

Personnel Committee

Wednesday, 31 January 2018 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 29 November 2017 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Review of Nottinghamshire County Council's participation in Leonard Cheshire Change 100 internship Programme | 7 - 12 |
| 5 | The Business Support Review Programme | 13 - 18 |
| 6 | Revised Integrated Human Resources, Workforce Planning and Organisational Design Structure | 19 - 24 |
| 7 | Business Management System - Change of Support Partner | 25 - 28 |
| 8 | Negotiation Skills for Councillors - East Midlands Councils Workshop - 7 February 2018 | 29 - 30 |
| 9 | Work Programme | 31 - 34 |

Notes

- (1) Councillors are advised to contact their Research Officer for details of any

Group Meetings which are planned for this meeting.

- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

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

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

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



Minutes

Meeting **PERSONNEL COMMITTEE**

Date **Monday 29th November 2017 (commencing at 10.30am)**

Membership

Persons absent are marked with an 'A'

COUNCILLORS

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

Jim Creamer
Maureen Dobson
Boyd Elliott
Eric Kerry
John Ogle

Sheila Place
Helen-Ann Smith
Jonathan Wheeler
A Yvonne Woodhead

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director - Customers and HR
Gill Elder	Group Manager - HR
Claire Gollin	Group Manager - HR
Marie Rowney	Group Manager - Customer Services
Helen Richardson	Senior Business Partner - HR
John Nilan	Team Manager, Health and Safety
Claire Poole	Project Manager, OWL Team
Nicola North	Public Health Manager
Sunil Patel	Performance Business Partner
Beverley Cordon	Senior HR Business Partner
Karen Eddy	Team Manager - Ashfield CLDT

ALSO IN ATTENDANCE

Brian Fitzpatrick	Trade Union
James Minto	Trade Union

MINUTE SILENCE

A minute silence was held in memory of Wendy Fernside (a valued Business Support colleague) who passed away on 19th November 2017.

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 27th September 2017, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

Councillor Yvonne Woodhead (illness)

Councillor Eric Kerry replaced Councillor John Handley for this meeting only, and Councillor Jim Creamer replaced Councillor Errol Henry for this meeting only.

DECLARATIONS OF INTEREST

None.

EMPLOYEE HEALTH AND WELLBEING

RESOLVED 2017/14

1. To agree the implementation of the new employee health and wellbeing initiatives detailed in the report.
2. That the Committee received the Platinum Wellbeing@Work Award and acknowledge Sunil Patel's achievement at receiving an individual Wellbeing@Work Award.
3. To receive a further report on the implementation of the Stevenson/Farmer report recommendations.

SICKNESS ABSENCE PERFORMANCE TRENDS AND ACTION FOR IMPROVEMENT

RESOLVED 2017/15

1. That no further actions were currently required to achieve the Council's target of 7.00 days absence per full time equivalent (FTE).
2. To agree to receive the more detailed Annual Report following each financial year end as part of the Personnel Committee work programme.

REVISED EMPLOYMENT PROCEDURES

RESOLVED 2017/16

1. To agree to the adoption and implementation of the revised employment procedures as outlined in the report effective from 1st January 2018 and supporting development work on the Managers Resources Centre.

HEALTH AND SAFETY WEEK – RISK AWARENESS CAMPAIGN

RESOLVED 2017/17

1. To agree that the proposed health and safety campaign (4th - 8th December 2017) outlined in the report should proceed as planned.

CAREERS OUTREACH EVENTS

RESOLVED 2017/18

1. To agree attendance at and promotion of the schedule of career outreach events detailed in paragraph 6 of the report.
2. To agree to the inclusion of further ad hoc events in the schedule as appropriate and to receive a further update report as set out in the work programme.

PROMOTION OF WORKFORCE DEVELOPMENT EVENTS TO INDEPENDENT SECTOR CARE PROVIDERS AND STAKEHOLDER PARTNERS

RESOLVED 2017/19

1. To agree that the attached programme of events detailed in Appendix 1 of the report continue as stated.
2. To agree that the Optimum Workforce Leadership (OWL) Project Team continue to develop the workforce and improve the quality of care provided in the independent sector and promote other initiatives that are in line with the remit of the team, and provide an update report to Personnel Committee.

CUSTOMER SERVICE CENTRE

RESOLVED 2017/20

1. To agree that Customer Service Centre opening times are changed to 8am-6pm Monday to Friday with effect from January 2018.
2. To agree that the switchboard number is changed to 0300 500 0823 and calls directed to staff at the Customer Service Centre with effect from January 2018.

WORK PROGRAMME

RESOLVED 2017/21

Members agreed that the April 2018 Health and Safety Update Report will include:

- Health and Safety Engaging Better with Partners
- Health and Safety - the wider context.

The meeting closed at 12.05am.

CHAIRMAN

**REPORT OF THE SERVICE DIRECTOR - CUSTOMERS AND HUMAN
RESOURCES****REVIEW OF NOTTINGHAMSHIRE COUNTY COUNCIL'S PARTICIPATION IN
LEONARD CHESHIRE CHANGE 100 INTERNSHIP PROGRAMME****Purpose of the Report**

1. To provide Members with a review of the Council's participation in the Leonard Cheshire Change 100 Internship Programme and to seek approval for continuing participation in the scheme from 2018 onwards.

