assessments – strengthen our approach to make this activity more relevant and linked specifically to Committee reports	EO/Heather Dickinson	Immediate
	Employee passports – develop idea of digital personnel files where personal information including equalities data travels with the individual employee throughout their employment with NCC with the facility to be personally updated	HR/Steve Brooks	June 2021 onwards
	Improve statistical information around recruitment to understand the points where candidates with a protective characteristic drop out of our process and identify appropriate actions from this analysis	Steve Brooks/EO	Ongoing

<b>People (continued)</b>	Graduate Programme – promote NCC graduate development programme through self-managed groups as well as local universities to ensure under-represented groups are aware and have access to these opportunities. Review activity to date after 2020 selection process	Adrian McKiernan	Report to Personnel Committee Nov 2020
	Apprenticeships – include equality data for apprentices as a separate section in the Workforce Profile report to assess success of the programme in attracting applicants from a range of backgrounds including care leavers	Lyndsey Woolmore	July 2021
	Leonard Cheshire Change 100 Interns – 1 intern started in 2020 as limited opportunities due to Covid situation. Continue to assess the value of the programme in promoting NCC as a positive, inclusive place to work	Lyndsey Woolmore	Spring 2021
	Development of action plan to promote our 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	Neil Bettison/Steve Brooks/Ellen Cottee	Ongoing
<b>Leadership</b>	ICS Leadership Programme – NCC has been offered several places on ICS leadership programme for Black and Minority Ethnic employees to start in September 2019	Lyndsey Woolmore	September 2021
	International Women's Day – identify key inputs to mark this and other key dates in the equalities calendar	Gill Elder/Lyndsey Woolmore/EO	March 2021 onwards
	Support aspirant and existing managers with protected characteristics to apply for leadership roles through the promotion of the refreshed Leadership Development Programme. Explore how opportunities for shadowing,	Corporate Equalities Group	March 2021

<b>Leadership (continued)</b>	secondments and wider work experience and self-directed learning can be developed and promoted to under-represented groups		
	<p>Disability Confident – NCC has moved from being Disability Confident Committed to Disability Confident. Elected members have agreed to aiming to be a Disability Confident Leader within 12 months which requires further development of the actions outlined in our self-assessment</p> <p>Continue to develop programme of Manager as Coach training and in-house coaching programme to support and enable employees across the workforce to be the best they can be and to further develop solution focussed approaches</p>	<p>Gill Elder</p> <p>Coaching Network</p>	<p>By April 2021</p> <p>Ongoing promotion</p>
<b>Culture</b>	Dying to Work - refresh guidance and support for people facing terminal illness to encourage the promotion of choice and to support employees and their families at the most difficult of times. Provide evidence-based information to reinforce our commitment on an annual basis	Gill Elder	Actioned and to return to future CJCNP
	Windrush – promote details of the Home Office Compensation scheme on the public website, the staff intranet, through partner organisations e.g. Inspire, trade unions, Corporate Equalities Group and self-managed Black Workers network	Gill Elder & Black Workers Network	Actioned
	Stonewall – continue to raise awareness of policies and guidance developed specifically to support LGBT + employees and to review previous evidence submitted to ensure we maintain and improve our position on the Stonewall Index	EO/LGBT+ Network	August 2021

<b>Culture (continued)</b>	Celebrate Stonewall Regional Awards for Best Network and Best Performing Public Sector Organisation	Marje Toward	Actioned
	Gender Pay Gap – continue to develop our action plan to close the gap recognising that there are certain limitations in times of controlled recruitment	Gill Elder	Ongoing to report to Personnel Committee on progress made in January 2021
	Whilst recognising there is currently no legal duty to do so, expand pay gap reporting to ethnicity, LGBT + and disability	Gill Elder	Ongoing, report to Personnel Committee 2021
	Continue to develop refreshed employment procedures which are intrinsically equitable and fair and appropriate for attracting and retaining quality employees to a modern public service organisation	Joint work with Trades Unions & employee networks	Ongoing
	Development of guidance on the Menopause – current example of response to a specific request to develop guidance	Joint work with Trade Unions	Actioned subject to 6 monthly review
	Promote a range of gender specific health and well-being initiatives as part of the review undertaken by Workforce Resilience and Recovery Group	Various employee networks, HR, Public Health	Ongoing
	Promotion of training and awareness raising around those with caring responsibilities, Dementia Friends, Workplace Buddies, Mental Health First Aiders and ensuring our various support initiatives are inclusive, accessible and fit for purpose	HR/CEG/Employee networks	Ongoing

<b>Environment</b>	Timewise – nationally recognised organisation who we have engaged with to maximise our flexible working offer with the intention of becoming a Timewise accredited employer. The work is not only around the physical environment but includes flexibility in terms of how, when and where work is delivered and how our future jobs are designed. Feedback from employee workshops demonstrate this is one of the most highly valued benefits NCC offers so we will continue to develop our overarching approach in this area	Joint work managers, trade unions and employees	Ongoing, accredited December 2020
	Explore opportunities with our workplace coaches to develop special internships for young people with Education, Health and Care Plans to support them to be “work ready” and to offer genuine opportunities into the world of work	Gill Elder/Louise Benson/Naomi Russell	Commitment for 3 special interns from September 2020 – delayed due to Covid pandemic
	Maximise the benefits of external funding streams e.g. Access to Work, ad hoc grants etc. to support and enable people with long term health conditions and disabilities to access and remain in work beyond an employer’s statutory responsibilities	Joint work with services, Employee networks and HR	Ongoing

This Equalities action plan in relation to employees is an iterative document, subject to consultation and expansion as we engage with internal workforce stakeholders including managers, employees, the recognised trades unions, the employee networks and partner organisations.

This draft action plan will be further developed and should be read in conjunction with the various departmental Equalities Action Plans, the Workforce Resilience and Recovery Strategy and Action Plan and the specific plans to address the particular equalities strands.





**20 January 2021****Agenda Item: 5****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****UPDATE REPORT ON ACTIONS TO SUPPORT THE COUNCIL'S BLACK  
WORKFORCE****Purpose of the Report**

1. To provide further information to Elected Members on the progress made in delivering the actions identified in the Equalities (Support for Black Workers) Action Plan and to agree continuing work in this area.

**Information**

2. A report was considered at Personnel Committee on 8 July 2020 which served to update Members in relation to the Race at Work Charter and to seek approval for the additional actions identified to better understand the issues being raised and to provide support for Black employees. The developing action plan (Appendix 1) was agreed at September's Committee as it was recognised that a plan was required to help the Council to tackle racism and discrimination as a means of measuring progress and maintaining accountability for the identified actions.
3. Discussions have continued with the Council's self-managed Black Workers Network throughout the Covid pandemic and in the Corporate Equalities Group to identify what is required to provide appropriate support to Black colleagues. It remains important to record the identified actions in one place so the relevant parties can be held accountable for progress being made and to provide a platform to measure the impact of the various activities.
4. Progress has been made to recruit to the refreshed Equalities Officer post and over 19 completed applications have been received. Shortlisting is underway with a view to interviews taking place in early January. A further verbal update on progress will be provided to the January Committee when it is expected an appointment will have been made. As previously reported, the selection process will involve colleagues from the self-managed groups, Corporate Equalities Group and the recognised trade unions to ensure the successful candidate is tested on the full range of equality issues which the Council seeks to make progress on.

5. Since the last update in September 2020, a number of actions have been completed or instigated. These include the involvement of the Council in the Integrated Care System Partnership virtual celebration of Black History Month in October. Councillor Gordon Wheeler, as the Council's Equality Champion provided a video clip as part of the event's introduction. Over 300 colleagues from across the partnership joined the event and a recording of the two hour celebration was placed on the Council's Anti-Racism Hub. Work will begin early in the New Year to plan events to mark Black Inclusion Week in May and Windrush Day in June.
6. A Question and Answer session was held with the Chief Executive, the Corporate Director for Adult Social Care and Health and the Service Director Customers, Governance and Employees on 19 November 2020. Some of the themes which came out of the discussion included:
  - **Organisational culture** – to ensure that the Council develops and maintains a working environment free from racism, bias and discrimination. As well as making the Council a good place to work, we know that people perform better when they feel their employer has “got their back”.
  - **Continued dialogue** – with strong black voices working alongside senior leaders who, together, openly value diversity, and who encourage and enable discussion, and challenge.
  - **Challenging inappropriate behaviour** – where everyone who works for the Council feels able to challenge racism and all other forms of discrimination, and strong action when things have gone too far.
  - **Management and leadership development** – to ensure managers have the confidence and skills for constructive dialogue and for sensitive and difficult conversations.
  - **Recruitment and career development** – to identify and remove the barriers, which black colleagues face in advancing their careers, and to ensure we support colleagues to fulfil their potential.
  - **The importance of training and development** – to offer training which is open to all, with strong encouragement to engage, and which covers unconscious bias, treating people fairly, and equality and diversity.
  - **Communication and visibility of issues and responses** – to respond to issues in a proactive way, reinforcing an open and communicative culture. Making assertive statements, condemning acts of racism and other forms of discrimination, when they happen. Enabling all colleagues to contribute their ideas and suggestions. Working harder to communicate the support which is already in place.
  - **The role and importance of elected members** – working with County Councillors, so they are engaged regularly in dialogue about our plans and commitment to tackle racism. To support the Council's newly appointed Members' Equality Champion, Councillor Gordon Wheeler.
  - **Measuring success** – to set out our ambitions, with clear targets underpinned by accessible data, so that we understand the evidence and can measure progress and improvement. To ensure that our performance is scrutinised in public, through the Personnel Committee.
  - **Knowing our evidence base** – to base decisions on current data and evidence and to ensure the County's Joint Strategic Needs Assessment (JSNA) reflects race and diversity and can inform the delivery of services.
7. The session was considered thought-provoking and has been the subject of a personal message from Anthony May. The engagement was positively received, and it is intended to hold further sessions over the coming months.

8. The Corporate Leadership Team have signed an Anti-Racism Pledge (appendix 2) committing to a series of actions which support the delivery of the Council's obligations to the Race at Work Charter. The signing of the pledge has been the subject of the Chief Executive's blog and an intranet News Item to raise awareness and to give its importance visibility across the whole workforce.
9. A version of the pledge is being used as an underpinning document for our Anti-Racism Allies programme which will roll-out the first full week of January 2021. To support colleagues signing up to be an ally, we have commissioned Active Bystander training which will prepare our employees to challenge discriminatory behaviour when they encounter it. In addition, the unconscious bias training has been refreshed and continues to be reviewed to ensure it meets expectations. This training is mandatory for all managers who are involved in recruitment.
10. The Council, as a large employer and community leader, will continue to challenge racism and discrimination in our Council and communities, and support black colleagues in our many service areas and their daily lives where they face discrimination and prejudice. Whilst we have had long standing policies and procedures to address racism and other forms of discrimination, it is timely to review our position and work with staff support networks and trades union colleagues to identify additional actions to promote discussion, raise awareness and identify how we can further improve.
11. The attached action plan agreed by Personnel Committee in September is extensive and ambitious and we will continue to add to it over time as new ideas and initiatives are generated to ensure it retains its currency and meets the objectives it is intended to achieve. Colleagues have willingly shared their experiences and it has become evident that further work must continue to raise and maintain the profile of all of the various equality strands across the whole of the Council's workforce and Nottinghamshire communities. The action plan is an addendum to the Council's overarching Equalities Action Plan which has some specific actions identified regarding each of the specific areas but also more general actions around inclusivity and accessibility.

