

Personnel Committee

Wednesday, 28 November 2018 at 10:30

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

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|---|--|---------|
| 1 | Minutes of the last meeting held on 3 October 2018 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Nottinghamshire County Council's response to the Apprenticeship Levy and Public Sector Duty | 7 - 22 |
| 5 | Work Experience and Apprenticeships for Looked After Young People and Care Leavers | 23 - 30 |
| 6 | Update on attendance at Careers Outreach Events | 31 - 36 |
| 7 | Sickness Absence Performance Trends and Ongoing Action for Improvement | 37 - 56 |
| 8 | Health and Safety six monthly update report | 57 - 74 |
| 9 | Work Programme | 75 - 78 |

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 03 October 2018 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

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

Maureen Dobson
Errol Henry JP
Rachel Madden
John Ogle

Sheila Place
Steve Vickers
Gordon Wheeler
Jonathan Wheeler
Yvonne Woodhead

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director - Customers and HR
Gill Elder	Group Manager – HR
Sarah Stevenson	Group Manager for BSC
Helen Richardson	Senior Business Manager - WPOD
John Nilan	Team Manager Health & Safety

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 25 July 2018, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

None

Membership changes:

Councillor Gordon Wheeler replaced Councillor John Handley on a permanent basis and Councillor Rachel Madden replaced Councillor Helen-Ann Smith for this meeting only.

3. DECLARATIONS OF INTEREST

None.

4. BUSINESS MANAGEMENT SYSTEM (BMS) – CONTRACT AWARD FOR 2ND LINE SUPPORT PARTNER AS PART OF THE REVIEW OF EXTERNAL SUPPORT ARRANGEMENTS FOR THE COUNCIL'S BMS

RESOLVED 2018/29

That the revised system support arrangements as set out in the report that will deliver a total of £314,000 savings with effect from 1 April 2018 through the end to end review of BMS support arrangements be agreed.

5. LAUNCH OF NEW CAREER DEVELOPMENT PORTAL

RESOLVED 2018/30

That the launch on 15th October and associated internal communications related to the career development portal be approved.

6. PROGRESS REPORT FOR THE COUNCIL'S NEW GRADUATE DEVELOPMENT PROGRAMME

RESOLVED 2018/31

- 1) That the continuation of an in-house graduate scheme building on the success of this year's programme.
- 2) That the Committee receive a further update report in 6 months' time.

7. SICKNESS ABSENCE PERFORMANCE TRENDS AND ONGOING ACTION FOR IMPROVEMENT

RESOLVED 2018/32

- 1) That the Committee receives updates regarding the revised Employee Health and Wellbeing Action Plan 2018/19.
- 2) That the Committee receive a further report on progress at the end of the second quarter of 2018/19 at November's Committee.

8. UPDATE ON NOTTINGHAMSHIRE COUNTY COUNCIL'S PARTICIPATION IN THE LEONARD CHESHIRE CHANGE 100 INTERNSHIP PROGRAMME 2018

RESOLVED 2018/33

That the progress of the scheme be considered and the Committee receives a further report on the options for delivery of an internship programme at the Council be agreed.

9. REPORT ON PROGRESS ON DISABILITY CONFIDENT ACCREDITATION

RESOLVED 2018/30

- 1) That the Committee agrees to the commitment to becoming an accredited Disability Confident employer, and this being included in the self-assessment process.
- 2) That the Committee receives a further report early in the New Year on the outcome of self-assessment and the action plan to determine whether we continue at that level of accreditation or the Council aims to become a Disability Confident Leader by the time of the next assessment.

10. UPDATE ON REVIEW OF FLEXIBLE WORKING

RESOLVED 2018/35

- 1) That the continued working with Timewise to ensure the Council can maximise the positive outcomes provided by flexible working opportunities be agreed.
- 2) That the production of an action plan which will enable the Council to continue to work towards accreditation as a Timewise employer be agreed.
- 3) That the Committee receives an updated report at the March 2019 Committee meeting.

11. NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PROFILE INFORMATION 2018

RESOLVED 2018/36

- 1) That the actions set out in paragraph 26 of the report were considered by the Committee and it was agreed no further action was required at this time.
- 2) That the publication of the annual Workforce Information Report 2018 on the Council's public website in compliance with the Council's statutory public sector duty be approved

- 3) That the Committee agrees to receive an annual update report setting out the situation as of April 2019 and that this be added to the work programme.

12. WORKING WELL TOGETHER EVENT

RESOLVED 2018/37

- 1) That the plan for publicity and actions of the Working Well Together Event on 29th November 2018 be approved.
- 2) That the Committee receives further information regarding the two remaining events as yet to be confirmed.

13. WORK PROGRAMME

RESOLVED 2018/38

That the work programme with an additional report regarding apprenticeships and work experience for Looked After & Care Leavers be accepted.

The meeting closed at 12.05pm.

CHAIRMAN

REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES**NOTTINGHAMSHIRE COUNTY COUNCIL'S RESPONSE TO THE APPRENTICESHIP LEVY AND PUBLIC SECTOR DUTY****Purpose of the Report**

1. To update Personnel Committee on the Council's self-assessment and to seek approval for the publication of the Public Sector Head Count Target Data and the proposed future actions to be undertaken in relation to the Apprenticeship Levy and associated Public Sector Duty.

Information**Background**

2. The recruitment of apprenticeships into the workforce is a critical part of the Council's overall offer of work-based learning programmes aimed at attracting new employees into the Council's workforce to improve the age profile of the workforce and ensure that the Council has the people and skills it requires for the future. The Council Plan also identifies links to the Council's wider Economic Development agenda to encourage skills development and improve the employability and social mobility of people across the County. This includes maximising the opportunities available given the Council's position as one of the largest employers in the area.
3. The Council's Partnership Strategy for Looked After Children and Care Leavers 2018-21 reinforces the requirement to undertake our corporate parent responsibilities by ensuring those children and young people in our care are afforded opportunities to enable them to achieve their aspirations. This includes accessing training, apprenticeships and employment. The Council's approach is set out in more detail in a separate report elsewhere on the agenda for this meeting.

Progress to Date

4. Work has been undertaken with managers across the Council and in Maintained Schools to create, develop and build apprenticeships as part of the workforce, converting existing qualification courses into apprenticeships where possible. In addition, consideration is given to all vacancies to determine their suitability to be an apprenticeship. Apprenticeship standards and frameworks have been mapped across job roles in the

Council and skills gaps and progression routes have been identified.

5. Employees are encouraged to consider an apprenticeship as a way of continuing their professional development through the “In Post Apprenticeship Programme”. Existing Council employees can now apply for apprenticeships via the recently launched online form which allows employees and their managers to identify appropriate apprenticeship opportunities and submit an application, the progress of which can be tracked.
6. Apprentices that are additional to the staffing establishment have been recruited across the Council, particularly for those roles that offer entry to employment and provide apprentices with the opportunity to gain employment after their apprenticeship ends. These apprenticeships include Business Administration, Supporting Teaching and Learning, Customer Service, Supporting PE and School Sport and Youth Work.
7. Whilst the range of Apprenticeship opportunities being identified is steadily increasing as new Apprenticeship Standards are being approved nationally for delivery, there is still a nationally recognised challenge in the availability of higher level apprenticeship standards which are applicable to work in the public sector.
8. Work has been undertaken across Council services to identify potential skills gaps in the workforce. Where possible teams have been proactive in utilising changes in their staffing structures to allocate employment costs to Apprenticeships to meet future needs. This is to ensure that the next generation of employees have appropriate skills to keep abreast of changing business and service needs. Some of these key apprenticeships are in data analysis, infrastructure technology and software development.

Current position of Apprenticeships at the Council

Employment costs

9. The Budget used to fund Apprenticeship opportunities that promote social mobility for vulnerable and minority groups, including those young people for whom the Council acts as Corporate Parent is £300,000 per annum and currently funds approximately 15 additional apprentices.