Information**Background**

2. As part of its Workforce Strategy, the Council has a strategic aspiration to be both an employer of choice and also to ensure that it treats people fairly.
3. The annual Workforce Profile report presented to Members at the Personnel Committee on 27 September 2017 identified some key actions for improving inclusivity across the workforce, including young people aged 16-24 and people with a disability, to encourage employment with the Council.
4. As part of the Council's wider approach to attracting local graduates into the workforce, and thereby contributing to commitment 4 of the Council Plan; (Nottinghamshire has a thriving jobs market), the Council partnered with the national Leonard Cheshire Disability Organisation to participate in its Change 100 programme.
5. The Change 100 programme aims to bring together talented disabled students and graduates to take part in a three month paid work experience internship. The programme includes mentoring within the workplace and support to the individual interns via the national Leonard Cheshire Organisation.
6. The scheme was first launched nationally in 2014 with 7 employing organisations involved. Nottinghamshire County Council was approached in 2016 to participate in the June 2017 intake and initially offered to pilot the programme with three internships undertaking placements identified as appropriate in the following service areas:
 - HR Workforce Planning and Organisational Development team (Resources Dept.)
 - Complaints and Information team (Resources Dept.)

- ASCH Transformation team (Adult Social Care and Public Health Dept.)
7. A team manager was allocated to each intern from within the service area concerned, along with a mentor selected from the Council's Coaching Network. This approach helped to engage managers in the programme and provide them with guidance and tools to enable them to support employees with a disability.
 8. The Change 100 programme undertook a recruitment and assessment process in January 2017 to attract suitable candidates to the scheme. A matching exercise was then undertaken to identify suitable candidates for the identified vacancies within the Council. The Council was provided with the opportunity to meet with a representative from Leonard Cheshire to discuss the reasonable adjustments that were required for each of the candidates and to provide generic information regarding employees with disabilities.
 9. The three interns commenced their placements in June 2017 through to September 2017 and experienced a number of different aspects of the Council's day to day business including attendance at Committee Meetings, Full Council and they also benefited from opportunities to meet with both the Chief Executive and the Leader of the Council.
 10. During their placements the interns were provided with opportunities to work on specific projects that would contribute to the outcomes of their placement teams. This included the development of the use of infographics relating to HR and WP&OD performance measures, embedding new processes in the ASCH department to provide a quality assurance framework that will enable peer reviews of support plans to be embedded across Adult Social Care, and developing a risk assessment process for categorising and reporting data breaches, including the development of an online form.

Evaluation

11. All three projects undertaken by the Change 100 interns have contributed to improvements in data collection and the production of performance information in a more streamlined and user friendly way. The success of these projects has provided a real return on investment in relation to the cost of the Council's participation in the programme.
12. Work has been undertaken to evaluate the impact of the Change 100 pilot programme and the benefits of the Council's continued participation. The interns brought a modern skill set to the teams they were placed in and shared their knowledge and expertise with established team members particularly in relation to digital skills and the use of social media.
13. The evaluation feedback received from Placement Managers and the Interns themselves was very positive. It provided an opportunity to comment on what they thought had been successful about the programme, and make suggestions for continuous improvements. Most of the areas for improvement related to the running of the scheme by Leonard Cheshire and have been addressed by the Council through the feedback session. For example, one of the points raised was that more details about the interns should be made available to placement managers in order to ensure potential risks were identified and effectively managed throughout the placement. Leonard Cheshire responded positively to our request for this and will be building it into the programme for 2018 for all employers.

14. The interns also provided feedback on their placements to the Corporate Equalities Group and to the Corporate Leadership Team where they identified positive outcomes and indicated that the inclusive culture of the County Council has enabled them to make a success of their placement and that they would recommend placements and employment opportunities with the Council to other young people with disabilities.
15. The Group Manager - Human Resources, along with officers from the Workforce Planning and Organisational Development team held a conference call with representatives from Leonard Cheshire to offer feedback on the quality of the input from their organisation and the Council's own evaluation of the impact of the programme, including the value for money offered. This included areas for future development of the programme which Leonard Cheshire have agreed to implement.

Future participation in the programme

16. Participation in the Change 100 scheme in future years would further support the strategic workforce planning objectives set out in the Workforce Strategy, building on the Council's positive reputation as an employer of choice and a healthy organisation which supports all employees to realise their full potential.
17. Ongoing commitment to participation in the programme and further developing the Council's involvement could also assist the Council with its aim to improve the diversity profile of its workforce, encouraging young people with disabilities to join, progress and remain in the workforce.
18. Continued participation in the Change 100 scheme will require departmental commitment of line management time and input within the team hosting the placement. It is also anticipated that mentoring support continue to be provided to support the interns' personal and professional development.
19. It is therefore proposed that the Council continues to engage with the scheme and grows its commitment in a structured manner. The initial target of a minimum of four interns, one intern per service department, for the 2018 intake is proposed.

Other Options Considered

20. Given the specific nature of the scheme no other options were considered as the Leonard Cheshire Programme is unique in its focus on graduates with disabilities. The programme is one of a number of the ways in which the Council can build its reputation as an employer and attract future talent from the widest possible pool and it compliments other workforce planning and development initiatives in place or being actively considered for implementation.