### **Other Options Considered**

12. The Council has a legal obligation under the Public Sector Equality Duty to publish information regarding the makeup of its workforce. The action plan draws together a suite of priority areas requiring further work and which seek to build on progress made to date by further improving the diversity of its workforce. No other options were considered as effective in meeting this ambition.

### **Reasons for Recommendations**

13. The Council has a duty to all its employees and the citizens of Nottinghamshire to create and maintain a working environment free from harassment and discrimination, to support and enable people to develop their careers and to provide inclusive and accessible employment opportunities for all. The draft action plan provides a framework to enable progress to be monitored and which will be added to over time. The current situation makes this a timely and important set of initiatives which will assist the Council to recruit and retain people from a diverse range of backgrounds and ensure we have the relevant knowledge, skills and experience to meet future challenges.

## **Statutory and Policy Implications**

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

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

15. 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**

16. There is no additional funding required arising from the recommendation in this report as any costs for additional development and learning opportunities will be met from the existing HR, Workforce and Organisational Development service budgets.

### **Human Resources Implications**

17. The Council continues to aspire to be an Employer of Choice for all and therefore it is important to take the necessary actions to ensure people feel they will be treated fairly and any type of harassment, discrimination or bias is challenged and eradicated. It is important for our workforce to be aware of the commitment senior leaders have given and to consider how they can at a service and individual level contribute to making the Council a fair and inclusive place to work. Consideration is being given as to how this can be embedded in the annual appraisal system and in support and supervision sessions.

### **Public Sector Equality Duty Implications**

18. Previous reports have identified that signing the Race at Work Charter, provides evidence of how the Council is meeting its 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; and
  - Foster good relations between people who share a protected characteristic and those who do not.

19. The Council is now a signatory of the Race at Work Charter and the additional actions set out in the attached action plan will further support the Council in meeting and going beyond its statutory obligations.

## **RECOMMENDATIONS**

It is recommended that Elected Members:

- 1) Approve any additional actions identified for inclusion in the Equalities (Support for Black Employees) Action Plan.
- 2) Receive an update on further progress made towards meeting the identified actions at Committee on 30 June 2021.

**Marjorie Toward**

**Service Director – Customers, Governance and Employees  
Chief Executives Department**

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

Gill Elder, Head of Human Resources, on [gill.elder@nottsc.gov.uk](mailto:gill.elder@nottsc.gov.uk) or 01159773867

### **Constitutional Comments (KK 16/12/20)**

20. The recommendations fall within the remit of Personnel Committee by virtue of its terms of reference.

### **Financial Comments (SES 18/12/20)**

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

### **HR Comments (JP 23/12/20)**

22. These are set out in the body of the report and reflect ongoing dialogue with the staff support groups, particularly the Black Workers Network, and recognised Trades Unions.

### **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



## **Nottinghamshire County Council Employer Equalities (Support for Black Workers) Action Plan 2020-2021**

**Purpose:** to promote the support and development of the Council's existing Black and Minority Ethnic workforce and to encourage and increase their representation at more senior levels, removing any existing barriers to career progression. As with the Council's Equalities Action Plan, this document provides a flexible framework to enable the County Council's Elected Members, Corporate Leadership Team and all managers including senior management teams to understand and undertake their responsibilities to behave and interact with all prospective and existing employees in a way that demonstrates the Council's commitment to fairness, equality of opportunity and respect in order to enable the Council to maximise the flexible recruitment and deployment of the talent available to it to support the delivery of its priorities and objectives in the Covid-19 recovery phase and beyond.

By its nature, this document is internally facing but we need to learn from the experiences of others to ensure our commitment is known to our current and future workforce, partners, stakeholders and all residents of Nottinghamshire.

**Implementation:** Equality, equity, fairness and inclusion are everyone's responsibility. All of us including dedicated lead roles, self-managed staff groups and department leads have a collective responsibility to successfully implement this action plan and ensure equity and fairness is embedded in service delivery, employment and throughout the work of the Council.

**Overall Responsibility:** Marjorie Toward, Service Director - Customers, Governance and Employees

**Lead Manager:** Gill Elder, Head of Human Resources

**Delivery Lead Officer:** Lyndsey Woolmore, Senior Business Partner Organisational Development and Equalities Officer

**Delivered by:** Corporate HR, Workforce and Organisational Development team; Departmental Equality Leads; All Managers; Member Equality Sponsor/Champion, Black Workers Self-Managed Group, Corporate Equalities Group. Ultimately it is a shared responsibility to embed equality, value diversity and ensure the Council is an inclusive place to work for all employees through their behaviour and how they deliver services.

**Key stakeholders:** Elected Members, Corporate Leadership Team and departmental Senior Leadership Teams, all Black and Minority Ethnic employees, Black Workers Self-Managed Group; Trade Union colleagues; Corporate Equalities Group

**Culture – to ensure Nottinghamshire County Council develops and maintains a working environment free from racial harassment, bias and discrimination, enabling all our workforce to flourish and maximise their contributions to the achievement of the Council’s objectives and overall organisational success**

Topic	Actions	Timescale	Progress/ Status
<b>Employer of Choice promoting Accessibility and Inclusion for all</b>	<ul style="list-style-type: none"> <li>• Complete accreditation for Race at Work Charter as an external measure of the Council’s performance on racial equality as the Stonewall Index is for LGBT+ activity and Disability Confident for all matters relating to disability.</li> <li>• Publish an Anti-Racism statement which makes clear that racial harassment and/or abuse of our Black and Minority Ethnic employees will not be tolerated by anyone, colleague or member of the public.</li> <li>• Appoint an Elected Member and Officer Equality Champion/Sponsor to promote the overarching Equalities agenda and to hold to account the organisation’s performance as stipulated in the Race at Work Charter.</li> <li>• Develop a scheme for Anti-Racism Allies to align with the Proud Ally system.</li> <li>• Review the equalities resource capacity to maximise impact and increase the profile of the work required. Recruit to the refreshed Equalities Officer role and engage the departmental Equalities leads to ensure a consistent and proactive approach is adopted to actions required in this and other Equality Action Plans.</li> <li>• Building on previous Employee Surveys, undertake a cross Council information gathering exercise to engage with employees about their experiences of fairness and respect at work in order to provide a current baseline and to identify further priorities for improvement.</li> <li>• Undertake a review of the Council’s employment policies and procedures regarding raising issues of harassment and discrimination to ensure they promote a zero-tolerance approach.</li> <li>• Develop a series of Webinars and Q&amp;A sessions for senior leaders, external role models and employees to contribute and engage in as a means of promoting open and honest conversations to raise awareness and to develop wider understanding to challenge the silence which can be construed as acceptance of the status quo. A number of topics have been identified to be discussed at each session. However, there will be an</li> </ul>	September 2020	Complete
		October 2020	
		September 2020	
		Ongoing	
		Immediate and ongoing	
		Autumn 2020	



	<p>opportunity to add on new topics or change the sequence of these topics. The proposed topics are:</p> <ul style="list-style-type: none"> <li>- Organisational Culture</li> <li>- Health and Wellbeing</li> <li>- Career Development</li> <li>- Learning &amp; Development</li> <li>- How to measure our success</li> </ul> <ul style="list-style-type: none"> <li>• Review competency framework in terms of leadership requirements to identify the skills, knowledge and experience required to deliver the Council's priorities and performance indicators around all equalities but for the purpose of this plan in relation to race.</li> <li>• Consider the range of activities to assist with career development and progression (see below in recruitment section) and engage with Black and Minority Ethnic employees to understand what they considered barriers to progression are with a view to adding further actions to address.</li> </ul>	September 2020	
<b>Learning and Development</b>			
<b>Topic</b>	<b>Actions</b>	<b>Timescale</b>	<b>Progress / Status</b>
<b>Management skills and development</b>	<ul style="list-style-type: none"> <li>• Review existing unconscious bias training to broaden its application.</li> <li>• Corporate Leadership Team (CLT) to undertake training August/September with a focus on strategic leadership. A version of the input will then be rolled out as mandatory training for all employees who manage resources or deliver services.</li> <li>• Mandatory Equality/unconscious bias training for elected members.</li> </ul>	Immediate Aug/Sept. 2020	Complete
	<ul style="list-style-type: none"> <li>• Seek clarification from agency managed service provider as to how they satisfy these criteria to remove unconscious bias from their recruitment and selection processes as the temporary to permanent transfer route is another avenue into employment with the Council.</li> </ul>	Sept/Oct 2020	Complete
	<ul style="list-style-type: none"> <li>• Building on existing mandatory learning requirements including Understanding Equality All NCC managers to undertake full suite of <b>People Management learning activity as a mandatory requirement.</b></li> </ul>	Consider in relation to Covid learning priorities	

	<ul style="list-style-type: none"> <li>Incorporate existing learning resources on having constructive dialogue and conversations and Manager as Coach into a new <b>“Managing with Confidence” learning suite</b> to enable all managers to have enabling conversations with their employees.</li> </ul>		
	<ul style="list-style-type: none"> <li>Provide <b>Coaching</b> through NCC in- house Coaching network to enable all employees to reach their full potential and encourage employees with protected characteristics to access coaching and introduce provision to express a preference for an available Coach who shares that characteristic.</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>Provide targeted modules for Black and Minority Ethnic employees in the cohort as part of the wider <b>Leadership Development Programme</b> to enable them to develop the confidence and skills to progress their careers including applying for alternative / promotional roles.</li> <li>Develop and implement a <b>Reverse Mentoring Scheme</b> to enhance equality, diversity and inclusion across the Council.</li> <li>Evaluate the engagement and impact of the participants in the specialist programme run by Health locally.</li> </ul>		
	<ul style="list-style-type: none"> <li>Develop an Anti-Racism Hub on the Learning Pool platform. The hub will be a repository for learning materials, discussion pieces, articles, podcasts etc. with a view to prompting discussion and enabling people to self-educate to inform and stimulate debate. Level of use will be monitored to identify how many people are accessing the portal. Content will be developed and updated on ongoing basis.</li> </ul>	September 2020	

## Recruitment and Retention

Attract and retain a diverse and representative range of applicants by reviewing the Council's recruitment and on-boarding approach to promote the Council as an employer which is inclusive and welcomes and nurtures diversity. Remove any barriers to accessing available job opportunities.