Training and Assessment costs

10. Members will be aware that Levy contributions are taken at source by HMRC and placed in a digital account for the Council to pay approved training providers directly for the delivery of Apprenticeship training and assessment costs. The Council's monthly contribution to the Levy is on average **£131, 000**. Training provider payments are automatically taken from the account on a monthly basis and spread across the term of the apprenticeship. 20% of the costs are held back for the end point assessment.
11. The amount held in the Council's Apprenticeship Levy account as of the end of September 2018 was approximately £2m.

The current total Apprenticeships Levy commitment for apprenticeships is detailed below:

Total forecasted costs (over the length of the apprenticeships) for all Apprenticeship starts Comprising: Cost of Corporate Apprentice starts: £347,647 Cost of School Apprentice starts: £133,617	£481,264
Total forecasted costs for those awaiting enrolment	£330,450
Total commitment of the Levy for all apprenticeships	£811,714

12. Under current arrangements, HMRC will remove any unspent Levy after 24 months of it being in our account. Whilst this is due to commence in May 2019, the Local Government Association is currently lobbying to have this timescale extended.
13. The Council intends to use significant amounts of the unspent levy to fund the new Leadership and Management Development Programme launching in the new year. The detail of the programme will be the subject of a further report to Personnel Committee. Indicative costs are identified later in this report in relation to recently approved standards which will be able to attract levy funding.

Reporting the Public Sector Target

14. Public sector bodies with 250 or more employees in England have a target to employ an average of at least 2.3% of their employees as **new apprentice starts** over the period 1st April 2017 to 31st March 2021. The Government considers the duty to 'have regard' to the target to mean that, in making workforce planning decisions, apprenticeships should actively be considered for either new recruits or as part of career development for existing staff. Apprentices will only count to the target as 'new apprentice starts' in the year in which they begin their apprenticeship.
15. An annual report is required by Government within six months of the end of each reporting period, i.e. by the 30th September each year from 2018 – 2021. The report is in two parts – data publication and future plans.
16. The data publication includes figures which will enable the Government, the public and wider stakeholders to understand the Council's headcount and the number of apprentices they employ set within a wider context. The Council's Public Sector Report from April 2017 to March 2018 can be found in Appendix 1 and will be published on the Council's website.
17. In compiling the information for the public sector target, we have been able to identify a number of the challenges we face in meeting the target and will amend the current action plan to ensure that there is greater flexibility in the implementation of the apprenticeship programme in relation to contractual arrangements and the duration of apprenticeship standards.

Update on the Local Government Maturity Model

18. As agreed by Personnel Committee on 18th April 2018, the Local Government Association (LGA) Maturity Model has been used to assess progress being made in relation to the Council's Apprenticeship programme and to identify further actions to address some of the emerging issues and ensure the Council's programme is sustainable.
19. The results of the self-assessment can be seen in the table below with each area of activity assessed as being at an early, developing, maturing or mature stage. The Council overall is at a maturing/mature stage in respect of in-house apprenticeships.

Area	Assessed Status	Reason for assessed status
Leadership and Culture	Maturing	Further development is planned to establish Council Apprenticeships in the wider economic community – especially in relation to the transfer of the levy to SMEs. LGA recommend the creation of a delivery board steered by an elected member or senior/corporate director – this will be considered as part of wider discussions. Support from Managers and Department heads is developing to ensure that all services are actively engaged in the apprenticeship programme.
Procurement	Mature	Developed processes are in place to ensure the required apprenticeships can be delivered
Workforce Development	Developing/Maturing	Mapping exercises have taken place. However, we still require wider engagement from departmental leads in order to identify all current and future skills gaps and the best way to address these.
Planning, Delivery Structures and Processes	Maturing	This area requires further development of long-term spending plans to be in place over a five-year period to ensure that levy spending is maximised on a rolling programme. Identification of needs based, realistic goals focussing on priority apprenticeships and skills gaps are under development.
Engagement	Mature	Engagement with appropriate organisations is in place to ensure delivery of effective apprenticeships.

Future Plans

20. The Council's training programme has been mapped against the available apprenticeship standards and where possible the training route has been transferred. The following table illustrates where some of those changes have been implemented:

	Original Qualification	Apprenticeship	Levy Spend
Graduate Development Programme	ILM Level 5- provided by Warwickshire University	Level 5 Operations/Departmental Manager Apprenticeship	£46,710
Adult Social Care	Diploma in Adult Care Level 2	Level 2 Adult Care Worker	£55,000
	Diploma in Adult Care Level 3	Level 3 Lead Adult Care Worker	£60,000
Children's Residential Social Care	Diploma in Residential Children's Care Level 3	Level 3 Children and Young People's Work-force: Residential Care	£150,000

21. Apprenticeship Standards have also been mapped against the Council's management structure and this has been formulated into a Leadership and Management Qualification offer due to be launched in the new year.

These standards include:

Level within organisation	New and Aspiring Managers	Team Managers and Aspiring Group Managers	Group Managers and Aspiring Service Directors	Corporate Leadership (Service Directors and above)
Qualification Level	Level 3	Level 5	Level 6	Level 7
Professional Qualification	ILM and/or CMI	ILM and/or CMI	ILM and/or CMI	ILM and/or CMI
Duration	12 – 18 months	Two and half years	4 years	Two to Two and half years
*Potential numbers	680	345	69	19
Max. Cost per Apprenticeship from Levy	£5,000	£9,000	£27,000	£18,000

* These figures are based on Full Time Equivalent (FTE) posts at relevant tiers across the Council and are not indicative of the actual number of potential candidates.

Opportunity to Transfer Apprenticeship Levy

22. In July 2018 the Government made it possible for levy paying employers who have unused apprenticeship funds to transfer up to 10% of those funds to other employers for the delivery of apprenticeship standards in the workforce. This figure will increase to up to 20% of the unspent Levy from April 2019 as announced in the October Budget.

23. There are guidelines published by the Government on the processes and the criteria associated with the levy transfer that both the Council and the receiving employer must satisfy before the transfer can be approved. The Council could consider using this funding to encourage local businesses to employ a looked after young person or care leaver or to offer apprenticeships in our supply chain including adult care and children's social care providers. The Council could also use these funds to address wider skills gaps across Nottinghamshire. Further work will be undertaken to explore the range of options and bring a report before members for further consideration.

Other Options Considered

24. Consideration was originally given to engaging an apprenticeship management consultancy to deliver the programme on behalf of the Council, however the decision was taken to respond to the implementation of the levy in-house in order to reduce costs.

Reason for Recommendations

25. Approval from members of the Personnel Committee will enable work to continue to embed the Apprenticeship Levy and associated actions to maximise the use of the funding and to ensure that all public sector duties are complied with.

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.

Financial Implications

27. HMRC deduct the levy on a monthly basis and place it in the Council's digital account, set up by the National Apprenticeship Service. The forecast commitments to date are as detailed in paragraph 10 and amounts to **£811,714**.
28. The HR, Workforce Planning and Organisational Development (HR W&OD) team hold a budget of £300,000 towards employment costs of those apprentices recruited to posts which are additional to the staffing establishment. All other apprenticeships recruited to are funded via the recruiting department.

Human Resource Implications

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

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the publication of the Public Sector Target data as set out in Appendix 1 on the Council's public website.
- 2) Consider the self-assessment outcome and approve amendments to the action plan as set out in Appendix 2 to ensure progress is monitored and new actions are added to make the most effective use of the levy.

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

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

Constitutional Comments (KK 05/11/18)

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

Financial Comments (SES 20/11/18)

31. The financial implications are set out in paragraph 27 and 28 of the report.

Human Resources Comments (SJ 20/11/18)

32. Any HR implications are identified in paragraph 29.

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 Public Sector Apprenticeship Target Report

This data has been published in accordance with the Public Sector Apprenticeship Target. The reporting period ran from 1st April 2017 to 31st March 2018.

The Council's progress towards the target is 0.47% against an in year target of 0.57%. In future years, with the development and approval of further standards relevant to the public sector the Council would hope to meet the target. It is clear from the activity undertaken that there is commitment from the wider council, including Elected Members and Senior Leaders to both the Apprenticeship Programme and regard to the target.