Reason for Recommendation

21. To seek approval from Personnel Committee to continue with an expanded participation in the Change 100 programme to enable the Council to make progress against the key actions identified in the 2017 Workforce Profile Report and to contribute to the Council's wider workforce planning objectives relating to talent management and succession planning.

Statutory and Policy Implications

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

Data Protection and Information Governance

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

Financial Implications

24. The Council's involvement in the Change 100 programme required a placement fee to be paid to Leonard Cheshire of £3250 per intern. As this is a paid internship programme, the costs of salaries and on-costs for the three interns totalled £14,262. All interns were paid at the National Living Wage Foundation rate as required of employers by Leonard Cheshire to participate in the programme. The host service budgets have been used to fund the placement costs during the pilot and it is proposed that this approach continues. Therefore no additional funding is required.

Human Resources Implications

25. Responsibility for all placement planning arrangements have been undertaken by the Council's Workforce Planning and Organisational Development team.

26. Continued participation enables the Council to promote itself as an employer of choice to encourage underrepresented groups into the Council and the wider local government sector. Involvement in a scheme specifically targeted at graduates with disabilities also contributes to the recruitment of younger employees into the Council as part of its wider refocussed talent management strategy.

27. Trades union colleagues are very supportive of this initiative and hopeful that the Council continues to develop its association with Leonard Cheshire. Trades union colleagues have commented that "the positive reputation the Council has in employing and giving individuals with a disability every opportunity to reach their full potential should be recognised and applauded".

Public Sector Equality Duty Implications

28. Participation in the Change 100 programme and achievement of a number of the key actions identified in the 2017 Workforce Profile report would support compliance with this duty.

RECOMMENDATION

- 1) It is recommended that Members agree to the Council's ongoing participation in the Change 100 Programme, with an initial target of 4 interns for 2018/19.

Marjorie Toward
Service Director- Customers and Human Resources
Resources Department

For any enquiries about this report please contact:

Helen Richardson, Senior Business Partner WPOD on 0115 9772070

helen.richardson@nottsc.gov.uk

Constitutional Comments (GR 05/01/18)

29. Pursuant to the County Council's Constitution the recommendations contained within this report fall within the delegated authority to the Personnel Committee for consideration.

Financial Comments (SES 05/01/18)

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

HR Comments (CLG 23/10/17)

31. These are included in the body of the report. The recommendations support the Council's strategic workforce planning objectives and will encourage a more diverse workforce.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All

REPORT OF THE SERVICE DIRECTOR CUSTOMERS AND HR

THE BUSINESS SUPPORT REVIEW PROGRAMME

Purpose of the Report

1. To seek approval for the revised Business Support Service structure (see Appendix A) effective from 1st April 2018, to deliver further savings as set out below.

Information

2. Corporate Leadership Team have agreed to create a Corporate Business Support Service which identifies and integrates business support resources across the Authority, to deliver savings, efficiencies and consistency of approach through an agreed programme of work.
3. The Business Support Review is an established ongoing programme which seeks to review and re-design processes and develop new operating models for service support within a modern organisation. The original project has a cashable efficiency target of £3.2 million to be delivered by 1st April 2018.

Savings

4. In addition to the above savings and in light of the financial challenges facing the Local Authority a further Option for Change (OFC) proposal has been submitted which identifies an additional £918k saving by 2020.

Legacy and future savings proposals can be found in the following table:

Opening Budget;	£ 11,107,237	
Financial Year	FTE	Savings
2013/14	548	
2014/15	475	£911,000 Savings Delivered
2015/16	440	£895,000 Savings Delivered
2016/17*	435	£534,000 Savings Delivered
2017/18*	434.5	£508,000 Savings Delivered
2018/19	406	£415,000 Previously Agreed £300,000 New OFC Target
2019/20		£300,000 New OFC Target
2020/21		£318,000 New OFC Target

*it should be noted that 2016/17 and 2017/18 net staffing numbers remained broadly the same, due to the assimilation of Public Health and Corporate Leadership Business Support teams into the wider Business Support Service.

Overall savings from the Business Support Service, delivered by the end of 2021 will be £4,181m.

Delivery of savings:

5. There are a number of different projects and programmes of work in place which will collectively deliver required cashable savings and efficiencies:

Re-structure and the creation of Business Support Hubs

6. Departments continue to review the way in which they provide front line services to the citizens of Nottinghamshire in order to deliver cashable and qualitative efficiencies and their business support requirements have changed significantly as a result.
7. Changes in operational support requirements and new ways of working, provides an opportunity for the provision of elements of business support to be delivered at 'arms-length'. Whilst recognising that 'one size does not fit all' there are significant areas of commonality across services in terms of their support needs i.e. data input and transactional activity.
8. The proposed restructure exploits these commonalities and where appropriate brings staff together into centralised multidisciplinary teams. Co-locating staff where possible into Business Support Hubs also enables the service to review managerial arrangements and spans of control.

The Purchase to Pay (P2P) Hub Project

9. For the last two years the service has been working closely with colleagues from both the Business Support Centre and Corporate Procurement to streamline performance in relation to the ordering of goods, invoice processing and payment.
10. As a part of this project, two "Purchase to Pay" Hubs have been created, which provide an expert point of contact for dealing with requisitioning requirements on behalf of operational teams across Bassetlaw, Broxtowe, Gedling, Ashfield, Newark, Sherwood and Mansfield. Consolidating this activity has enabled the Council to reduce the number of staff involved in end to end purchase to pay processes and has improved the quality of service provided by business support colleagues supporting front line workers.