Topic	Actions	Timescale	Progress / Status
<b>Job Descriptions and role requirements</b>	<ul style="list-style-type: none"> <li>Redesign and relaunch an accessible <b>recruitment portal “landing page”</b> which removes perceived barriers to joining the Council by promoting NCC as an employer which welcomes and supports diversity and offers career progression for all.</li> </ul>		

<b>Recruitment practice</b>	<ul style="list-style-type: none"> <li>Review and refresh guidance to ensure that managers present <b>job requirements</b> using accessible language and in a meaningful and succinct way which does not create barriers by inflating experiential or qualification requirements in a way which restricts the diversity of potential applicants.</li> <li>Consider extending the offer of <b>Guaranteed interviews</b> similar to the requirement to invite all suitably qualified disabled candidates to interview where the minimum job requirements are met to Black and Minority Ethnic applicants.</li> </ul>	Reinforce during 2020	
	<ul style="list-style-type: none"> <li>Provide managers with guidance on <b>effective and legally compliant recruitment practice</b> including ensuring that job advertisements are written in a succinct way which accurately describes the job in accessible language, and which does not over-specify the qualifications necessary to fulfil the role successfully.</li> <li>Ensure that recruiting managers <b>provide feedback</b> on recruitment decisions in a transparent, honest and constructive manner to ensure all applicants enjoy a positive experience through the recruitment process, whether or not they are successful in securing the role. This will be reinforced through occasional surveys of candidates and through “spot checks” audits.</li> <li>Provide targeted one to one interview training and guidance and support for applicants from under-represented groups.</li> <li>Use the most appropriate selection tools for the advertised role. Check there is no bias built into the selection process and regularly validate the tools used to check their currency and relevance.</li> </ul>		

### Health and Wellbeing including any Covid specific related actions

Consider any specific health and wellbeing actions required to support Black and Minority Ethnic employees

Topic	Actions	Timescale	Progress / Status
<b>General Health and Mental Wellbeing</b>	<ul style="list-style-type: none"> <li>Provide advice and guidance to better <b>support Black and Minority Ethnic employees</b> with mental health or poor wellbeing <b>to remain and thrive at work.</b></li> <li>Encourage and support employees to respect and value others, treating all colleagues and service users with fairness and respect and ensuring that everyone feels valued as a human being.</li> </ul>	Ongoing	

	<ul style="list-style-type: none"> <li>• Support employees to challenge bad behaviour and take a “zero tolerance “approach to all forms of inappropriate behaviour and harassment including that targeted at people from Black and Minority Ethnic groups.</li> <li>• Introduce trauma counselling resource using existing contract with Care First to support Black and Minority Ethnic colleagues to explore the feelings generated from their lived experiences and to consider any issues arising from recent events and as a result of Black Lives Matter campaign.</li> <li>• Train additional 6 mental health first aiders nominated by Black Workers Group and undertake review of current demand and uptake. With a view to increasing the number trained if demand for additional capacity is evident</li> </ul>		Complete
<b>Covid-19 specific actions</b>	<ul style="list-style-type: none"> <li>• Ensure managers are aware of the need to engage and jointly complete the risk assessment for people with additional vulnerabilities and to consider actions required to protect Black and Minority Ethnic employees during the Covid pandemic.</li> <li>• Provide additional guidance to managers and employees regarding the relevant risk assessment to complete depending on work circumstances and reinforce the mandatory nature of these risk assessments highlighting the importance of the supportive discussion.</li> </ul>	Ongoing	
<b>Data collection and evidence-based analysis</b>	<ul style="list-style-type: none"> <li>• Complete annual workforce profile report as required to meet the Council’s Public Sector Equality Duty and publish this information on the public website. This will be the platform to capture ethnicity data and publicise progress (This commitment was outlined in the last Personnel Committee report).</li> <li>• Working with Black Workers Group and recognised trade unions, encourage improved disclosure of Black and Minority Ethnic employee information.</li> <li>• Explore ways to effectively benchmark performance indicators and determine what success will look and feel like.</li> <li>• Use the calls to action in the Race at Work Charter to provide initial indicators for success/improvement</li> </ul>	September 2020	
<b>V4 November 2020</b>	Author: Gill Elder, Head of HR		

## Corporate Leadership Team Anti-Racism Pledge

### Nottinghamshire County Council's Pledge to drive black inclusion in the workplace

**As part of our commitment identified in the Council's Equalities (Support for Black Employees) Action Plan, the Council's Corporate Leadership Team make the following pledge:**

To commit to annual reporting on black inclusion actions and to regularly engage with the Council's workforce to share experiences and to hear what it feels like to work for NCC.

In signing the pledge, Corporate Leadership Team have agreed to:

- **Diversifying the face of our organisation:**  
Setting targets for diverse candidate attraction for every position and holding recruiting managers accountable for presenting diverse shortlists. More specifically, setting targets on black talent in our candidate pools.
- **Measuring:**  
Investigating the specific challenges and barriers faced by black talent in our organisation, starting to track ethnicity data and conduct focus groups or listening sessions to properly understand the experiences of our black and minority colleagues.
- **Joining us on our journey of learning:**  
Educating ourselves on the experiences of black people in the workplace and in society at large.
- **Starting the conversation:**  
Being vulnerable with our people. Admitting we have not done enough and that the work is just beginning.
- **Elevating Black voices:**  
People know discrimination and racism are a lived, everyday reality now – but do they know what forms it takes every day in the workplace? We must start these conversations. We will also do more to celebrate black leaders and talent in our organisation and the wider business community.

### Committing to specific actions:

Our commitment will be posted on the Council's intranet and shared with our workforce. We must show what our organisation looks like truthfully and identify what more we are doing to change it

Signed by the Corporate Leadership Team:



Anthony May, Chief Executive





Colin Pettigrew, Corporate Director, Children and Families



Melanie Brooks, Corporate Director, Adult Social Care and Health



Marje Toward, Service Director, Customers, Governance and Employees and Monitoring officer



Nigel Stevenson, Service Director, Finance Infrastructure & Improvement and Section 151 Officer



Jonathan Gribbin, Director of Public Health



Derek Highton, Interim Service Director, Transformation and Change

**“Our lives begin to end the day we become silent about things that matter.”**

**“In the end, we will remember not the words of our enemies, but the silence of our friends.”**

- Both Martin Luther King

**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****GENDER PAY GAP - UPDATE****Purpose of the Report**

1. The purpose of the report is to provide Personnel Committee with an annual update of Nottinghamshire County Council's Gender Pay Gap (GPG) for publication as required by the public sector duty under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2016.

**Information**

2. An initial report was brought to Personnel Committee on 7 March 2018 which outlined the requirement for employers of over 250 employees to report their gender pay gap. As previously reported, schools' information is not required in the Council's reporting as this remains the responsibility of the governing body for eligible maintained schools or the proprietor for academies with 250 plus employees.
3. **Gender pay gap is** a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings. In Britain, there is an overall **gender pay gap** of 15.5% in 2020 (Office of National Statistics)
4. The 2018 report explained the calculation required which shows the difference between the mean (average) and the median (mid-point) earnings between men and women expressed as a percentage of men's earnings. The subsequent report considered by Members at Committee on 30 January 2019 provided a brief update on the progress made to date and agreed an action plan to develop a range of responses to further improve the Council's performance in this area.
5. Members were previously advised of the difference between the gender pay gap information and equal pay which specifically relates to the pay differences between men and women undertaking work of equal value and for which the Council continue to use nationally recognised job evaluation processes and the Single Status Agreement to maintain its equality proofed pay system.
6. The Council's workforce has remained relatively static for the period covered by this report. The gender profile remains over 70% female and reflects the nature of the services the

Council continues to deliver. It does not include the transfer back into the Council of Children's Centres or reflect any impact of the Covid pandemic as these will be seen in next year's report which will come to Committee in January 2022.

7. Recruitment remains a key area where work can be undertaken to address gender pay gap issues. However there continues to be stringent vacancy control to limit recruitment within the Council over the last 12 months except in areas of social care which remain predominantly female. This means that there again have been limited opportunities to significantly alter the gender pay gap for the reported period.
8. The Council continues to pay the Living Wage Foundation Living Wage as oppose to the National Living Wage. This is paid as an allowance and increased from £9.30 per hour to £9.50 per hour from November 2020. This has most benefited our frontline part time workers, who are overwhelmingly female, since the Council implemented payment from 1 April 2014.
9. The gender pay gap requirements define pay as "ordinary gross pay" which includes payments relating to basic pay, allowances and paid leave. Ordinary pay does not include pay related to overtime, redundancy or termination of employment and pay in lieu of annual leave.
10. The attached infographic at Appendix 1 provides information which reflects the organisational structure as at 31 March 2020. The summary information contained as part of the infographic includes the following:
  - Mean gender pay gap
  - Median gender pay gap
  - The proportion of gender in each pay quartile, that is, a breakdown into four equal sections lowest to highest, by their evaluated hourly rate and which shows the number and proportion of female to male employees in each quartile.
  - For the first time we have also included information on ethnicity and disability. This is not a legal requirement but as mentioned in the Equalities Action Plan, remains an area to focus on.
11. The overall GPG in Nottinghamshire County Council is a mean gap of **8.4%** and a median gap of **20.1%**. The table below shows the incremental progress made since 2017 when we were first required to report this information:

<b>Gender Pay Gap</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Mean</b>	12.30%	11.50%	9.30%	8.40%
<b>Median</b>	25.40%	20.20%	18.40%	20.10%

12. Work continues to deliver the identified actions to reduce the GPG which includes the maintenance of an equality proofed pay system. The Council continues to be committed to taking further appropriate action to reduce the GPG and monitoring its progress over time.



13. As mentioned earlier, the limited amount of recruitment does impact on the speed the Council is able to make significant progress to address the gender pay gap. The recruitment to the vacant Service Director post in Place department is an example of how targeted work is being undertaken to improve particularly the gender diversity of the field of applicants. In selecting our external recruitment partner for this exercise, the Corporate Director - Place outlined the specific requirement to deliver a diverse longlist of candidates and the successful company selected will be measured against how well they can deliver on this expectation. Such targeted work is carefully monitored given that positive discrimination is illegal and the Council continues to appoint and promote on merit. The appointment was a male candidate. Recent recruitment to a vacant post in Adult Social Care and Health identified an appropriate female candidate but she preferred to remain with her current employer when offered the role. The attached action plan (Appendix 2) seeks to identify work which may level the field in terms of attracting applications from candidates from a diverse range of backgrounds.
14. The workforce remodeling in Adult Social Care and Health was delayed due to the Covid pandemic but provided a further opportunity to address the GPG using the Council's enabling process which is the mechanism by which the new structure is populated. This delivered a revised structure which minimises the use of temporary contracts and which provides greater stability across the department. This activity has assisted with recruitment and retention issues by offering permanence and consistency and potentially see more women enabled into management posts.
15. Recruitment remains a priority area identified as is flexible working, career development and progression. Members will receive information at this Committee on our recent accreditation as a Timewise employer which provides evidence of progress made to offer flexible options to all our current and future workforce and which is a key benefit in attracting and including women in roles at every level of the Council.
16. Successive reports to Personnel Committee have described the range of job fairs and career events across the County which had been attended, details of our Graduate Development Programme and Apprenticeship offer and information regarding the career development portal My Learning, My Career. Career development and progression continues to be supported across the Council through the coaching network. Wherever possible, these activities have continued throughout the Covid emergency although as part of a virtual offer.
17. Work in all these areas will continue throughout 2020 including the renewed focus on leadership development, talent management and work-based learning opportunities. This approach draws together a range of activities around work experience, apprenticeships and graduate training schemes to ensure the issue addressing the GPG underpins all our activities relating to attracting and retaining people with the right skills and knowledge, to enable us to deliver on key strategic priorities.
18. As mentioned above, our work with Timewise, an organisation who assist employers to attract and develop the best talent through flexible working, continues to explore and maximise all the opportunities presented by flexible working. This is not only through creating flexible physical working environments and opportunities for more flexible working hours, but also to consider how jobs are designed and how work is undertaken where it is appropriate to do so. This work demonstrates our ongoing commitment to flexible

working and this has been reported as of significant value by our existing and potential workforce as it allows people to balance work and home/family commitments as part of an agreed working pattern.