Number of employees

Number of employees schools and non-schools on 31 March 2017	16125
Number of employees schools and non-schools on 31 March 2018	15225
Number of new employees who started working for you between 1 April 2017 to 31 March 2018	1657

Number of Apprentices

Number of apprentices on 31 March 2017	27
Number of apprentices on 31 March 2018	77
Number of new apprentices between 1 April 2017 to 31 March 2018 (includes both new hires and existing employees who started an apprenticeship)	75

Reporting Percentages

Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) as a proportion of employment starts between 1 April 2017 to 31 March 2018	4.53%
Percentage of total headcount that were apprentices on 31 March 2018	0.51%
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) between 1 April 2017 to 31 March 2018 as a proportion of total headcount on 31 March 2017	0.47%

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

Aims to:

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

Action	Responsibility	Timescale	Desired Outcome	Update/Progress
1. Communication - internal Communicate the benefits of apprenticeships <ul style="list-style-type: none"> • Promote apprenticeships to all employees • Engage with departments to identify skill gaps and workforce requirements • Advise managers and staff about relevant apprenticeships • Promote apprenticeships during annual Apprenticeship Week (March) • Facilitate maintained schools' access to apprenticeship levy funds 	HR, Workforce and Organisational Development Team	<p>Ongoing promotion and provision of advice.</p> <p>Apprenticeship Week – 4th to 8th March 2019</p>	<p>All employees are aware of the opportunities for career development via apprenticeships, to grow and retain talent.</p> <p>Increased number of existing employees undertaking apprenticeships.</p> <p>The Council has a workforce with the knowledge, skills and qualifications it needs for the future.</p> <p>Use of levy funding maximised.</p>	<p>Working with teams to identify skills gaps has resulted in the development of apprenticeship opportunities for existing staff and the recruitment of staff additional to establishment that reflect the long term business continuity of departments.</p> <p>Applications received from 45 staff to undertake In Post Apprenticeships.</p> <p>Articles about apprenticeships added to the HR Newsletters for Schools and Governors' Newsletters – ongoing.</p>

<ul style="list-style-type: none"> • Provide information and advice to maintained schools • Work with recognised trades unions to promote apprenticeships, encourage take-up and continue to develop the Council's approach. 				June 2018 – Apprenticeship Information presented at the Head Teacher briefings.
2. Apprentice Engagement <ul style="list-style-type: none"> • Continued apprentice engagement through the Apprentice Network • Create a cross-organisational Apprentice Network 	HR, Workforce and Organisational Development Team	<p>Apprentice Network meets quarterly.</p> <p>Cross-organisational Apprentice Network to be developed during Apprenticeship Week – 4th to 8th March 2019</p>	<p>Engaged and supported apprentices, increased completion rates, peer support.</p> <p>Develop cross- organisational apprentice networking opportunities.</p>	<p>Apprentice Network is being developed to accommodate the increasing number of apprentices.</p> <p>Apprentice representative on the D2N2 Compact Apprentice Sub Group.</p>
3. Communication – external <p>Communicate the benefits of an apprenticeship at Nottinghamshire County Council</p> <ul style="list-style-type: none"> • Ensure broad advertising of apprenticeship vacancies • Attend relevant careers events 	HR, Workforce and Organisational Development Team	Ongoing.	The apprenticeship workforce will be diverse and reflect the demographics of the area in which they are employed. Applicants with additional needs will be offered support during recruitment stages to	

<ul style="list-style-type: none"> • Ensure communications reflect the diverse range of apprenticeships and apprentices at the Council • Promote apprenticeships during annual Apprenticeship Week (March) 		<p>Revamp communication material prior to Apprenticeship Week – 4th to 8th March 2019</p>	<p>encourage take up from these groups.</p> <p>Under-represented groups supported to access apprenticeships with improved access to employment.</p> <p>Council able to access a wider skills pool.</p>	
<p>4. Networking – external</p> <ul style="list-style-type: none"> • Engage with training providers to ensure provision of training to meet identified skills gaps • Engage with Trailblazer groups for relevant apprenticeships • Develop and maintain contacts with other local authorities • Participate in relevant networking meetings including D2N2 Forums to develop the apprenticeship approach across the region 	<p>HR, Workforce and Organisational Development Team</p>	<p>Ongoing.</p>	<p>Employees are able to undertake relevant, good quality apprenticeships to meet skills gaps.</p> <p>Standards are agreed to meet identified skills shortages, employees are able to undertake relevant apprenticeships, particularly in areas of skills shortages and there is improved recruitment and retention in these areas.</p> <p>Sharing information and best practice.</p> <p>Future skills requirements addressed collectively.</p> <p>Promote the public sector as a career.</p> <p>Value for money.</p>	<p>Engagement with training providers ongoing to ensure Apprenticeship training can be bespoke to the Council business needs.</p> <p>Engagement with local Universities to discuss access to Degree Level Apprenticeships.</p> <p>D2N2 Apprenticeship Sub Group developed and hosted by NCC from April 2018.</p> <p>D2N2 Apprentice Network is being developed by key members with NCC as lead partner.</p> <p>D2N2 Apprentice Event and Public Sector Apprentice Awards held November 2018.</p>

5. Additional to Establishment Apprentices <ul style="list-style-type: none"> Deliver a programme of additional to establishment placements for entry level apprentice roles across the Council by communicating with managers regarding opportunities for placements and identification of suitable apprentice roles. 	HR, Workforce and Organisational Development Team		<p>Contribute towards the Public Sector Duty target of 2.3% of workforce as apprenticeships.</p> <p>Apprentices in a range of roles across the organisation.</p>	<p>12 additional to establishment Apprentices recruited between March and September 2018 (Corporate and Schools).</p> <p>Recruitment activities currently in progress by managers.</p>
6. Embed apprenticeships in the organisation <ul style="list-style-type: none"> Integrate within the Council's core learning and development offer for employees including: The Leadership and Management development offer The Graduate Programme 	HR, Workforce and Organisational Development Team	Ongoing.	<p>A flexible approach to leadership and management development which maximises the use of levy funding.</p> <p>Use of levy funding maximised.</p>	<p>Qualifications that are mandatory to some roles are now being offered as apprenticeships instead of the traditional NVQ routes (e.g. Adult Social Care Workers and Children's Residential Care Workers).</p> <p>Leadership and Management offer aligned with relevant Apprenticeship Standards.</p> <p>Six Graduate Trainees recruited to undertake L5 Management Apprenticeship started September 2018.</p>
7. Corporate Parenting <ul style="list-style-type: none"> Identify apprenticeship opportunities for LAC/CL Promote apprenticeships as a positive career choice for LAC/CL 	HR, Workforce and Organisational Development Team	Ongoing	<p>Increased number of apprenticeship opportunities available</p> <p>LAYP and CL are more aware of their options and are more likely to consider an</p>	<p>A number of Apprenticeship opportunities created and advertised specifically for our Care Leavers.</p>

<ul style="list-style-type: none"> Identify LAC/CL at application stage to prioritise shortlisting Provide opportunities for LAC/CL to access apprenticeships in local businesses 		April 2019	apprenticeship as a route through their chosen career	Three Care Leavers appointed to additional to establishment posts October 2018
8. Levy Transfer <ul style="list-style-type: none"> Consider the Council's response to the facility to transfer levy funds (currently 10%, will be 25%) to other employers/providers to support the delivery of the Council's Apprenticeship Strategy. 	HR, Workforce and Organisational Development Team	April 2019	<p>To support the take up of apprenticeships and access to employment for care leavers.</p> <p>Increased capacity within local businesses to offer an apprenticeship</p>	Discussions ongoing with colleagues in Economic Development, Futures and other providers to determine the most effective approach.
9. Reporting <ul style="list-style-type: none"> Monitor Apprenticeship progress and completion Monitor apprentice satisfaction Monitor and report on Apprenticeship completion rates and destination data. Reporting of Apprenticeship data to the Personnel Committee 	HR, Workforce and Organisational Development Team	<p>Monthly progress monitoring. Ongoing completion monitoring.</p> <p>Personnel Committee dates:</p>	<p>Apprentices are satisfied with their apprenticeship and complete their apprenticeship.</p> <p>At the end of the apprenticeship 80% of apprentices are either employed by the Council; go into other employment or onto further training.</p> <p>Identify learning and opportunities for continuous</p>	<p>Process for the evaluation of the apprenticeship and record of destination data has been created.</p> <p>Public Sector Target submitted.</p>

<ul style="list-style-type: none"> • Prepare Apprenticeship Activity return and submit it to the Department of Education and publish it in a place easily accessible to the public. This will include information on progress towards the headcount target of 2.3% of the workforce as apprenticeships. • Contract management meetings with training providers 	<p>HR, Workforce and Organisational Development Team</p>	<p>30 September 2018 Future Deadlines: 30 September 2019 30 September 2020 30 September 2021</p> <p>Quarterly and ongoing</p>	<p>improvement of the Apprenticeship Programme.</p> <p>Meet requirements of the Public Sector Apprenticeship Target Regulations 2017.</p> <p>Maintain links with training providers, alerting them to any remedial actions required.</p>	
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REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES**WORK EXPERIENCE AND APPRENTICESHIPS FOR LOOKED AFTER YOUNG PEOPLE AND CARE LEAVERS****Purpose of the Report**

1. To update Personnel Committee on the work of the Human Resources, Workforce & Organisational Development team (HR, W&OD) in the development and delivery of a programme of work experience and Apprenticeship opportunities for NCC Looked After Children and Care Leavers and seek approval for continued work in this area.