The Meeting Support Service Hub Project

11. The service has been reviewing the way in which support to officer meetings across the Authority is delivered, with a view to moving away from the reliance or expectation that an administrator will attend to take notes of actions or in some cases more comprehensive minutes.
12. Emerging new technologies and the example set within other public and private sector industries, has led to a project which is exploring the opportunity to securely share information and move toward digital audio recording and cloud storage of the record of the meeting.

13. Gradual transition toward greater self-sufficiency of meeting chairs is enabling the service to review and reduce the amount of administrators dedicated to this area of work.

Summary

14. The savings delivered to date as a result of the Council's continual review of business support activity have been achieved without the need for compulsory redundancy and any further reductions required will continue to be achieved by a combination of deletion of existing vacancies and if required, voluntary redundancy.
15. The service has also been able to realign some budgetary income sources which more appropriately reflects the activity completed on behalf of front line services, this has generated additional income (which has been offset against the savings target).
16. Business support staff have been consulted with regard to the revised structure appended and there have been no concerns or comments received.
17. In respect of the savings required from 2019/20 onwards it is the Council's intention to bring a further report to Personnel Committee during the Autumn of 2018.

Statutory and Policy Implications

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

Financial Implications

19. As set out within the table under section 4 and within the HR implications below, the deletion of 28.5 posts alongside some additional income, will enable the service to deliver the required savings of £715,000 by 1st April 2018.

Human Resources Implications

20. The net impact of the efficiency measures described are illustrated within the table under section 4 of the report.
More specifically, actual post reductions are as follows;
- 1 fte Team Manager
 - 4.5 fte Business Support Officers
 - 1.5 fte Grade 4 Business Support Administrators
 - 16.5 fte Grade 3 Business Support Administrators
 - 5 fte Grade 2 Business Support Administrators
21. As set out in paragraph 14 above. Reductions will be achieved by either the deletion of vacancies or voluntary redundancy.

22. It should be noted that there are more requests for voluntary redundancy than needed to achieve the required post reductions at this time. As such each request will be considered in accordance with agreed Nottinghamshire County Council policies and procedures.

RECOMMENDATION

- 1) That Members approve the revised Business Support Structure as set out in Appendix A.

Marjorie Toward
Service Director – Customers and Human Resources

For any enquiries about this report please contact:

Julie Forster, Group Manager, Business Support, on 0115 9772302
or Julie.forster@nottscc.gov.uk

Constitutional Comments (GR 11.01.18)

23. The recommendation contained within the report is a matter which falls to this Committee to consider in accordance with the County Councils Constitution and the scheme of delegation to the Personnel Committee.

Financial Comments (SES 12.01.18)

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

HR Comments (JP 17.1.18)

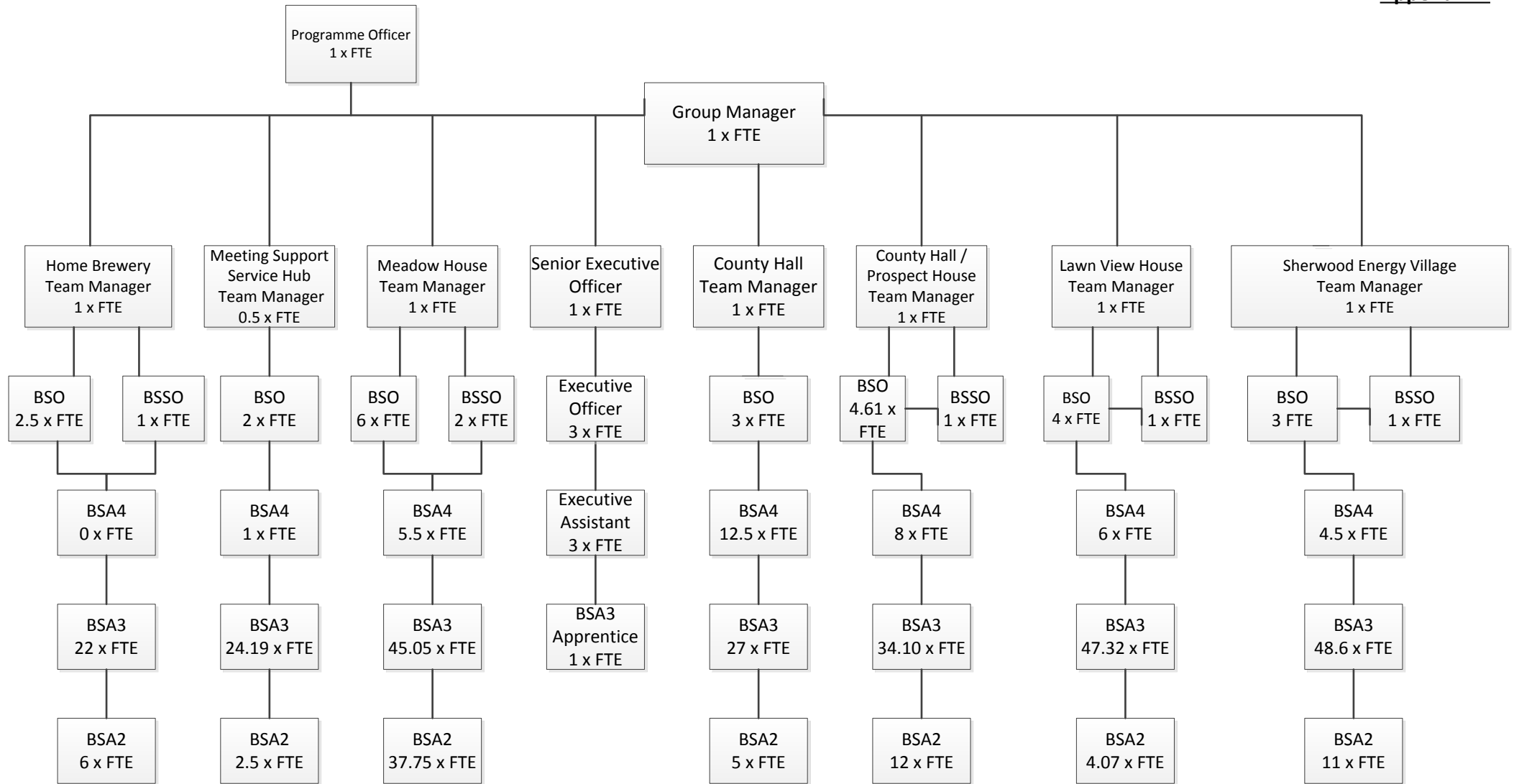
25. Consultation has taken place with business support staff and with the recognised Trade Unions.
26. Trades Union colleagues have commented that the savings being made from the Business Support Service are significant. Trades Union colleagues note that to date the majority of savings have been made through effective vacancy management and are keen to see this approach continue. They do however, recognise that it may be necessary to consider voluntary redundancies as the savings programme continues and accept that the proposals reflect the most efficient way of delivering savings.
27. The redundancies noted within the report will be achieved in accordance with the County Council's agreed employment policies and procedures.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All