### **Other Options Considered**

19. The Council has a legal duty to publish its gender pay gap information on the public website. The calculations are prescribed within the legislation and do not allow employers to develop a separate approach.

### **Reasons for Recommendations**

20. The Council has a legal duty to publish information on the gender pay gap annually on its public website. This report provides the detail of the information required and also identifies and seeks approval for the ongoing actions required to address the gender pay gap.

### **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.

### **Equalities Implications**

22. In seeking to go beyond the minimum legal requirement for reporting and to maintain our position as an employer of choice, the ability to demonstrate actions to close the GPG to our current and future workforce indicates our commitment to inclusivity and equality as an employer where talent is recognised and promoted. The action plan will be considered at the next Corporate Equalities Group in February 2021.

### **Data Protection Implications**

23. 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**

24. There are no direct financial implications arising from the content of this report.

### **Human Resources Implications**

25. The Human Resource implications are set out in the body of the report.

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

26. 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 in consultation with the recognised trade unions and the Disabled Employees Support Network.

## **RECOMMENDATIONS**

It is recommended that Members:

- 1) Approve the publication of the required gender pay gap information on the public website.
- 2) Agree to the identified ongoing actions and to receive an annual update on their impact towards closing the gender pay gap within the Council.

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

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

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

### **Constitutional Comments (KK 16/12/20)**

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

### **Financial Comments (SES 18/12/20)**

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

### **HR Comments (JP 23/12/20)**

29. The Human Resources implications are implicit in the body of the report.

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

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

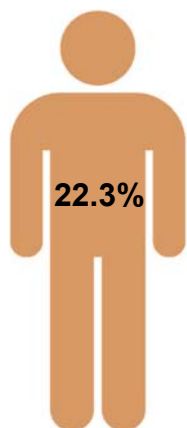
- None

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

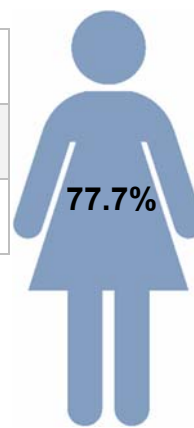
- All



## Appendix 1: Nottinghamshire County Council Gender Pay Gap – March 2020

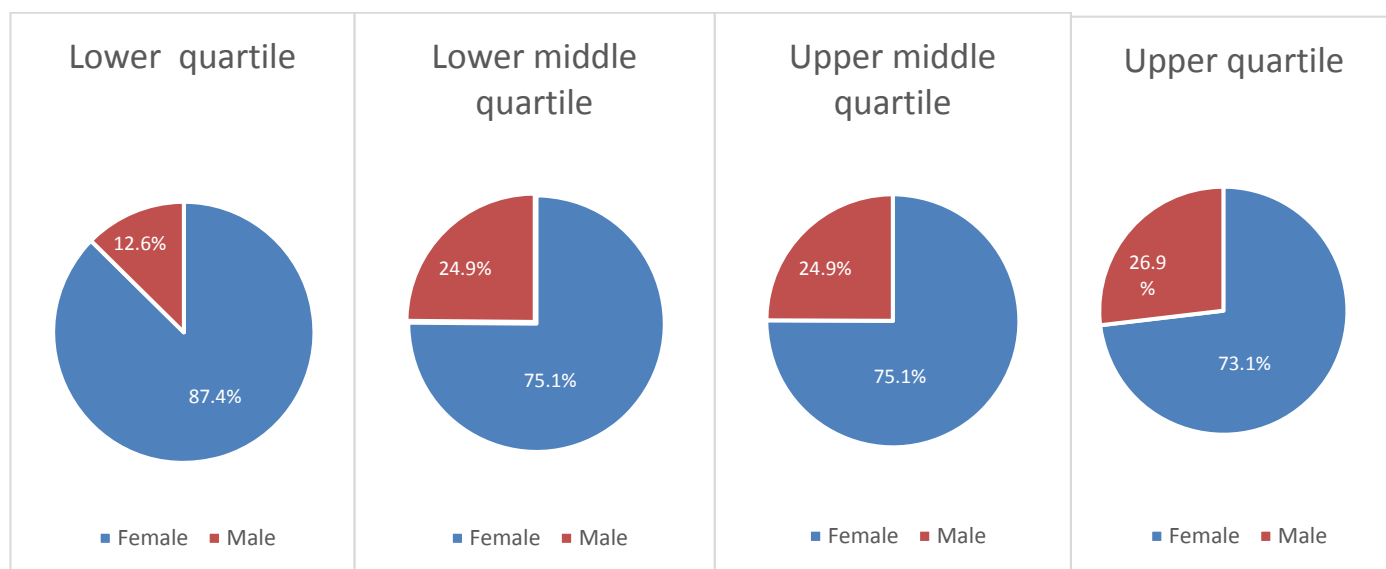


	Women's earnings are:
<b>Mean gender pay gap in hourly rate</b>	<b>8.4% lower</b>
<b>Median gender pay gap in hourly rate</b>	<b>20.1% lower</b>



GPG Equivalent Workforce  
Directly Employed Headcount in scope **7,428**

### By Pay Quartile





## GENDER PAY GAP – ACTION PLAN

Appendix 2

Priority Area	Action Required	Responsible Officer(s)	Date Required
Recruitment	Review existing e-learning module on Recruitment to consider any changes to raise awareness of potential gender bias in any part of the process from job design, advertising to how selection process is undertaken which may prevent any section of the population from applying for our roles. Consider delivering some targeted face to face sessions in service areas where the gender imbalance is particularly prominent	Gill Elder/Sarah Tinsley	Part completed  March 2021
	Undertake refresher training for all elected members involved in Senior Staffing Sub Committee, the responsible body for all appointments at Service Director level and above to ensure they remain aware of potential gender bias in senior officer recruitment	Marjorie Toward/ Keith Ford/ Gill Elder	Prior to any Senior Staffing Sub Committee
	Build a refreshed recruitment landing page highlighting all the commitments the Council has made in terms of equality standards and promoting our flexible working opportunities to encourage applications from women who are more often the primary carers for children and elderly relatives. Consider feedback from employee engagement events	Avneet Nahal/Sarah Stevenson/Gill Elder	April 2021
	Continue to develop a range of metrics which will provide detailed information on recruitment statistics including attraction, application, interview success and subsequent retention broken down by gender and benchmark with comparable organisations and professional bodies	BSC/HR	April 2021
	Demonstrate accessibility and inclusivity through our comprehensive range of activities around work experience, apprenticeships and graduate training schemes which underpin our aspiration to further close the gender pay gap whilst maintaining a system which values talent and ability and promotes on merit	Lyndsey Woolmore / Gill Elder	Ongoing

Career Development and Progression	Continue to build on the ongoing success of the Council's coaching network enabling all employees to access a trained, accredited coach. Currently over 70% of people accessing the coaching network are women and we will continue to monitor and target areas where there are limited requests coming forward	Lyndsey Woolmore	Ongoing throughout 2021
	Promote relevant content on My Learning, My Career to support and assist employees grow and develop their knowledge and skills in terms of future needs and aspirations particularly in respect of building confidence to compete for leadership/management roles	HR Business Partners and departmental workforce leads	Review April 2021 as part of EPDR cycle
	Monitor completion of EPDRs and undertake audits of development requirements with course availability and relevance of content in meeting needs specifically in relation to supporting the workforce to develop leadership skills and competencies. This includes monitoring the gender breakdown of attendees and ensuring there are no barriers to attendance at development events (location, timing, dates)	Learning & Development Officers	Annual in June
	Launch the next phase of the Leadership Development Programme which has modular elements to facilitate different levels of engagement from very specific content to wider learning leading to a more formal qualification. This approach enables greater engagement for employees, predominately women, to access the programme. Consider information coming out of CLT Q&A sessions and feed into the work of the Workforce Resilience and Recovery Group	Gill Elder/Lyndsey Woolmore	April 2021
	Continue to explore formal and informal learning opportunities to enable the Council to have a comprehensive learning and development offer which meets current and future needs and which can be delivered flexibly to ensure these opportunities are accessible	Workforce and Organisational Development Leads	Ongoing



	Create a working environment where people feel valued for what they do, the contribution they make every day, whether or not they wish to further develop their careers into management or more technically specialised positions. Ensure women returning to work after maternity leave or career break and those with other caring responsibilities are included in all development opportunities and develop a programme to utilise Keeping In Touch Days as part of wider career development	Crossover between Timewise Working Group and Workforce Development	Continuing
Flexible Working	Continue to work with Timewise to identify how to maximise the opportunities provided by flexible working arrangements as a means of attracting and retaining talent having determined whether all our roles can be determined as open to flexible working	Timewise Working Group	March 2021
	To expand understanding of flexible working beyond the physical environment and working patterns to include how jobs are designed and future outputs measured and where appropriate to create greater levels of self-determination around how and where work is carried out	HR/Job Analysts/ Workforce Resilience and Recovery Group	Ongoing
	Create further opportunities to enable people to work flexibly to incorporate family/caring responsibilities whilst maintaining productivity and performance	Timewise Working Group	Ongoing
Miscellaneous	Continue to work with Trade Union colleagues and the Corporate Equalities Group to identify additional actions which may assist the Council close its gender pay gap within the parameters outlined within the January 2021 Personnel Committee Report	Gill Elder	Ongoing to December 2021
	Ensure there is a clear distinction and understanding between equal pay through the continuing robust application of job evaluation so work of equal value is consistently and fairly rewarded as opposed to reducing the gender pay gap which is about representation at various levels of the workforce. Discuss the results at departmental level with relevant Senior Leadership teams to share proposed actions	Gill Elder	February/March 2021



**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****WORK PLACEMENTS AND JOB OPPORTUNITIES FOR YOUNG PEOPLE –  
KICKSTART PROGRAMME AND GRADUATE TRAINEE SCHEME****Purpose of the Report**

1. To inform elected members of the details of the Government's Kickstart Programme and to seek approval as to how the Council can utilise this funding to develop employment opportunities for younger people.
2. To provide elected members with the opportunity to meet with some of the Graduate Trainees as requested at November's Personnel Committee.