Background

2. As corporate parent, the Council has a responsibility to ensure that not only do Looked after Children have a safe and stable home life but that they also have the necessary support needed to make the move from school into further education, training or work.
3. For Looked After Young People, the transition from school to further education, training or work can be especially difficult. In addition to the support from Children's Social Care teams, a number of initiatives are being put in place to support this transition, including a new work experience programme designed to get Looked After Children from year 8 upwards ready for work. This work also includes increased opportunities for apprenticeships with the Council for these young people.
4. The Councils Partnership Strategy for Looked After Children and Care Leavers 2018-21, which was approved by the Children and Young People's Committee in January 2018 outlines the commitment to:
 - *Offer work experience and work placements, within an appropriate bespoke curriculum pathway plan, that supports children and young people, as far as they are able, to aspire to access the most appropriate route into future education, employment or training from Year 9 onwards;*
 - *Provide initial work experience from Year 9, leading into work placements and employment from 16 years. This is to ensure that all Looked After Children and care leavers have opportunities for learning and developing the appropriate skills that will support them in their future careers.*
5. Whilst this strategy originates from the Children and Families Department of the Council, there is a clear role for the HR, Workforce and Organisational Development team (HRW&OD) to play in ensuring that relevant and appropriate opportunities are provided across the Council in line with other work experience opportunities provided more

universally.

Progress to Date

6. Under current arrangements any Care Leaver or Looked After Child is guaranteed to be shortlisted for supernumerary entry level apprenticeships across the Council.
7. Closer joint working between HRWOD team members and the Leaving Care Team including attendance at team meetings with Personal Advisors and Achievement Advisors in the Children and Families Service will improve our ability to identify possible opportunities for this group of young people.
8. Work has also been undertaken with the co-ordinator of Virtual School to develop a programme of work experience and careers support for our Looked after Children. This work experience programme for the first Year 8 cohort took place in July 2018. This initial day involved young people meeting with senior officers and Elected Members, observing a full Council meeting and provided an initial introduction to the work of the Council.
9. Where possible, the Council will offer all Looked After Children and Care Leavers either an apprenticeship or alternatively support in an apprenticeship if the chosen career is not one present in the Local Authority.

Next Steps

10. An Action Plan has been developed to focus on the implementation of the programme of work over the next six months (**Appendix 1**).
11. The group of Year 8 students who attended in July 2018 will be invited back to undertake a further programme of work experience in the summer term 2019 as Year 9 students. A further group of Year 8 pupils will be invited to attend the Induction to the programme. These young people will continue to be supported with work experience opportunities and careers advice until they leave school.
12. Promotional materials will be produced to promote Apprenticeships as a positive career choice and to promote the offer of work experience opportunities for Looked After Children and Care Leavers. This information will be circulated to schools and support will be offered to ensure children are encouraged to take up of these opportunities.
13. Work continues with colleagues in the Virtual School, the Leaving Care and Looked After Children teams to secure the engagement of young people in the programme and to offer opportunities to individuals that meet their personal career aspirations.

Other Options Considered

14. A range of options have been considered to support the Council in fulfilling its corporate parenting role and improve outcomes for care leavers. The programme developed is felt to best meet this objective but must be kept under review and developed in light of feedback and experience.

Reason for Recommendations

15. The support to encourage young people within the care of the Council to engage with work experience opportunities and having left care, supported into employment in an apprenticeship enables the Council to deliver its statutory duty to safeguard and promote the welfare of Looked After Children and to act as a good corporate parent.

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.

Financial Implications

17. There are no additional financial implications for this committee to consider other than the allocation of officer time to maintain engagement with the programme.

Human Resource Implications

18. As a key part of its overall approach to workforce planning and underpinning its commitment to being an Employer of Choice, the County Council supports the use of Apprenticeships as a means of offering jobs, work based learning and career opportunities to the most diverse range of potential new recruits.

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the continuing work around the engagement and support of care leavers into employment using apprenticeships as set out in Appendix 1.
- 2) Approve the continuing delivery and expansion of a work experience programme for Looked After Children.

Marjorie Toward

Service Director – Customers, Governance and Employees
Chief Executives Department

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

Constitutional Comments (KK 05/11/18)

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

Financial Comments (SS 06/11/18)

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

Human Resources Comments (SJ 20/11/18)

21. There are no specific HR implications for the current workforce but attendance at the events will support the Council as described in paragraph 18.

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.

- Nottinghamshire County Council *A Partnership Strategy for Looked After Children and Care Leavers in Nottinghamshire*. 2018-2021
<http://www.nottinghamshire.gov.uk/media/130637/lookedafterchildrencareleaversstrategy.pdf>

Electoral Division(s) and Member(s) Affected

- All

Action Plan for the delivery of the Work Experience and Apprenticeship Programme for Nottinghamshire County Council's Looked after Children and Care Leavers October 2018 – April 2021

Aims to:

- 1. To deliver on NCC's responsibilities as Corporate Parent**
- 2. To increase the accessibility of Apprenticeships to Looked After Young People (LAYP) and Care Leavers (CL)**
- 3. To increase the work readiness, career opportunities and socio-economic potential of LAYP and CL**
- 4. To provide pathways into training, employment or further education for those most vulnerable of NEET status**

1. To deliver on NCC's responsibilities as Corporate Parent

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Engage with managers across the authority to identify work experience and apprenticeship opportunities for NCC LAC/CL	Human Resources, Workforce and Organisational Development (HR,WOD) team NCC staff	November 2018 – onwards and continuing	Increased number of opportunities available for work experience and apprenticeships Managers aware of the corporate parent commitment	
Prioritise the transfer of the Apprenticeship Levy to local businesses committed to employing Care Leavers in apprenticeships	HR,WOD team	April 2019	Increased capacity within local businesses to offer an apprenticeship	
Identify funding for the employment costs for Care Leavers wanting to undertake Apprenticeships with the authority	HR,WOD team and CFS	April 2019	Employment costs for the increased numbers of Apprenticeships can be met from the centrally held budget	

2. To increase the accessibility of Apprenticeships to Looked After Young People (LAYP) and Care Leavers (CL)

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
<p>Improve the promotion and attraction of apprenticeships as career choices to LAYP and Care Leavers</p> <p>Production of promotional materials aimed at LAYP/CL</p>	HR,WOD team	<p>January 2019</p> <p>December 2019</p>	LAYP and CL are more aware of their options and are more likely to consider an apprenticeship as a route through their chosen career	
To identify LAYP/CL at application stage to prioritise shortlisting for apprenticeships	HR,WOD team Recruitment Team	September 2017	More LAYP/CL are shortlisted and identified without having to disclose this information at interview	Already in place on supernumerary apprenticeship application form
Work with CL Personal Advisors to identify individual career aspirations and potential apprenticeship opportunities	HR,WOD team CL Personal Advisors	January 2019	CL will be able to secure jobs/apprenticeships in their chosen profession	
<p>Develop an agreement with local Universities to offer Degree Level Apprenticeships to NCC Care Leavers</p> <p>(NTU, Nottingham University, Sheffield Hallam, Derby, Lincoln, Leicester)</p>	HR,WOD team Local Universities	January 2019 (ready for Autumn 2019 enrolment)	Where CL want to attend University, a degree level apprenticeship may offer an alternative route	