31 January 2018**Agenda Item: 6****REPORT OF SERVICE DIRECTOR - CUSTOMERS AND HUMAN
RESOURCES****REVISED INTEGRATED HUMAN RESOURCES, WORKFORCE PLANNING
AND ORGANISATIONAL DESIGN STRUCTURE****Purpose of the Report**

1. To seek Members' approval for a revised Human Resources structure to deliver a refreshed service offer and to deliver the required savings for 2018/19.

Information

2. The HR and Workforce Planning and Organisational Development (WPOD) teams currently offer a range of services to departments, schools and some external bodies to support and enable managers to maximise performance, predict and attract appropriate future resources with the necessary skills, knowledge and experience to deliver the various objectives set out in the Council Plan 2017 - 2021.
3. Over a number of years, the various resources to deliver these functions have been drawn together from across departmental teams to create a corporate service and deliver economies of scale, efficiencies and to embed consistency of approach across the whole Council. This has enabled significant savings to be made and collectively there has been an overall headcount reduction of 36% since 2012.
4. There is now a requirement to make further savings as part of the Council's commitment to ongoing review of services to identify more streamlined, efficient ways of delivering services. The most appropriate way to do this is to build on continuing work to draw together the various HR functions in an integrated service and to refresh the service offer to customers to reflect this.
5. The intention is to further equip managers with the necessary tools to self-serve from a range of refreshed procedures, with associated guidance, templates, checklists and flowcharts. In reviewing the existing offer, which is delivered through a hybrid business partnering model, the service has identified an opportunity to develop this model to deliver a more joined up approach which broadly reflects the service's current offer to schools.
6. It is the view of the service that this revised offer and more integrated approach with greater flexibility of service delivery to meet internal customer needs will be welcomed by service departments. A series of consultation meetings with departmental leadership teams is currently underway to help shape the final service offer to ensure it enables the delivery of

departmental specific priorities in addition to corporate objectives as set out in the Council Plan and supporting departmental strategies.

7. Members of this Committee recently approved in November a revised suite of employment procedures and agreed to further ongoing development work which will equip and enable managers to maximise individual and team performance and identify future resourcing requirements for a 21st century public service employer.
8. The current business partnering model of service delivery will be further developed to provide advice and support to managers on the full range of HR activities, working with key stakeholders to ensure people reach their full potential and delivering key initiatives and projects. The service aims to work in partnership with the services and businesses across the Council to identify where HR can add value and develop people solutions to support the Council's objectives to drive performance and maximise employee engagement.
9. The revised offer has been discussed by the members of the two affected teams at 2 service events held at the end of September 2017 which forms part of early engagement. More detailed consultation events took place on 8th and 11th January 2018 where the employees in scope had the opportunity to comment on the proposed structure, as set out in the **appendix** to this report, and to be supported by their trade union representatives.
10. The current savings requirement for the services is £221,000 from 1st April 2018. This will be achieved through a revised service structure which fully integrates the two teams under one Group Manager, the deletion of several posts currently vacant or filled on a temporary basis and reviewing and rationalising all ad hoc payments previously undertaken for a range of subscriptions, licences and development activities.

Other Options Considered

11. The revised service offer results from ongoing development of the delivery model in place since 2012 to reflect the changing priorities and demands of the Council and its workforce.
12. The service will continue to monitor its performance against alternative service delivery models and external competitors to ensure the continued provision of value for money and high quality service delivery. Benchmarking information from CIPFA and professional body comparators indicate that the service continues to compare well with other local government employers with a high ratio of employees to HR business partners.
13. The Council continues to consider whether there are options to share services with others. However there is no immediate arrangement which would deliver the savings required within 2018/19 to provide a significant benefit to the Council at the time of writing this report.