**Information**

3. This report covers two aspects of the Council's approach to providing employment opportunities for younger people: the new Kickstart Programme, the other our developing in-house graduate trainee programme which is now in its third year.
4. As part of the Financial Statement on 8 July 2020, the Chancellor announced the intention to provide funding to employers to create six-month job placements for young people aged 16-24 years, who are claiming Universal Credit and who are at risk of long-term unemployment. The aim of the scheme is to help get them into the job market.
5. Figures from the Department of Work and Pensions (DWP) show that the number of 16 – 24 year olds claiming Universal Credit in Nottinghamshire has increased significantly in the last 12 months:

<b>1<sup>st</sup> September 2019</b>	<b>3491</b>
<b>1<sup>st</sup> September 2020</b>	<b>9757</b>

6. The Kickstart Scheme is about creating new jobs of any defined role but should not replace any existing or planned vacancies or cause existing employees or contractors to lose or reduce their employment. The jobs should not require people to undertake extensive training prior to starting and should be able to demonstrate a clear employability benefit to the young person.
7. The funding from the Government will cover 100% of the relevant Age Related Minimum Wage for 25 hours per week, plus the associated employer National Insurance contributions and

employer minimum automatic enrolment pension contributions. There is also £1,500 per job placement for set up costs and to support the young person to develop their employability skills.

8. In order for the placements to be successful, the young person should be able to access appropriate training and support within the role to best enable them to gain employment at the end of their placement. Initial discussions with local training providers indicate that there are existing funding streams in place to support additional training under a partnership arrangement that will ensure those young people on a placement with the Council can access the following training where appropriate:
  - Employability skills and careers advice (funded through the £1,500 grant)
  - Functional Skills – English, Maths and IT to level 2 (GCSE)
  - Industry related training – eg NVQ/diploma.
9. Ideally at the end of the six-month placement, the young person will be able to progress into an apprenticeship or a job role with the employer, although there is no requirement to guarantee this.
10. For organisations applying for Kickstart funding, there is a requirement that they offer a minimum of 30 job placements. For organisations not able to offer the minimum number of placements, a scheme has been set up for organisations to act as a Gateway Organisation and represent other employers who want to get involved. There is an additional payment available to Gateway Organisations of £300 per placement to support with the associated administration costs. Employers can spread the start dates of the job placements up until the end of December 2021.
11. Once an organisation has registered for the scheme, the DWP require job descriptions and details of the application process and will refer applicants to the vacancies through Job Centre Work Coaches. This process ensures that candidates meet the eligibility criteria, are a good fit for the placement and are ready for work.
12. The new scheme provides a further opportunity for the Council to extend its offer of employment opportunities to younger people and add to the existing provisions of work experience, graduate traineeships, supported internships and apprenticeships.
13. Members will already be aware that an important element of providing employment opportunities for younger people has been the introduction of the Council's in-house Graduate Development Programme (GDP). At November 2020 Personnel Committee, Members were updated on the progress of the current graduate trainees including the recent recruitment of new trainees to the GDP due to start in mid-January 2021.
14. Members expressed an interest in meeting representatives from each of the three cohorts, to hear first hand about their experiences of being a trainee on the GDP and how the scheme provides appropriate development and career opportunities. We are pleased to confirm that representatives from each of the cohorts are present at this Committee to talk about their experiences and to answer Members' questions.
  - Graduate Trainee presentation and Q&A session.

## **Other Options Considered**

15. With regard to the Kickstart Programme, there are a number of options to consider:

- Should the Council create 30 or more placements and register directly with DWP
- Create less than 30 placements and register with a Gateway Organisation
- Register as a Gateway Organisation and act on behalf of other employers
- Not offer the Kickstart Scheme within the Council.

### **Register as a Gateway Organisation and act on behalf of other employers**

16. This is the recommended option and would enable the Council to take a leadership role across Nottinghamshire in creating new opportunities for young people and would sit with the wider agenda of supporting local business to increase the number of jobs within the economy.

17. There are requirements in place for organisations wanting to become Gateway Organisation that include:

- Experience of managing partnership arrangements with third parties
  - Robust financial and governance processes to manage applications
- The DWP will perform due diligence checks prior to approving any application the Council makes.

18. If this option is selected, consideration needs to be given to the resources required to undertake the function effectively and identify where responsibility and capacity for this most appropriately sits. A number of Gateway Organisations are utilising the additional £300 payment per placement to fund an administrator for the scheme.

### **Create over 30 placements and register directly with DWP**

19. There is interest across the authority in the Kickstart Scheme with teams in all departments keen to offer placements. Initial figures suggest that the required 30 placements would be achievable.

20. Consideration needs to be given to the current capacity of existing staff and the amount of work required to liaise with managers across all departments to identify the opportunities, develop job descriptions, liaise with DWP, conduct recruitment activities, ensure the package of support is suitable for the role and the individual and liaise with local training providers.

### **Create less than 30 placements and register with a Gateway Organisation**

21. There are a number of Gateway Organisations registered locally that include:

- East Midlands Chamber which already has over 400 companies registered with them
- East Midlands Council who offered to act for a number of Local Authorities
- Nottingham City Council.

22. The level of support that Gateway Organisations offer varies widely, with some acting solely to register placements and others offer dedicated staff to support the recruitment and referral process. Careful consideration needs to be given to what level of support may be required if this is the option chosen. Initial exploratory discussions would favour registering with East Midlands Chamber as they offer the most comprehensive package of support to employers.

## **Not to offer the Kickstart Scheme within the Council**

23. It remains open to the Council not to develop the Kickstart Programme for delivery within the authority but this would appear to be a missed opportunity to take a lead in providing employment opportunities for young people at a time where unemployment within this cohort is likely to increase in the coming months.

## **Reasons for Recommendations**

24. The development of a Kickstart Programme within the Council fits with Nottinghamshire's wider Economic Development strategy and supports the Government initiative to create employment opportunities for young people. There is a recognised lack of young people currently employed by the Council and the development of this scheme will potentially encourage young people to consider a career in local authority.
25. The challenges of finding work are likely to increase and are known to be particularly acute for young people aged 16 to 25 as evidenced by the numbers claiming universal credit which has increased by over 6000 in the last 12 months. This situation is likely to be exacerbated by increasing numbers of people facing redundancy from the industries and services most impacted by the Covid-19 pandemic. In developing the Kickstart Programme, the Council seeks to support its younger residents develop work experience and entry level employment on which to build successful future careers.

## **Statutory and Policy Implications**

26. 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**

27. 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 or local businesses.

## **Financial Implications**

28. Funding received from the Government will cover all associated costs of the Kickstart Scheme and there appears to be little risk to the authority in supporting the Kickstart Programme.

## **Human Resources Implications**

29. The Kickstart Programme will offer opportunities to diversify the Council's workforce age profile and will encourage younger people into employment with the Local Authority.

## **Public Sector Equality Duty Implications**

30. The proposals in this report seek to meet the Council's existing commitment to maintain and develop a diverse and engaged workforce, where possible exceeding the minimum statutory requirements of the Equality Act 2010. The recommendation to develop the Kickstart Programme to unemployed, under-represented and vulnerable groups of young people in Nottinghamshire supports the Council's aspirations to be an "employer of choice" as well as assisting in meeting any statutory obligations.

## **RECOMMENDATIONS**

It is recommended that:

- 1) Elected Members agree to the Workforce and Organisational Development team developing a Kickstart Programme for delivery across the Council.
- 2) Elected Members agree to Nottinghamshire County Council becoming a registered Gateway Organisation for other local employers.
- 3) Agree to receive an update report on the Kickstart Scheme in six months' time and that this update be added to the Work Programme.

**Marjorie Toward**

**Service Director, Customers, Governance and Employees  
Chief Executives Department**

**For any enquiries about this report please contact:** Lyndsey Woolmore, Acting HR, Workforce and Organisational Development Senior Business Partner, Tel. 01159932720 or email [Lyndsey.woolmore@nottscc.gov.uk](mailto:Lyndsey.woolmore@nottscc.gov.uk)

### **Constitutional Comments (KK 16/12/20)**

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

### **Financial Comments (SES 18/12/20)**

32. There are no specific financial implications arising directly from this report. Funding received from the Government will cover all associated costs of the Kickstart Scheme and there appears to be little risk to the authority in supporting the Kickstart Programme.

### **HR Comments (JP 23/12/20)**

33. Details of the programme and Gateway status in respect of HR implications are within the body of the report.

## **Background Papers and Published Documents**

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

- None

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

- All



**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****UPDATE ON REVIEW OF FLEXIBLE WORKING****Purpose of the Report**

1. To provide Members with a further update on the review of flexible working arrangements for Council employees and to confirm the Council's accreditation as a Timewise employer.

**Information**

2. A report was presented to Personnel Committee on 23 May 2018 providing members with information on the negotiations on a revised package of terms and conditions for the Council's directly employed workforce. The package was subsequently agreed and implemented from 1 April 2019. The report specifically mentioned work being undertaken with Timewise, an award-winning social business providing consultancy services to help identify, encourage adoption of and share best practice on flexible working. A further report was presented in October 2018 to provide an update on the work which was ongoing with managers and the recognised trade unions.
3. Employees were advised that the work around flexible working would continue and there was an opportunity to comment in a series of employee workshops led by the Chief Executive. Employees unable to attend the workshops were provided the opportunity to email their comments, ideas and feedback to a confidential email address and this information was added to that already gathered from the sessions and other subsequent engagement activities which have taken place.
4. Following on from an initial scoping meeting with managers, the trades unions and Timewise, there have been ongoing discussions with Timewise about the Council's existing flexible working provisions and an action plan was developed to focus on the areas requiring further development. This has enabled the Council to become part of the growing network of local authorities taking a leadership role on flexible and agile working which continues to ensure that the Council has the workforce it needs now and for the future.
5. The very positive discussions with Timewise, managers and trades union colleagues began to look at different approaches and best practice as we worked towards becoming a Timewise accredited employer. It is recognised that working flexibly is something many colleagues value and that it can also benefit the Council and people for whom we provide services.

6. This Council is committed to the principles of working flexibly where service needs allow. We have made significant investment in new technologies to enable and facilitate more flexible ways of working where this is an option. In seeking to review the Council's overall approach to flexible working, we will ensure that we make the best use of the available opportunities to support service delivery.
7. The Covid pandemic which required many employees to work differently has provided fresh impetus to the work which was being developed over time. The transfer for many employees to working remotely during the first lockdown created opportunities and challenges for both the physical environment and how work is delivered.
8. Members may recall the report to November 2020 Committee on the Workforce Resilience and Recovery Strategy and Action Plan which was unanimously approved. The action plan has a specific strand on smarter working which will further embed the principles of flexible working across the Council's workforce.
9. The feedback from the employee workshops proved invaluable in shaping the ongoing work around flexible working with Timewise. Clearly many colleagues value the opportunities it presents but in some places there is an issue around what working flexibly actually means. For some areas it is viewed simply as a way to alter start and finish times of work. However, there are many more applications providing a much greater range of options for services to consider from revised working patterns, remote working, compressed hours to more fundamentally how jobs are designed to reflect the different ways some parts of our workforce can now operate.
10. An employee survey returned at the beginning of June clearly highlighted the many positives employees experienced from the ability to work more flexibly. However, as we know, the pandemic has also highlighted issues of isolation, a concern over the loss of team working and personal safety which will continue to be addressed as part of the ongoing work. This work on flexible working supports our ambition to be an Employer of Choice and better places us in the race for talent.
11. Having undertaken the initial scoping work with Timewise and provided them with copies of our existing flexible working provisions, we have developed and submitted our improvement plan (Appendix 1). I am pleased to report we have received formal notification on 11 December 2020 of our accreditation as a Timewise employer (Appendix 2).