3. To increase the work readiness, career opportunities and socio-economic potential of LAYP and CL

Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Develop, implement and embed a diverse work experience programme that offers opportunities to LAYP	HR,WOD team Virtual Schools	July 2018	LAYP have increased awareness and understanding of the types of jobs offered by the council and are prepared to enter the work place	First cohort of Year 8 LAYP attending introduction day July 2018. Second Cohort planned for July 2019 Year 9 work experience days being planned for summer term 2019
Provide additional support and development opportunities to increase retention rates in Apprenticeships and provide sustainable jobs for LAYP and CL.	HR,WOD team Personal Advisors Line Managers	September 2017 - onwards	More LAYP and CL successfully complete their apprenticeships Line managers/members of the team are aware of support needs and can offer additional support Coaching offer will be extended to all LAYP/CL undertaking apprenticeships within the Council	First cohort of LAYP/CL appointed September 2017 Second cohort of LAYP/CL appointed October 2018
Provide additional support for LAYP (aged 16 – 18) and CL aged 19 – 24 in line with Government funding criteria	HR,WOD team	October 2018 - onwards	The allocation of funds are readily available to support LAYP/CL in their apprenticeship and will support the successful completion of the apprenticeship	Funding rules changed August 2018 to provide additional funding for CL. October 2018 cohort will be the first to access this funding

Provide opportunities for LAYP and CL to access Apprenticeships in local businesses in order to develop skills in their chosen career path	HR,WOD team Personal Advisors Economic Development	April 2019	LAYP/CL will be able to secure apprenticeships in their chosen profession	
4. To provide pathways into training, employment or further education for those most vulnerable of NEET status				
Actions	Responsibility	Timescale	Desired Outcome	Update/Progress
Partner with a learning providers to design traineeships and work ready programmes for LAYP and CL who are not Apprenticeship ready	HR,WOD team Virtual School Local training providers	September 2017 - onwards	LAYP/CL less likely to end up NEET Programmes designed to develop LAYP/CL skills, knowledge and behaviours needed for the workplace	First cohort were supported by Futures
Work with training providers to identify additional needs and offer appropriate support, that includes offering apprenticeships over a longer period of time and appropriate use of the additional funding available	HR,WOD team	October 2018 - onwards	Procurement activities reflect the needs of LAYP/CL and Apprenticeship contracts are set accordingly More LAYP/CL are supported appropriately to successfully complete their apprenticeship	First procurement of training provider identifies the requirement to deliver apprenticeships to CL

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****UPDATE ON ATTENDANCE AT CAREERS OUTREACH EVENTS****Purpose of the Report**

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

Information**Background**

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

Progress to date

4. The planned programme of events reported to the 18th April 2018 Personnel Committee has been updated in the schedule attached in **Appendix 1**. This provides a brief summary report on each event attended and identifies new opportunities to attend events where appropriate to do so.
5. The HRWOD team continue to identify specific events taking place across the County to ensure that there is focus on areas of greater deprivation and that the Council has a workforce drawn from across and representative of the whole County.
6. The team also receives information from the Communications and Marketing team in relation to activities taking place across the county which may provide further opportunities to promote employment and development opportunities with the Council. In addition to the planned programme of events, as approved in the previous report to Personnel Committee, the team will attend additional events on an ad-hoc basis where beneficial for

Nottinghamshire residents and where they support the delivery of the Council's key priorities. These will continue to be added to the schedule in **Appendix 1**.

7. The HRWOD team continue to assess attendance at events in relation to their contribution towards the Council's strategic and service priorities and these are included in the events schedule accordingly. The plan will continue to be regularly reviewed and updated to reflect these new opportunities and to support the achievement of the ambition to have county wide coverage. The team will also continue to identify appropriate opportunities as part of a renewed focus on talent management and work based learning opportunities. As reported to Personnel Committee on 3rd October 2018, the successful recruitment of 6 graduate trainees to the Council's in house scheme and the level of applications was enhanced by our attendance at such events held at several of the local universities.
8. The HRWOD team continue to engage with colleagues in Economic Development to ensure greater joining up of efforts to promote wider employment opportunities across Nottinghamshire as part of the Council's role as a community leader being one of the largest local employers.
9. The HRWOD team will take a creative and inclusive approach to the attraction, development and management of talent across the Council. Bringing together all of the talent management programmes currently undertaken within the team will be beneficial to the citizens of Nottinghamshire as it will allow for a clearer understanding of the career opportunities within the Council, starting with the Council's Work Experience programme through to opportunities to participate in the numerous schemes the Council manages such as the Leonard Cheshire Change 100 programme and the in house graduate development scheme.

Other Options Considered

10. The HRWOD Team has a programme of activity to support the Council in recruiting, developing and retaining employees with the knowledge, skills and experience required to develop and sustain the workforce it requires now and for the future. Attendance at these events is one way of supporting this activity.

Reasons for Recommendations

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

Statutory and Policy Implications

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

Financial Implications

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

Human Resources Implications

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

Public Sector Equality Duty implications

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

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the plan to draw together the various talent management schemes operating within the Council and to receive a further report on the impact of this activity at a future Personnel Committee.
- 2) Agree the continued attendance at and promotion of career outreach events as set out in Appendix 1 and that ad hoc events are added to the schedule as appropriate.
- 3) Agree to receive a further report on learning from attendance at careers outreach events and how this is being used to inform future activity going forward, in six months' time.

Marjorie Toward
Service Director – Customers Governance and Employees
Chief Executive's Department

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

Constitutional Comments (KK 0/11/18)

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

Financial Comments (SES 06/11/18)

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

Human Resources Comments (SJ 20/11/18)

19. There are no specific HR implications for the current workforce but attendance at the events will support the Council as described in paragraph 15.

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

Name of the Event	Cycle	District	Update for Personnel Committee – November 2018
Armed Forces Covenant Job Shop	Annually	Countywide	Attended event on 19 th April 2018. Will continue to attend future events.
Careers day at Arnold Hill Academy	Annually	Gedling	Attended event on 21 st June 2018. Run by Gedling Borough Council, to discuss career options to Year 10 pupils. Future dates to be confirmed.
Stapleford Community Group Job Fair	Annually	Broxtowe	Attended on 20 th September 2018. Future dates to be confirmed.
Nottingham Jobs Health and Social Care Job Fair	Annually	Countywide	Date to be confirmed.
Gedling Jobs & Opportunity Fair "Fulfilling Futures"	Annually	Gedling	Date to be confirmed.
Future First Expo	Ad-hoc	Newark	7 th November 2018. Working with Newark secondary schools.
D2N2 Public Service Apprentice of the year award	Ad-hoc event	Nottingham Trent University	12 th November 2018 – NCC will be participating in a marketplace at the D2N2 Public Service Apprentice of the Year Award event hosted by Nottingham Trent University.
Graduate scheme recruitment & assessment days	Annually	Focus on local Universities and Nottinghamshire graduates/returning graduates	A comprehensive programme has been established to recruit to the new scheme, including an assessment centre day and follow up interviews were held at the end of June 2018. 44 candidates attended 4 x assessment centres from which 14 were put forward for final interview.
Graduate Development Programme	Annual	countywide	Digital campaign ran to highlight the scheme and drive traffic towards a dedicated webpage about the scheme with links to the jobs site. Media campaign included: twitter and Facebook campaign; county council website; county council e-mail footer messages; LinkedIn; advertising on digital jobs sites (e.g. Indeed.co.uk); digital advertising via university communication teams. Digital campaign has been highly successful at raising awareness and extremely cost-effective – less than £2.5K of activity resulting in 198 applications to the scheme.
University of Nottingham Employer Drop in Sessions	2 x yearly	Countywide	Details to be confirmed by organisers. Pop up sessions and presentation events to be organised with NTU as well to support next year's recruitment

28 November 2018**Agenda Item: 7****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****SICKNESS ABSENCE PERFORMANCE TRENDS AND ONGOING ACTION
FOR IMPROVEMENT****Purpose of the Report**

1. a) To update Members on quarterly performance information, **as at 30th September 2018**, in relation to levels of sickness absence across the directly employed Nottinghamshire County Council workforce.
- b) To seek approval for ongoing actions to further reduce absence levels.