Reasons for Recommendation

14. The proposed option provides the capacity and flexibility to continue to deliver an effective range of HR, Workforce Planning and Organisational Development services within a reduced cost envelope which allows the service to meet its budget reductions target for the 2018/19 financial year whilst continuing to meet delivery, corporate and departmental objectives. It is envisaged that the reductions can be managed through volunteers and effective vacancy management of unfilled posts.

15. This model continues to allow for temporary additional resources to meet specific project requirements including providing support to the Council's response to the Independent Inquiry into Child Sexual Abuse (IICSA).

Statutory and Policy Implications

16. 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

17. The revised requirements of the General Data Protection Regulations will inform and underpin the work in developing the service offer to the organisation as with any other statutory requirement.

Financial Implications

18. The £221,000 saving will be made by the following measures:

- Further reducing the management cohort from 2 to 1 full time Group Manager post (Band F)
- Deleting posts at Bands A, B and C which are currently vacant or filled on a temporary basis
- Reducing the number of Grade 3 HR Assistant posts through the integrated service model
- Reducing the number of professional online journal licences and non-staffing ad hoc payments and expenditure
- Maximising the opportunities for remote and flexible working to deliver service benefits and to further reduce travel costs.

Human Resources Implications

19. The savings will be made through a range of measures identified to reduce costs but to maintain capacity to deliver a refreshed service offer to departmental, school and external customers. Where there are post reductions, these will be achieved by following the agreed employment procedures of the Council. It is envisaged that there will be no compulsory redundancies arising from these proposals as the savings will be delivered by deleting vacant posts or voluntary redundancies if necessary.
20. Trades union colleagues have been consulted on the proposals and indicated that they hope that the proposed changes do not have a detrimental impact on the remaining HR team or its capacity to support employees and managers across the Council during a period of significant ongoing change and transformation.

Public Sector Equality Duty Implications

21. To ensure fairness and consistency of consideration, the Council's agreed procedures will be followed in implementing the new service structure.

RECOMMENDATION

- 1) It is recommended that Members approve the revised HR, Workforce and Organisational Development team structure as set out in the **appendix** to this report with effect from 1st April 2018.

Marjorie Toward
Service Director - Customers and Human Resources

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

Constitutional Comments (GR 05/01/18)

22. Pursuant to the County Council's Constitution the recommendations contained within this report fall within the delegated authority to the Personnel Committee for consideration.

Financial Comments (SES 10/01/18)

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

Human Resources Comments (GME 05/01/2018)

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

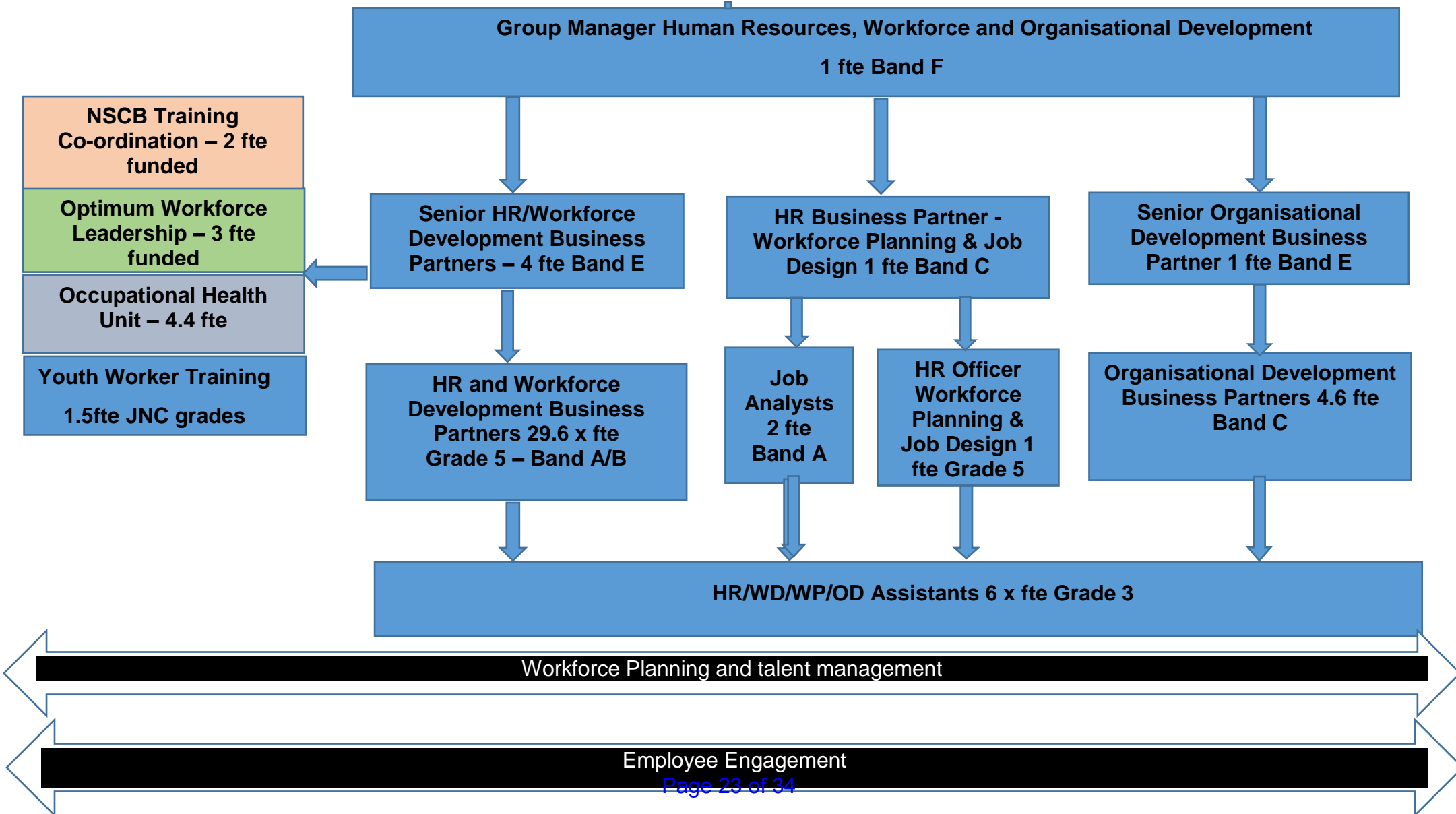
Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All