### **Other Options Considered**

12. Timewise is the recognised sector leader in developing innovative solutions around flexible working and therefore the Council wanted to align itself with their accreditation process to demonstrate ongoing commitment to meet the expectations of our workforce as a modern public services employer.

## **Reasons for Recommendations**

13. Members have been greatly interested in the well-being of the Council's workforce and seek to understand the reasons for employee absence and how we can remain an employer of choice in a very competitive job market. Understanding what perspective and existing employees want in terms of flexible working is critical to ensure we have a workforce which can transform and deliver the services required by the residents of Nottinghamshire. Employees have clearly stated how much they value the ability to work flexibly where service needs allow.

## **Statutory and Policy Implications**

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

## **Data Protection and Information Governance**

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

## **Financial Implications**

16. The Council has paid the Timewise fee of £4,000. It is considered value for money to use their nationally gained expertise to support the Council as it continues to develop its flexible working arrangements. This will be an annual charge which can be met from existing service budgets and will enable the Council to continue to access workshops and development tools which will assist in developing our approach and maintaining our accreditation.

## **Human Resources Implications**

17. The work to develop the Council's flexible working solutions is a shared responsibility between Human Resources and the Smarter Working work strand involving representatives from across all departments, and the Workforce Resilience and Recovery Group, chaired by the Service Director Customers, Governance and Employees. Gathering information from employees, managers and the recognised trades unions continues through various engagement routes including the Q&A sessions with the Chief Executive and Corporate Leadership Team and in the existing consultation and negotiating panels. The recognised trade unions have been supportive of the work undertaken to maximise the benefits of flexible working for our employees wherever possible.

## **Smarter Working Implications**

18. The opportunities to maximise the benefits of flexible working rely on the existing principles of smarter working but extend beyond the physical environment and address more fundamental issues such as how jobs are designed to reflect a more transformational approach.

## **RECOMMENDATIONS**

It is recommended that:

- 1) Members recognise the achievement of securing accreditation as a Timewise employer.
- 2) Members agree to the continuing work to further explore how the Council can maximise the positive outcomes provided by flexible working opportunities.
- 3) Members agree to the outcome of the Timewise accreditation submission being appropriately communicated to our existing workforce and utilise the Timewise emblem in future recruitment advertisements.

**Marjorie Toward**

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

**Chief Executive's Department**

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

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

### **Constitutional Comments (KK 16/12/20)**

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

### **Financial Comments (SES 18/12/2020)**

20. The financial implications are set out in paragraph 16 of the report. The Council has paid the Timewise fee of £4,000. It is considered value for money to use their nationally gained expertise to support the Council as it continues to develop its flexible working arrangements. This will be an annual charge which can be met from existing service budgets and will enable the Council to continue to access workshops and development tools which will assist in developing our approach and maintaining our accreditation.

### **HR Comments (JP 23/12/20)**

21. The human resources implications are implicit in the body of the report and will be the platform for wider employee engagement with the Corporate Leadership Team, departmental leadership teams, directly with the wider workforce and their nominated 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.

- None

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

- All



Appendix 1



**timewise**  
TALENT THROUGH FLEXIBILITY

# **TIMewise IMPROVEMENT PLAN TEMPLATE**

# TIMEWISE - IMPROVEMENT PLAN TEMPLATE



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This template provides space to explain your flexible working aspirations and your plans for improvement, against each of the five workstreams that make up the Timewise Flexibility Framework:

- Leadership
- Flexible working
- Flexible hiring
- Flexible progression
- Flexible advocacy

We recommend your improvement plan comprises of SMART objectives (Specific, Measurable, Attainable, Relevant, Time-bound) and demonstrates a clear sense of what outcomes and impact the council is seeking to achieve, whether internally or externally.

Please feel free to attach any further documents to support and evidence your submission.

Completed submissions should be sent to:

[Melissa.Buntine@timewise.co.uk](mailto:Melissa.Buntine@timewise.co.uk)

Submissions are usually assessed in 5-10 working days.

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# TIMewise - IMPROVEMENT PLAN TEMPLATE



## 1. Your aspirations

Please use this section to briefly summarise:

- Why you are seeking Timewise Accredited status
- How this fits with your broader workforce objectives?
- The impact you hope to achieve through better use of flexible working among your workforce and in the local labour market

Nottinghamshire County Council is seeking Timewise accreditation as one of the key aims within our People Strategy is to become an Employer of Choice. The organisation considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this Council a success and who in return feel invested in by the Council as their chosen employer.

In the light of the Covid pandemic the council has developed a Workforce Recovery & Resilience Action Plan which sits within the context of cross-cutting, transformation, an increasingly challenging financial position and ongoing Covid situation requiring us to work differently and more efficiently and the political dynamic in the run-up to the election in May 2021 and beyond. It recognises that the Council's workforce is its most valuable asset and this position has been reinforced by the contributions of so many during the Covid outbreak. Their safety and that of service users continues to be of primary importance. It also recognises that some people have continued to work with little change since the pandemic outbreak whilst for others the changes have been radical.

The Adult Social Care, Improvement and Change Portfolio details our intention to review our employment offer and to scope outwork required from a Social Care and Public Health perspective to improve access to employment for disabled people /people with long term health conditions, supporting them to be economically active in their local communities. One in three adults in the working age population have a long-term health condition. The implementation of flexible working practices will assist the authority in achieving this by presenting employment opportunities for people who may require flexibility in their employment due to a disability or long-term health condition.

# TIMewise - IMPROVEMENT PLAN TEMPLATE



Personnel Committee has agreed to further work being undertaken to fully understand the links between flexible working and attendance so we can utilise this information to improve sickness absence overall. Alongside further examination of the positive benefits of flexible working on absence generally and how it can enhance the existing package of support for employees.

It is part of the Council's strategy to reduce the amount of office space by introducing mobile technology solutions and more flexible ways of working to obtain value for money and supports a workforce able to work flexibly, where and when it best suits them, their customers and service users. Driving change and transformation to support the creation of a modern and efficient Council.

The Council wants to further develop and build on the work already achieved in offering Part-time/flexible Apprenticeships to continue to make them accessible to people with caring responsibilities, disabilities or long-term health conditions which would prevent them from undertaking a full-time role.

Caring responsibilities impact on work and family life, one in seven workers in the UK are juggling work and care. Flexible working approaches will help retain existing employees who have caring responsibilities and provide meaningful employment opportunities for potential candidates with caring responsibilities therefore enhancing our recruitment and retention package.

The Council's workforce overall is an aging workforce, with over 58.6% of it currently being aged 46 or over. The workforce in the UK in general is ageing, with one in five workers not expecting to retire until they are over seventy. Flexible working and job design are needed to enable people to remain active and productive in the workforce later in life. A successful flexible retirement package and flexible working options will be key to facilitating this.

The connection between health and employment are strong therefore it is important to develop our work places to be settings that facilitate good health and wellbeing. Effective job design and flexible working options can help to create jobs that actively support and nurture health and wellbeing and therefore have a positive effect on attendance management.

One of the key ambitions within the Council's People Strategy is "to recruit the right people with the right knowledge, skills and experience working in the most efficient and effective way to ensure value for money and access to high quality services for local people; support their communities and encourage business and visitors into the County". To achieve this, we aim to present an attractive proposition to future candidates and continue to explore ways of doing things differently.

# TIMewise - IMPROVEMENT PLAN TEMPLATE



With a national shortage of qualified Social Workers means that it's a highly competitive recruitment market. If NCC can offer an attractive flexible working package, in addition to other initiatives it is hoped that recruitment within in this sector can be more effective and reduce agency costs.

## 2. Leadership

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*

Fewer part- time/flexible workers at a senior level although the recent pandemic has forced many employees within the authority to work remotely. This has resulted in some senior leaders and members sharing their experiences of working remotely which has provided some roles models amongst senior leadership teams.

With the sudden shift to remote working for some Managers it has been identified that there is a requirement to upskill and develop managers to enable them to manage a remote/flexible workforce effectively.

Self-rostering already established within some of our Children Residential settings need to explore if and how this could be facilitated in other front- line services.

Full endorsement by Senior Leaders and Members.

Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*

More role models demonstrating the different flexible working options not just remote working and to use various communication channels such as videos on internal intranet, Team Talk and case studies of how it can work effectively to be used within training material.

# TIMewise - IMPROVEMENT PLAN TEMPLATE



Managers are equipped and trained in managing a remote/flexible workforce and understand that it is a tool which can be used to enable their services to deliver its goals effectively.

Create a culture where managers are open to talking to staff about working flexibly regularly.

Build on work and activities underway before pandemic e.g. strength-based approaches, leadership development, coaching, flexible working (Timewise+), good employer/employer of choice.

Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*

Endorsement of this action plan from Personnel Committee and Senior Leaders. (January 2021)

To identify senior leaders that can role model flexible working and job design. (January – April 2021)

Case studies of senior role models to be communicated to all staff (January to April 2021)

Monitor and record flexible working requests and report to Personnel Committee and senior leaders on the progress made. Collection of Data to commence April 2021.

Ensure our learning and development offer in respect of recruitment & selection training incorporates flexible working and job design. (September 2021)

Develop or incorporate into existing training how to manage a flexible/remote workforce. (September 2021)

Senior leaders to maintain flexible working on the agenda and key aspect of the Council's People Strategy. (Ongoing)

Continue to engage with Partners at Timewise to monitor and progress action plan and source the latest initiatives and management materials (Ongoing basis)

# TIMewise - IMPROVEMENT PLAN TEMPLATE



## 3. Flexible working

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*

One of the key finding from our flexible working audit is that the 48% of the workforce are working under a flexible working agreement. Although 49% of the workforce earn under £20,000, 40% of which are part time.

Only 8% earning under £20,000 work flexibly (2% remotely) compared to 15% of the workforce that earn £30,000 - £40,000 (15% remotely)

The organisation does not currently centrally log flexible working requests therefore we do not have any data regarding the number of successful requests or why requests might be declined. HR are therefore unable to identify any areas where managers may need some additional guidance or support. Also make the application process electronic will facilitate collection of data.

The authority has a variety of flexible working initiatives and policies which provide good coverage and a positive and helpful message throughout. However, it would be easier for managers to be able to locate all the relevant policies, initiatives and links to relevant training within one place on the Managers Resource Centre.

Current Flexible working policy highlights the different flexible options available and asks the employee to consider the impact of their proposed new working pattern on the service and colleagues. Employee must have completed 26 weeks continuous services with the authority before being able to make an application and only one application can be made within a 12-month period and will usually result in a permanent change to the employee's terms and conditions of employment.