Information**Background**

2. This report sets out the latest available sickness absence figures and the actions being taken by the Council to continue to improve the health and wellbeing of its employees with an aim to further reduce these to make sustainable progress towards the achievement of the target of 7.00 days average per employee per annum.
3. The range of strategic HR, Workforce and Organisational Development and wellbeing interventions and guidance has been extended as detailed in previous reports to this Committee. The County Council continues to give priority to providing a safe and healthy working environment which maximises workforce productivity and performance, motivates and engages all employees and actively promotes a culture of positive mental and physical wellbeing at work.
4. Absence levels and related trend data provide an indicator of how well the Council is performing in this respect and continue to be used to highlight areas of focus for both service specific and strategic actions to promote employee wellbeing and further develop the employee support package. They should be viewed within a context of overarching seasonal trends which is the reason for providing information on a 12 month rolling basis.
5. This approach has resulted in an overall trend of incremental improvement over recent years although there have been slight increases in the overall recorded level of absence in the last

two reported quarters. However the overall figure has reduced very slightly from 8.43 to 8.42 days for this latest period to 30th September 2018.

Performance Monitoring and Trend Analysis

6. The table below shows the quarterly breakdown, by department since January 2017 as a 12 month rolling figure.

	(A) January 2017 to December 2017	(B) April 2017 to March 2018	(C) July 2017 to June 2018	(D) October 2017 to September 2018
Adult Social Care, Health	12.99	12.79	12.60	11.76
Children and Families	10.32	10.89	10.61	10.49
Place	9.49	9.47	9.03	8.98
Chief Executive's (prev. Resources)	8.75	9.21	9.21	8.59
NCC Schools*	6.13	6.34	6.34	6.72
Authority	8.25	8.54	8.43	8.42

* Maintained schools only

7. The revised Infographic in **Appendix D** to this report illustrates in executive summary of the situation as at 30th September 2018, when the headcount of direct NCC employees was 7,508 in relation to:
- The level of performance against the current Council target and CIPFA national benchmarking data
 - The most significant causes of reported absence across the Council and by department during the quarter
 - The relative distribution of short and long term absence.
8. **The average level of sickness per employee per annum at the end of quarter 2 was 8.42 days overall.** This is a decrease of 0.01 percentage points compared to the previous quarter when it stood at 8.43 days. This reflects the fact that absence has reduced slightly in all departments although there has been an increase in the absence reported in schools included in this data.
9. **Appendix B** to this report illustrates that stress and related conditions remain the most prevalent overall reason for absence across the Council. However there has been a significant decrease this quarter from **20.2% to 18.12%** of all reported absence.
10. Due to the particular pressure on the social care services, stress is routinely the most prevalent reported reason for absence in both the Adult Social Care and Health and Children and Families services. This currently stands at **22.21%** and **26.23%** respectively showing a proportionate increase in reason for reported absence during this period.

11. The Council has engaged with Healthy Working Futures and had contributed to a bid for national funding from the Work and Health Unit Challenge Fund. Unfortunately we have recently been advised by Healthy Working Futures that their bid was unsuccessful however now we are in contact with them, we are continuing to explore other ways we may work with them to improve our overall performance in this challenging area.
12. Stress continues to be the most significant reported reason for absence in the Chief Executive's department, currently standing at **23.76%**, a slight increase over the previous quarter. It has previously been reported that this may be due to uncertainty for employees around the Corporate Services Review and the arrangements to populate the new Chief Executive's department.
13. The Place department has consistently reported muscular / skeletal injury as the most frequently recorded reason for absence at 18.38%. However this has been overtaken this quarter by post-operative recovery at 19.28%.
14. Stress, depression, anxiety, mental health and fatigue also remain the most common overall cause of all absence across the local government sector, the most recent LGA data which has not been refreshed from the previous report stands at **22.30%** of all absence across the sector nationally and **22.40%** for comparable Councils. The Council's figure as mentioned previously stands at **18.12%**.
15. The Council's overall performance reflects its commitment to taking action to prevent and manage stress and related conditions to achieve continuing improvement and continues to compare favourably with other Council's and public sector employers nationally.
16. The next most significant attributed reasons for absence across the Council are operations and post-operative recovery which has increased by 1.52% to 17.63% from the previously reported figure of **16.01%** in the previous quarter.
17. Absence due to Flu, colds and sore throats shows a decrease this quarter having moved from 9.85% to 9.27% since the previous reported period. The Council has again provided a voucher scheme for frontline workers to encourage them to have the flu vaccination. The figure for employees requesting a voucher was 751 as at the end of October 2018.

Benchmarking:

18. Overall the level of the Council's current performance continues to compare well against the most recently available benchmarking data for the local government sector. The Council is awaiting updated information from our identified benchmarking sources but the current figures are produced below for ease of reference:
 - The Chartered Institute of Public Finance Accountancy (CIPFA) published data for March 2017 shows that the average for comparable County Councils in the national benchmark cohort is now **8.60 days** (having increased from **8.50 days** at the previous year) and **9.30 days** for all Councils.

- The most recent annual Local Government Association (LGA), Workforce Survey (March 2018), continues to report an average of **8.70 days** across all local authority respondents.
- The most recent (May 2018) annual benchmarking report on absence management from the Chartered Institute for Personnel and Development (CIPD), reports the average days absence reported by respondents across the wider public sector, including Health and Central Government, as **8.50 days** and across respondent private sector services as **6.60 days**.

Actions for improvement:

19. Members of Personnel Committee have previously agreed a range of actions to address the ongoing challenge of preventing and significantly reducing stress and stress related absence and enabling employees to improve their resilience and mental wellbeing. These include:

- A commitment to proactively manage absence and to support employees to maintain their attendance at work.
- To continue to focus on mental health at work and to work closely with the recognised trades unions to identify and test the effectiveness of the various initiatives in place.
- To develop new approaches and activities to further improve employee health and wellbeing and reduce absence.
- To continually review the action plan to assess what is working and what more could be added.
- To use the feedback from the Chief Executive led employee workshops to further inform the action plan.
- To review the effectiveness of the new workplace Buddies and the Chaplaincy service and to provide an update report regarding these initiatives at the January 2019 meeting of this Committee.
- The introduction of Mental Health First-Aiders. We are currently reviewing several training packages to identify which is the best fit for the Council before seeking volunteers from the workforce.
- In response to a number of employee requests, some further management guidance is being produced to advise on supporting employees through the menopause.

Other Options Considered

20. In addition to its overall strategic approach, the Council continues to benefit from the ongoing commitment of the recognised trade unions in considering options to improve employee health and wellbeing. Their active engagement and involvement, and that of the employee support groups, in task focussed, time limited, joint working groups which operate as sub groups of the Central Joint Consultative and Negotiating Panel, are helpful in developing proposals for further

consideration by Members. It is also intended to work more closely with colleagues in Public Health to engage their expertise in finite pieces of work which will add to our overarching strategy.

Reasons for Recommendations

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

Statutory and Policy Implications

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 appendices cannot be attributed to individual employees and therefore protects their privacy.

Financial Implications

24. There is no specific budget allocation to fund the development and delivery of employee wellbeing interventions and initiatives. This is met from within the HR, Workforce and Organisational Development budgets.

Human Resources Implications

25. These are set out in the body of this report. The trades unions continue to be engaged in joint working with managers and HR colleagues to further develop employee health and wellbeing initiatives. Trades union colleagues welcome the opportunity to continue to work with managers with a focus on mental health issues and are keen to ensure that mental health issues have parity with physical health issues and particularly welcome the introduction of mental health first aiders and training for managers in supporting employees with mental health issues and supporting employees through the menopause.
26. Trades union colleagues welcome the range of services available to help support employees in their roles and prevent ill health developing and have indicated that they would support a Council-wide staff health survey in addition to the more detailed surveys already undertaken across Children's and Adult's services.