Appendix: Proposed HR, Workforce and OD team from 1st April 2018:



**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****BUSINESS MANAGEMENT SYSTEM – CHANGE OF SUPPORT PARTNER****Purpose of the Report**

1. To seek approval from Members to change the external support arrangements for the Council's Business Management System to deliver additional savings effective during 2018/19.

Information**Background**

2. Nottinghamshire County Council implemented an integrated HR, Finance and Procurement system from one of the leading providers of such systems, SAP, in November 2011. This is known as the Business Management System (BMS).
3. After 6 years of operation BMS is now operating in a mature state. All BMS modules operated by the Council have been regularly upgraded in accordance with the supplier's upgrade schedule which means that the system is supported by the suppliers until 2025 or beyond.
4. When the Council implemented BMS its options to support the system were more limited than are now available today. Since "go live" BMS has been supported through a standard 3 tier support model which is provided by a combination of external partners and internal support teams.

External partners provide:

- a. Third line system maintenance. This relates to major, high priority, business critical issues and is currently provided by SAP as system providers.
- b. Second line support covers changes to the system and resolving any issues as part of a "break/fix" contract. This is currently provided by CGI who were the Council's implementation partner when BMS was first implemented.

Internal support provides:

- c. First line support such as user access queries, password resets etc. through the BSC Competency Centre and the Council's ICT service.
5. The contracts for the system and its ongoing support included a requirement for the provision of "knowledge transfer", training and briefing from the supplier and implementation partner to establish and then develop the Council's in-house capacity as it was always the intention to

move towards greater independence and a higher degree of self-sufficiency in running the system to help keep costs down and give the Council greater control and flexibility.

Alternative support partner

6. Given the level of system maturity and in-house technical expertise which has developed since implementation, an end to end review has been undertaken to review alternative support partners as a route to deliver future savings, ensure the continued provision of the best possible value for money and improve the overall support arrangements whilst effectively managing risk and without comprising the available system functionality.
7. Phase 1 has considered an alternative third line support contract. This is particularly relevant as the Council's dependency on this level of support has changed as in-house knowledge, understanding and expertise in relation to BMS has increased over the time since implementation. There are also now a broader range of suppliers in the market place providing greater choice and more tailored support packages. The existing third line support contract with SAP "runs" on a calendar year, therefore the opportunity to change providers is a once a year option.
8. Detailed due diligence has been undertaken involving BSC, ICT and Procurement colleagues, which has included considering a number of alternative providers in this area and a range of references from other Local Authorities who have moved to alternative support partners in order to reduce costs.
9. Rimini Street has been selected as the Council's third line support partner via the G Cloud framework. The new contract will significantly reduce the costs of this level of support. The contract will also provide the Authority with a bespoke support model tailored uniquely to how the Council has implemented the system and provide greater flexibility. The new contract will provide service level agreements which will enable the Council to more effectively manage the contract with the new provider and hold them to account. This was not possible with the previous supplier.
10. The move to a high level bespoke support model designed to meet the Council's needs will now also enable the BSC to re-scope the requirements of the contract for second line support as part of phase 2. The existing contract with CGI, who currently provide second line support, expires in September 2018. The re-scoped second line support contract will provide an opportunity to deliver further savings towards meeting the savings target of £314,000 for 2018/19.

Other Options Considered

11. It is timely and part of BSC's cycle of continuous improvement to review the support arrangements for one of the Council's main systems. A range of options have been considered in determining the most appropriate, cost effective and least risk third line support partner taking into account the maturity of the Council's BMS system, the range of support providers now available and the in-house support team's expertise.
12. The move to Rimini Street is considered to be the best option which will provide a bespoke support service uniquely tailored to the system as the Council has implemented it as well as delivering the highest level of saving. A number of other Local Authorities have moved to

Rimini Street over the last two years as their share of this market has increased and provided very positive feedback on the service they receive. It has therefore been determined that this option will provide the best outcome for the Council.

13. The proposed changes to the high level support also provide the opportunity for savings at other levels of system support to contribute to achieving future savings targets as part of an ongoing programme of review of support arrangements.