The Authorities Flexitime scheme highlights the business case for flexible working and also the benefits for the employee.

A Flexible retirement option is available for employees to facilitate their transition from working life to retirement. This helps the authority to develop a balanced age profile within the workforce by retaining older workers and keeping their skills, knowledge and expertise within the workplace.

# TIMewise - IMPROVEMENT PLAN TEMPLATE



Self-rostering already established within some of our Children Residential settings need to explore if and how this could be facilitated in other front-line services.

Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*

Increased number of flexible working requests accepted resulting in a reduction in appeals and facilitate staff retention. (June 2021)

Increased flexible working within frontline services. (December 2021)

Managers consider flexible working options at all stages of the employment cycle from Job Design, recruitment and throughout employment. (April 2021)

Utilise more effectively exit data and employee survey information to inform how flexible working is impacting on our recruitment and retention strategies. (October 2021)

Flexible retirement continues to be utilised to retain experienced employees. (Ongoing)

Develop a centralised electronic flexible working application process so that data can be recorded to enable evaluation and monitoring of the process. (July 2021)

Create a culture where managers initiate the conversation about flexible working and not just wait for requests. (Ongoing)

To be able to understand the links between flexible working and attendance. (December 2021)

All Flexible working options and initiatives are stored in a central location. (December 2021)

Capture what do we want to retain in terms of good learning and positives from how people worked and responded during the first phase of the emergency and build from here – harness positivity, engagement and retain momentum to move forward with pace whilst guarding against the opportunity to slip back into previous ways of working. (June 2021)

# TIMewise - IMPROVEMENT PLAN TEMPLATE



Establish hybrid workspaces blending physical and virtual office space. (Throughout 2021)

Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*

To review the Exit Interview pro-forma to include questions about flexible working to be able to identify if this is a factor in retention. (October 2021)

Further work to be undertaken to fully understand the links between flexible working and attendance so we can utilise this information to improve sickness absence overall. Alongside further examination of the positive benefits of flexible working on absence generally and how it can enhance the existing package of support for employees. (December 2021)

Promote flexible working and various options within the Frontline Services and undertake a series of workshops where learning and experiences can be shared and to explore how flexible working can be developed and utilised as a successful management tool. (December 2021)

Co-locate all flexible working policies and material's on intranet. (July 2021)

Make a public statement on our recruitment portal "landing pages" pages about how the authority supports flexible working. (April 2021)

Develop a centralised electronic flexible working application process with IT colleagues so that data can be recorded to enable the evaluation and monitoring of process. (April 2021)

Collaborate with colleagues in our Workforce and Organisational Development Team to identify appropriate training material to provide managers with the skills and confidence to initiate flexible working discussions, Job design, flexible recruitment and effectively manage and lead remote workers. (April 2021)

Continue to engage and inform the "Smarter Way's of working programme" to strengthen the link between flexible working and agile working so that the workforce is equipped to embrace flexible working initiatives and managers act as advocates to encourage employees to embrace change. (Ongoing)

# TIMewise - IMPROVEMENT PLAN TEMPLATE



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Analyse findings of departmental specific survey(s) undertaken alongside the Corporate Survey in June 2020 to identify things which staff value the most to embed in our culture moving forward. Use this analysis to identify key actions around flexible working. (October 2020)

Promote trust in employees through the revised smarter working vision and expanded flexible working provision with less emphasis on traditional job descriptions and when/ where work is undertaken and greater focus on achieving targets and goals. (October 2020)

Monitor the partial reoccupation of Council buildings to evaluate the success and to draw any learning from the work undertaken to date. (Ongoing)

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# TIMewise - IMPROVEMENT PLAN TEMPLATE



## 4. Flexible hiring

Where are you now? <i>(Your self-assessment including key findings from the Flexibility Audit)</i>
<p>Lack of flexible working within job design.</p> <p>704 vacancies were advertised externally and 464 advertised externally, 291 were advertised with explicit reference to flexible working options, externally. This has resulted in an inconsistent message regarding flexible working within job adverts.</p> <p>No recording of the number of appointments made with flexible working agreed at point of hire.</p> <p>Lack of detailed information about flexible working within Onboarding activities and recruitment.</p>
Where you would like to be? <i>(Your ambition for improvement in the medium-term (2-3 years))</i>
<p>Managers are enabled and skilled to be able to undertake flexible job design and recruitment.</p> <p>Recruitment portal “landing pages” advertise that NCC posts will be open to flexible working and promote we are a flexible employer.</p> <p>Record better data regarding flexible hiring to enable to organisation to measures its success and identify areas for improvement ensure that we are attracting the right people for the right jobs.</p>
Your key actions <i>(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)</i>
<p>Review Vacancy Control form to include questions about whether the role is available for flexible working (April 2021)</p> <p>Utilise the Timewise job board for flexible roles. (January 2021 and onwards)</p> <p>Develop recruitment and selection training to include flexible working discussions and job design. (April 2021)</p> <p>Work with Recruitment and Advertising team to ensure we are capturing the right data about flexible hiring. (July 2021)</p>

# TIMewise - IMPROVEMENT PLAN TEMPLATE



## 5. Flexible progression

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*

Following the pandemic most senior leaders have been working remotely and been an advocate for change by embracing technology. Their experiences have been shared with the organisation via video messages and remote meeting from the Chief Executive downwards.

Limited number of part-time role models at senior level (Band F and above)

Unable to monitor flexible working requests and outcomes at any level within the organisation as this information is not recorded centrally.

Unable to assess data as to whether Flexible working is a factor in people's decision to leave the organisation as we don't collect this information from our exit interviews.

Currently support and provide a number of part-time/flexible working Apprenticeships. In the main these are currently provided to existing internal candidates as part of their development. Also have a number of relief/part-time workers within our Adult Social Care Department undertaking Apprenticeships.

Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*

To be able to collate and review data regarding flexible working requests so we can monitor flexible working arrangements at all levels within the organisation to be able to identify any role models or areas for improvement.

To be able to provide Part-time/Flexible working Apprenticeships to more external candidates to make them more accessible to people with caring responsibilities, disabilities or long-term health conditions which would prevent them from undertaking a full-time role.

# TIMewise - IMPROVEMENT PLAN TEMPLATE



Managers undertake regular flexible working dialogue within their teams.

To be able to promote role models and case studies where progression has taken place whilst working flexibly within our flexible working pages on the intranet and in Team Talk

Managers are informed of how flexible working can be used as an effective tool to attract the best candidates, retain experienced employees and more effectively deliver services particularly in hard to recruit areas such as Social Care, to help reduce costs spent on Agency fees

*Your key actions (including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*

Develop a centralised electronic flexible working application process with IT colleagues so that data can be recorded to enable the evaluation and monitoring of the process. (April 2021)

To work with appointing officers and training providers to be able to provide Part-time/Flexible Apprenticeships to more external candidates. Communication of the options and benefits to appointing officers about Part-Time/Flexible Apprenticeships and work with training providers to be able extend the duration of the programme to make these options viable. (March 2022)

To establish mechanisms for regular flexible working dialogue via Team Talk, Team Meetings, and Employee Performance Development Reviews. (July 2021)

Produce role model cases studies where progression has taken place whilst working flexibly. Promote via Team Talk, Intranet pages and our My Learning My Career platform. (October 2021)

Collaborate with Senior Leadership Teams to develop Workshops with managers to look at how flexible working can be used as an effective tool within their service areas to attract the best candidates, retain experienced employees and more effectively deliver services. (Throughout 2021)

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## 6. Flexible advocacy

Where are you now? *(Your self-assessment including key findings from the Flexibility Audit)*

Attended Timewise workshops and seminars

Smarter Working Programme which aims to enable teams to work comfortably as well as productively through better use of technologies. Reducing travel time and saving costs by using on line meetings and conferencing.

A positive working relationship with our Trade Union who are supportive of the work we are undertaking with Timewise.

Have the support of Senior Leaders and Members to achieve our Timewise Accreditation and continue to develop and grow flexible working within the organisation.

Where you would like to be? *(Your ambition for improvement in the medium-term (2-3 years))*

To be known as an “Employer of choice” that considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this Council a success and who in return feel invested in by the Council as their chosen employer. (January 2022)

To be able to promote positive examples of flexible working on our external Internet and recruitment portal “landing pages”. (April 2021)

Undertake employee and manager engagement workshops to maintain flexible workings positive profile and how it can be used as an effective business tool. (To be arranged to take place throughout 2021)

To work with external partners, contractors and preferred supply agency to promote flexible working initiatives and values. (Continually)

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To be able to regularly share learning with other organisations and Local Authorities.

Your key actions *(including actions that have been taken in preparation for this submission as well as planned activities planned for the future)*

To promote through our external communication networks and channels, in particular our internet page and recruitment Onboarding pages our aspiration to be an Employer of choice that considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this Council a success and who in return feel invested in by the Council as their chosen employer. (January 2022)

To promote positive examples of flexible working on our external internet and recruitment portal “landing pages”. (April 2021)

Arrange virtual employee and manager engagement workshops to maintain flexible workings positive profile and how it can be used as an effective business tool. Focus on their particular service to troubleshoot any perceived or actual barriers to service delivery that flexible working may present. (To be arranged to take place throughout 2021)

Establish appropriate mechanisms to promote flexible working initiative and values with our contractors and preferred supply agency. (Throughout 2021)

Establish forums to share learning with other organisations and Local Authorities. This can be achieved via the Five Counties network, Local Government Association, and other network forums.

Use outputs from Timewise workshop on 8<sup>th</sup> July 2020 to develop a further range of actions to embed a new model of flexible working into the organisation. (October 2020)

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## 7. Your summary action plan

Work stream	Main activities	Expected outcome	Success indicators
Leadership	Endorsement of this action plan from Personnel Committee (January 2021) (Gill Elder, Head of HR)	Full endorsement by Members of Personnel Committee	Personnel Committee are aware and supportive of the work being undertaken by the Council in fulfilling its ambitions detailed within this improvement plan
	Identify senior leaders that can role model flexible working and job design, then produce case studies to be communicated to all staff (January to April 2021, Michelle Richardson, HR Business Partner – Senior Practitioner)	Senior leaders role model flexible working and job design and promote this via Team Talk, intranet and recruitment Onboarding and internet pages	More senior leaders beginning to work flexibly and promoting this within the organisation
	Monitor and record flexible working requests and report to Personnel Committee and senior leaders. Collection of Data to commence (April 2021 Michelle Richardson, HRBP -Senior Practitioner)	A method of recording all flexible working requests established to enable regular monitoring of progress and feedback to Personnel Committee	To be able to collate data regarding flexible working requests
	Ensure our learning and development offer in respect of recruitment & selection training	Managers are aware and have the appropriate skills to incorporate	Job Design and flexible working are established at the early stage of the

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<b>Leadership</b>	incorporates flexible working and job design. (September 2021, Lyndsey Woolmore, Senior Business Partner, Workforce & Organisational Development)	flexible working and job design when advertising vacancies.	recruitment process for most vacancies.
	Develop or incorporate into existing training, how to manage a flexible/remote workforce. (September 2021 Lyndsey Woolmore, Senior Business Partner, Workforce & Organisational Development)	Managers have the skills and confidence to effectively manage and support a flexible/remote workforce.	More flexible working application approved as managers have the skills and confidence to able to support an employee to work flexibly or remotely.
	Senior leaders to maintain flexible working on the agenda and key aspect of the Council's People Strategy. (Ongoing, Gill Elder, Head of HR)	Flexible Working is a key feature of the Councils People Strategy.	Flexible Working remains a feature of the Councils People Strategy and is endorsed by senior leaders
	Continue to engage with Partners at Timewise to monitor progress of action plan and source the latest initiatives and management materials. (Ongoing, Gill Elder, Head of HR.)	Build on existing relationship with Timewise to facilitate the development and growth of the improvement plan	Actions within improvement plan are completed

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<b>Flexible working</b>	<p>Undertake actions detailed within the Workforce Recovery &amp; Resilience Action Plan requiring us to work differently and more efficiently. (Workforce Recovery Group. September 2020 – May 2021)</p> <p>To review the Exit Interview pro-forma to include questions about flexible working to be able to identify if this is a factor in retention. (June 2021, Michelle Richardson, HR Business Partner – Senior Practitioner)</p> <p>Further work to be undertaken to fully understand the links between flexible working and attendance. (December 2021, Gill Elder, Head of HR)</p>	<p>Create and foster an inclusive flexible working environment where the differing needs of colleagues are recognised and respected alongside service needs.</p> <p>Data is available from Exit Interviews to be able to assess if flexible working is a factor in people's decision to leave the organisation</p> <p>Utilise this information to improve sickness absence overall. Alongside further examination of the positive benefits of flexible working on absence generally and how it can enhance the existing package of support for employees</p>	<p>Flexible working is embedded into the organisations working culture</p> <p>Increased awareness about whether flexible working is a factor in people's decision to leave the organisation and allow for action to be taken to address this and increase retention</p> <p>Flexible working is utilised as a tool to help reduce sickness absence and enhance existing packages of support for employees</p>



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	<p>Promote flexible working within frontline services and undertake a series of workshops where learning and experiences can be shared with the managers of these services to explore how flexible working can be developed and utilised as a successful management tool. (Complete by 2021, Michelle Richardson, HRBP – Senior Practitioner)</p> <p>Co-locate all flexible working policies and material's in central location on intranet. (July 2021, Michelle Richardson, HRBP – Senior Practitioner)</p> <p>Make a public statement on our recruitment portal "landing pages" about how the authority supports flexible working. (April 2021, Michelle Richardson, HR Business Partner – Senior Practitioner)</p> <p>Develop a centralised electronic flexible working application process</p>	<p>Workshops with managers of frontline services undertaken</p> <p>All flexible working material is co-located in the same place on the intranet</p> <p>A statement is published on our recruitment portal "landing pages" about how the authority supports flexible working therefore, attracting more candidates of a higher quality</p> <p>Data can be recorded regarding the volume and outcomes of flexible working requests.</p>	<p>Workshops attended and number of flexible working requests approved are increased within frontline services</p> <p>Managers are able to easily locate all flexible working material and have a greater awareness of the options and procedures.</p> <p>Attract more candidates of a higher quality to vacancies</p> <p>Ability to evaluate and monitor flexible working request process.</p>
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	<p>with IT colleagues. (April 2021, Michelle Richardson, HR Business Partner- Senior Practitioner)</p> <p>Collaborate with colleagues in Workforce and Organisational Development to identify appropriate training material for managers regarding flexible working, job design, flexible recruitment and how to effectively manage remote workers (April 2021, Michelle Richardson, HRBP- Senior Practitioner &amp; WOD)</p> <p>Continue to engage and inform the “Smarter Ways of working programme”. (Ongoing, Michelle Richardson, HRBP – Senior Practitioner)</p>	<p>Managers have the skills and confidence to initiate flexible working discussions and manage flexible workers effectively</p> <p>Strengthen the link between flexible working and agile working so that the workforce is equipped to embrace flexible working initiatives.</p>	<p>An increase in approvals therefore reduction in appeals and improve retention.</p> <p>Managers act as advocates to encourage employees to embrace change leading to an increase in the uptake of flexible working initiatives.</p>
<b>Flexible hiring</b>	<p>Review Vacancy Control request form to include questions about whether the role is available for flexible working (April 2021, Michelle Richardson, HRBP – Senior Practitioner with Recruitment &amp; Advertising colleagues)</p>	<p>Incorporate Flexible working and job design at the early stages of the recruitment process.</p>	<p>Increase in the number of roles advertised flexibly</p>

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	<p>Utilise the Timewise job board for flexible roles. (January 2021 and onwards, all recruiting managers for appropriate posts)</p> <p>Develop recruitment and selection training to include flexible working discussions and job design. (April 2021, Michelle Richardson, HRBP – Senior Practitioner)</p> <p>Work with Recruitment and Advertising team to ensure we are capturing the right data about flexible hiring. (July 2021, Michelle Richardson, HRBP – Senior Practitioner)</p>	<p>Expand advertising opportunities</p> <p>Managers have a greater awareness of how to design jobs to be worked flexibly and how it can be used as an effective recruitment tool</p> <p>Data is collated and available for analysis regarding flexible hiring.</p>	<p>Increase in number of flexible workers employed and attract a higher calibre of candidates.</p> <p>Increase in the number of roles advertised as flexible</p> <p>Increase in the number of new starters working flexibly</p>
<b>Flexible progression</b>	<p>To work with appointing officers and training providers to be able to provide Part-time/Flexible Apprenticeships to more external candidates. (December 2021, Michelle Richardson, HRBP – Senior Practitioner &amp; Lyndsey Woolmore, Business Partner – Apprenticeships &amp; Work Experience )</p>	<p>Communicate the options and benefits to appointing officers about PT/Flexible Apprenticeships and work with training providers to be able extend the duration of the programme to make these options viable.</p>	<p>More Apprenticeships recruited to on a Flexible working basis</p>

# TIMewise - IMPROVEMENT PLAN TEMPLATE



	<p>To establish mechanisms for regular flexible working dialogue between managers and employees (July 2021, Michelle Richardson, HRBP – Senior Practitioner &amp; Communications Team)</p> <p>Produce role model cases studies where progression has taken place whilst working flexibly. (October 2021)</p> <p>Collaborate with Senior Leadership Teams to develop Flexible Working Workshops. (Throughout 2021)</p>	<p>Utilise internal communication channels such as Team Talk, Team Meetings, and Employee Performance Development Reviews to promote flexible working and progression.</p> <p>Promote cases studies via Team Talk, Intranet pages, Team Meetings and our My Learning My Career platform to demonstrate that flexible working is not a barrier to progression</p> <p>Enable managers to look at how flexible working can be used as an effective tool within their service areas.</p>	<p>Flexible working is not a barrier for progression and more senior leaders work flexibly</p> <p>Increase in senior leaders' workers flexibly.</p> <p>Attract the best candidates, retain experienced employees and more effectively deliver services</p>
<b>Flexible advocacy</b>	<p>To promote externally our aspiration to be an Employer of choice that considers flexible working opportunities as one of many tools which will ensure we continue to attract and retain the best people who share our values and who are invested in making this</p>	<p>Undertake promotion through our external communication networks, in particular our internet pages and recruitment portal "landing pages"</p>	<p>NCC is considered an employer of choice and this is promoted to the residents of Nottinghamshire</p>

# TIMewise - IMPROVEMENT PLAN TEMPLATE



	<p>Council a success and who in return feel invested in by the Council as their chosen employer. (Throughout 2021, Michelle Richardson, HRBP – Senior Practitioner)</p> <p>To promote positive examples of flexible working internally and externally. (April 2021, Michelle Richardson, HRBP – Senior Practitioner)</p> <p>Arrange virtual employee and manager engagement workshops on flexible working. (To be arranged to take place throughout 2021, Michelle Richardson, HRBP – Senior Practitioner)</p> <p>Establish appropriate mechanisms to promote flexible working initiatives and values with our contractors and preferred supply agency. (Throughout 2021, Michelle</p>	<p>Promotion of positive examples of flexible working on recruitment portal “landing pages” and Team Talk, Team Meetings and internet.</p> <p>Workshops are undertaken to maintain flexible workings positive profile and how it can be used as an effective business tool where we can focus on their particular service to troubleshoot any perceived or actual barriers to service delivery that flexible working may present</p> <p>Understand how contractors and preferred supply agency adopt flexible working values and behaviours</p>	<p>Increase in the number of candidates applying for vacancies and increased retention resulting in NCC being considered as an employer of choice</p> <p>Managers confident to initiate and undertake conversations on their own with employees about flexible working</p> <p>Values and behaviours around flexible working are embraced by contractors and preferred supply agency.</p>
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# TIMEWISE - IMPROVEMENT PLAN TEMPLATE



	<p>Richardson, HRPB – Senior Practitioner)</p> <p>Establish forums to share learning with other organisations and Local Authorities. (Ongoing, HRBP's via existing networks)</p>	<p>Meet with other organisations and Local Authorities through the Five Counties network and Local Government Association networks</p>	<p>NCC considered as an exemplar by others who continually strive to improve and learn from others.</p>
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Gill Elder  
Head of Human Resources  
Chief Executive's Department  
County Hall

30<sup>th</sup> November 2020

Dear Gill,

I am delighted to confirm that the Nottinghamshire County Council has achieved Timewise Accreditation. This accreditation is awarded in recognition of the commitment your organisation has made to increasing opportunities for flexible working for existing staff and new employees.

To become Timewise accredited, an organisation is required to submit an improvement plan across a set of criteria, ensuring that not only are your policies supportive of flexible working but also that you are addressing cultural enablers. It was felt that your change programme reflects a strong commitment by your senior team to achieve progress in each of the criteria, with measurable goals.

We will shortly be issuing a plaque for you to display to showcase your Timewise Accreditation.

I would like to take this opportunity to congratulate you on this award and your commitment to work with Timewise to pioneer this initiative.

Yours sincerely



Emma Stewart MBE, CEO  
On behalf of Timewise Solutions, of Timewise Foundation CIC





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

1. To consider the Committee's work programme for 2021.

**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. (meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period). 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>10 March 2021</b>			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 3 - 2020/21)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Disability Confident Leader Accreditation – Update	Update on progress	Marje Toward	Gill Elder
CSC Performance Update and Changes to Operating Model	Update on progress	Marje Toward	Marie Rowney
Business Support Review Programme	Update on progress	Marje Toward	Julie Forster
Workforce Resilience and Recovery Strategy and Action Plan - Update	Update on progress	Marje Toward	Gill Elder
PPE Resourcing - Update	Update on progress	Marje Toward	Kaj Ghattaora
<b>21 April 2021</b>			
Health and Safety Update	Update on health and safety activity and issues	Marje Toward	John Nilan
<b>30 June 2021</b>			
Workforce Profile Information 2021	Annual update report	Marje Toward	Gill Elder
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 4 - 2020/21)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Apprenticeships update	Update on the Council's Apprenticeship Programme	Marje Toward	Gill Elder