Reasons for Recommendation

14. BMS has been live for 6 years and is now operating in a mature state. The appointment of an alternative third line support partner reflects both the maturity of the system and also the in house technical expertise. It is now deemed an appropriate time, in the lifecycle of the system, to change to an alternative third line support partner which contributes towards the BSC delivering its savings target of £314,000 for the financial year 2018-2019.

Statutory and Policy Implications

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

Data Protection and Information Governance

16. The recommendations in the report do not directly impact on how employee, customer and vendor data is held or processed.

Financial Implications

17. The move to the new third line support partner for BMS and review of second line support arrangements delivers the savings of £314,000 required for 2018/19 and facilitates the potential achievement of future savings targets by enabling the review of end to end support arrangements.

Human Resources Implications

18. There are no human resources implications arising from this report as the proposed changes set out in the report relate to system support provided by external partners. Trades union colleagues have no comments on the report as it does not directly impact on Council employees.

RECOMMENDATION

- 1) It is recommended that Memebtrs approve the delivery of a further £314,000 savings with effect from 1 April 2018 through the appointment of an alternative third line support partner as set out in the report and the review of the Council's second line support partner.

Marjorie Toward
Service Director – Customers and Human Resources
Resources Department

For any enquiries about this report please contact:

Sarah Stevenson, Group Manager Business Support Centre on 0115 9775740 or email sarah.stevenson@nottsc.gov.uk

Constitutional Comments (CEH 21/12/17)

19. The recommendation falls within the remit of the Personnel Committee under its terms of reference.

Financial Comments (SES 22/12/17)

20. The financial implications are set out in the report

Human Resources Comments (JP 21/12/17)

21. As identified in paragraph 18 there are no HR implications from this change.

Background Papers and Published Documents

- None

Electoral Division(s) and Member(s) Affected

- All

31 January 2018**Agenda Item: 8****REPORT OF THE CORPORATE DIRECTOR OF RESOURCES****NEGOTIATION SKILLS FOR COUNCILLORS – EAST MIDLANDS COUNCILS
WORKSHOP - 7 FEBRUARY 2018****Purpose of the Report**

1. The purpose of this report is to seek approval for the Chairman of the Committee to attend a half day workshop on Negotiation Skills for Councillors which is being offered by East Midlands Councils (EMC) at their headquarters on the Pera Business Park, Melton Mowbray on 7 February 2018 – 1.00 – 4.00 pm.

Information

2. This Committee's terms of reference includes approving councillors' attendance at conferences for which fees are payable. Councillor Neil Clarke has expressed an interest in attending this workshop which was advertised independently by EMC to local Councillors.
3. The workshop will cover:-
 - knowing the difference between negotiation, persuasion and influence and when to use each;
 - the different types of negotiation and choosing the right one;
 - getting the fundamentals right, such as processes and variables, trading concessions and money matters;
 - preparation;
 - tools and techniques for a successful negotiation;
 - getting the relationship right – building rapport and managing one's own behaviour.

Reason/s for Recommendation/s

4. This course will support the Chairman in his role.
5. Committee approval for attendance at this training course, in line with the requirements of the Constitution.

Statutory and Policy Implications

6. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty,

safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

As the Council is a member of EMC, the cost of attending the workshop is £95 for a Nottinghamshire County Councillor, which will be met from existing budgetary provision.

The only further costs will be the return travel to Melton Mowbray.

RECOMMENDATION

- 1) That approval is given for the Chairman of Personnel Committee to attend East Midlands Councils' Negotiation Skills Workshop on 7 February 2018 – 1.00-4.00pm at Pera Business Park, Melton Mowbray.

JAYNE FRANCIS-WARD
CORPORATE DIRECTOR OF RESOURCES

For any enquiries about this report please contact: Keith Ford, Team Manager, Democratic Services, Tel 0115 9772590

Constitutional Comments (SLB – 19/1/18)

9. Personnel Committee is the appropriate body to consider the content of this report.

Financial Comments (SES – 19/1/18)

10. The financial implications are set out in 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.

- Email about the workshop from East Midlands Councils dated 3 January 2017.

Electoral Division(s) and Member(s) Affected

All

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

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

Information and Advice

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director Resources

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

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers

- None

Electoral Division(s) and Member(s) Affected

- All

Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
7 March 2018			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 3 - 2017/18)	Quarterly update and approval of actions	Marje Toward	Claire Gollin
Gender Pay Gap Analysis	Approval of future actions	Marje Toward	Claire Gollin
Graduate Traineeship Scheme	Approval of future development	Marje Toward	Helen Richardson
Disability Confident Scheme	Approval to engage	Marje Toward	Claire Gollin
Equalities in Employment – Action Plan 2018/19	Approval of future actions	Marje Toward	Claire Gollin
18 April 2018			
Apprenticeships – Update Report	Approval of future actions	Marje Toward	Helen Richardson
Health and Safety - Progress on Actions	Progress on Actions and approval of next steps	Marje Toward	John Nilan
Learning at Work Week	Approval of programme of activity	Marje Toward	Helen Richardson
23 May 2018			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 4 - 2017/18)	Quarterly update and approval of annual action plan	Marje Toward	Claire Gollin
Careers Outreach Events	Update and approval of next steps	Marje Toward	Helen Richardson
25 July 2018			
To be confirmed			