Public Sector Equality Duty implications

27. The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is a separate policy which is applicable to all maintained schools and is recommended to all schools with different governance arrangements. These procedures contain guidance which ensures that appropriate management of the sickness absence of employees with a disability complies with the requirements of the Equality Act 2010.

RECOMMENDATIONS

It is recommended that Members:

- 1) Continue to receive updates regarding the revised Employee Health and Wellbeing Action Plan 2018/19 and agree any new additions to the plan.
- 2) Receive a further report on progress at the end of the third quarter of 2018/19 at March 2019 Committee.

Marjorie Toward

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

For any enquiries about this report please contact:

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

Constitutional Comments (KK 05/11/18)

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

Financial Comments (SES 06/11/18)

29. The financial implications are set out in paragraph 24 of the report.

HR Comments (AW 20/11/18)

30. The HR implications are contained within the body of the report. We continue to work in partnership with the recognised Trade Unions to identify and understand the impact of the range of actions taken to improve employee wellbeing across the Council.

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

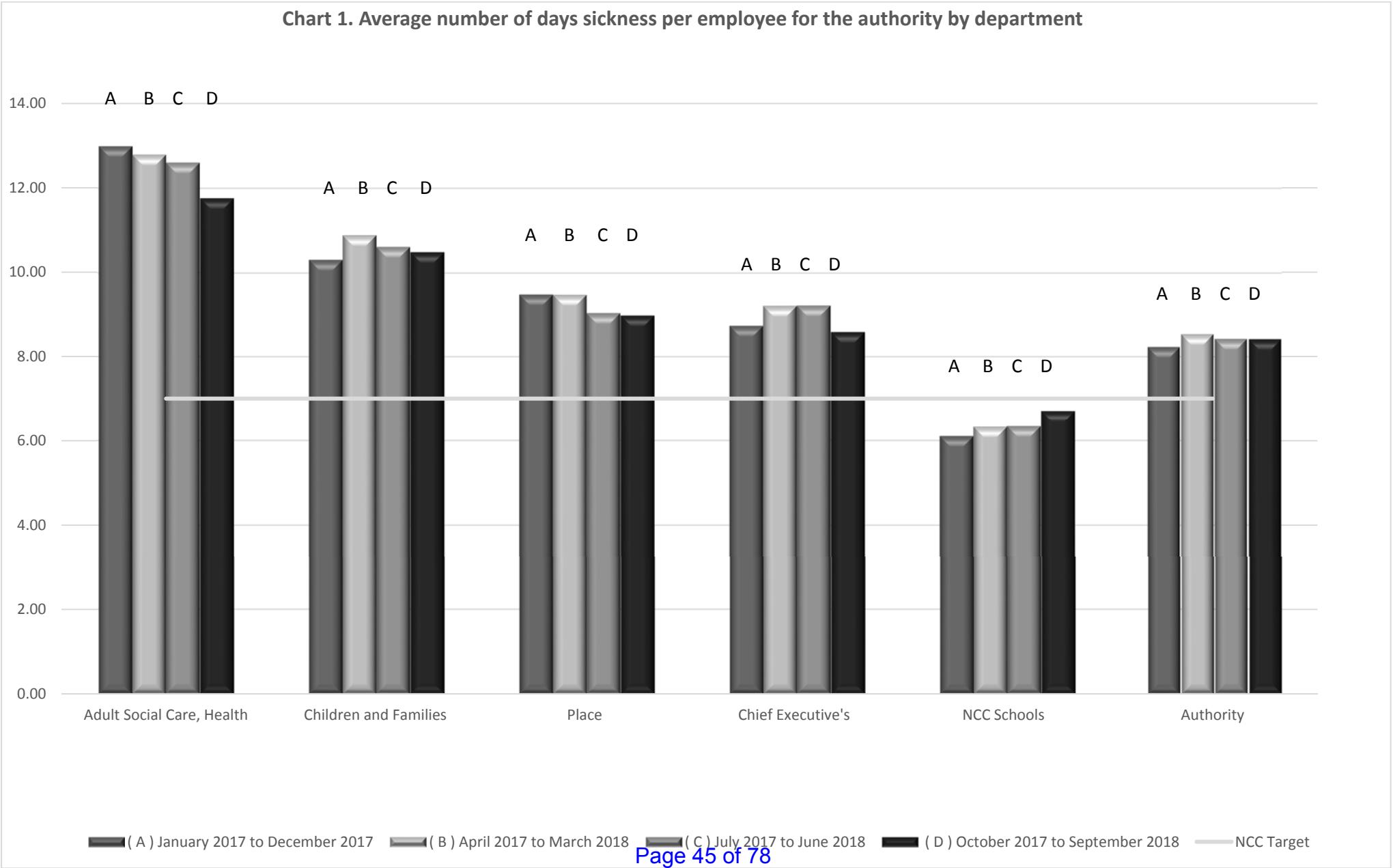


Chart 2 ASCH October 2017 to September 2018

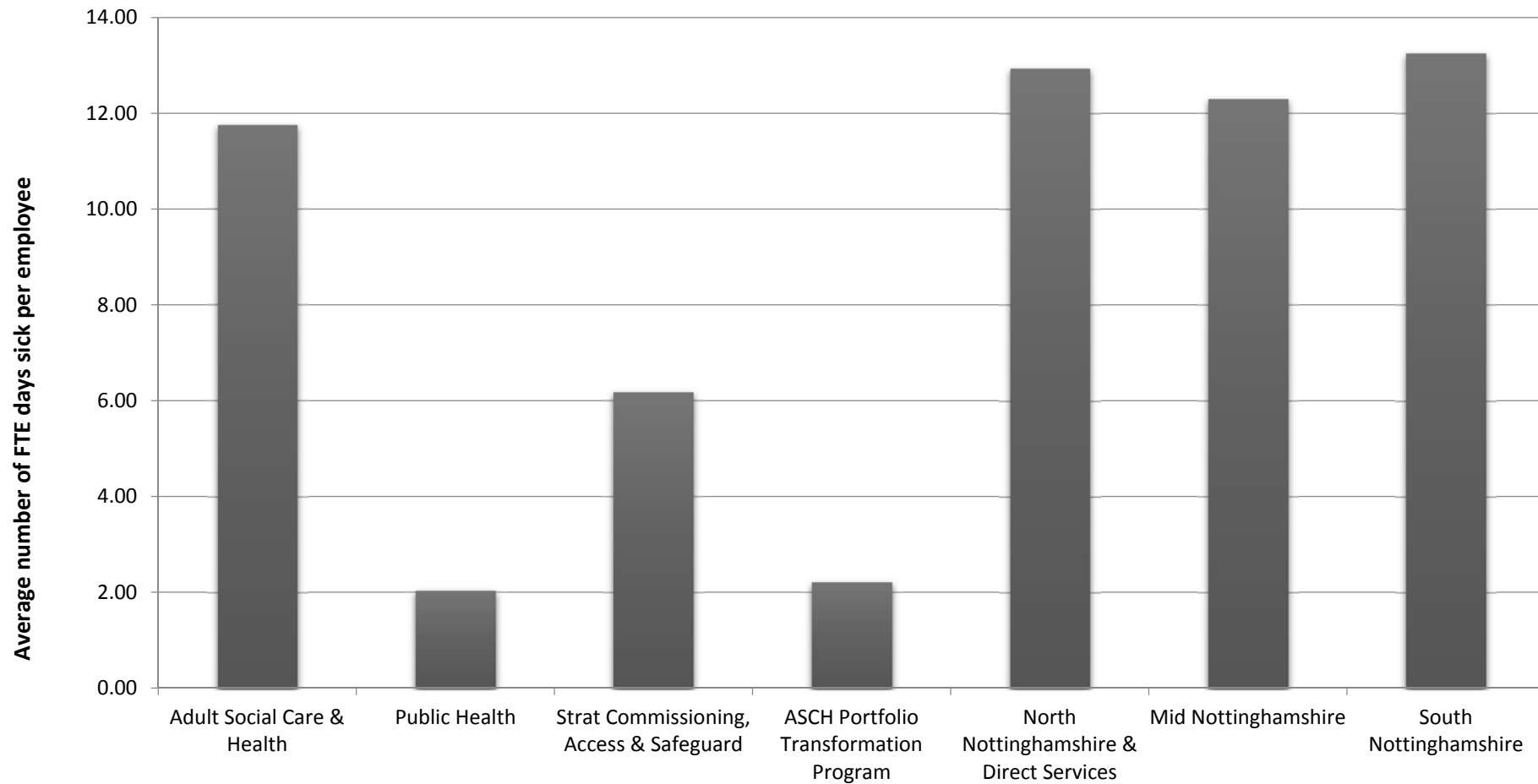


Chart 3 Children and Families October 2017 to September 2018

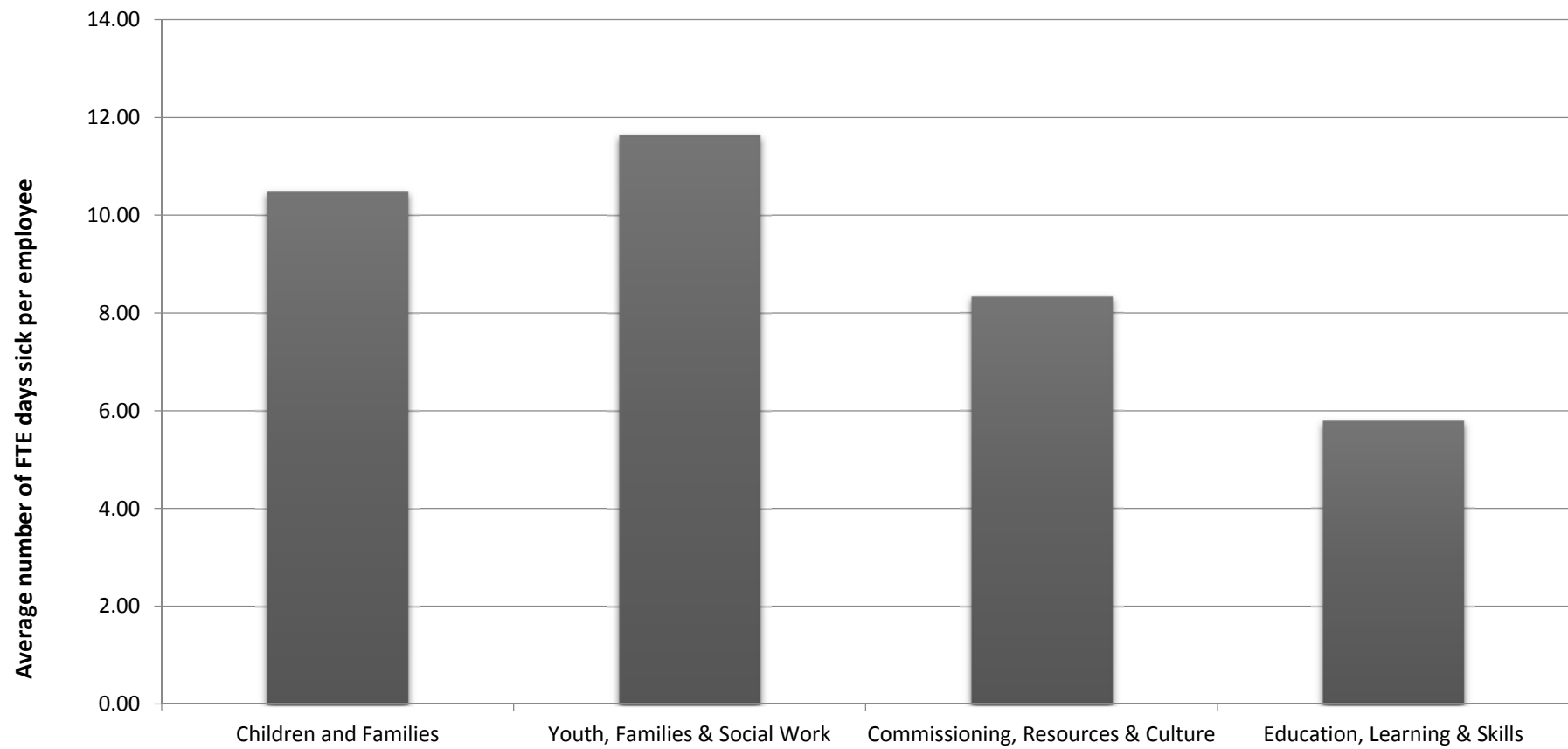


Chart 4 Place October 2017 to September 2018

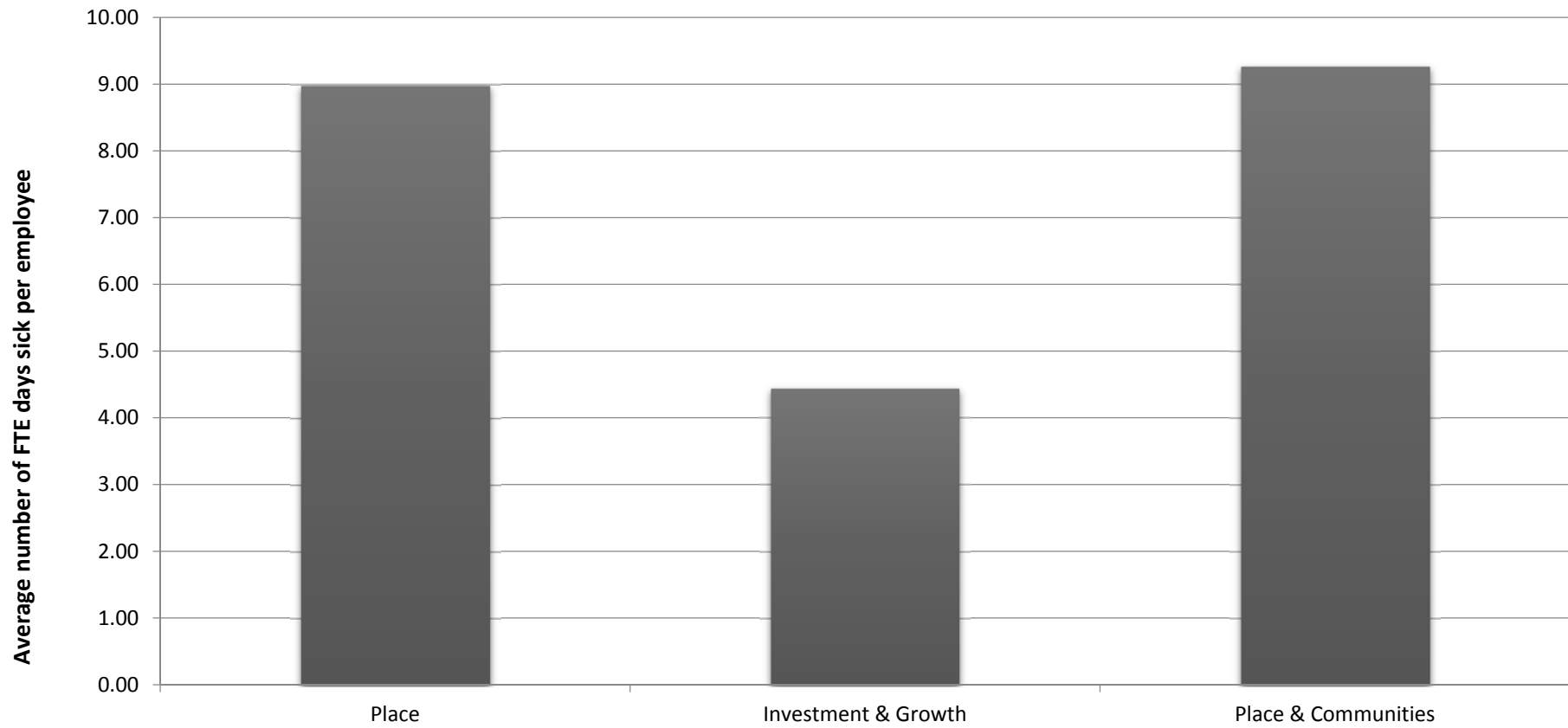


Chart 5 Chief Executive's October 2017 to September 2018

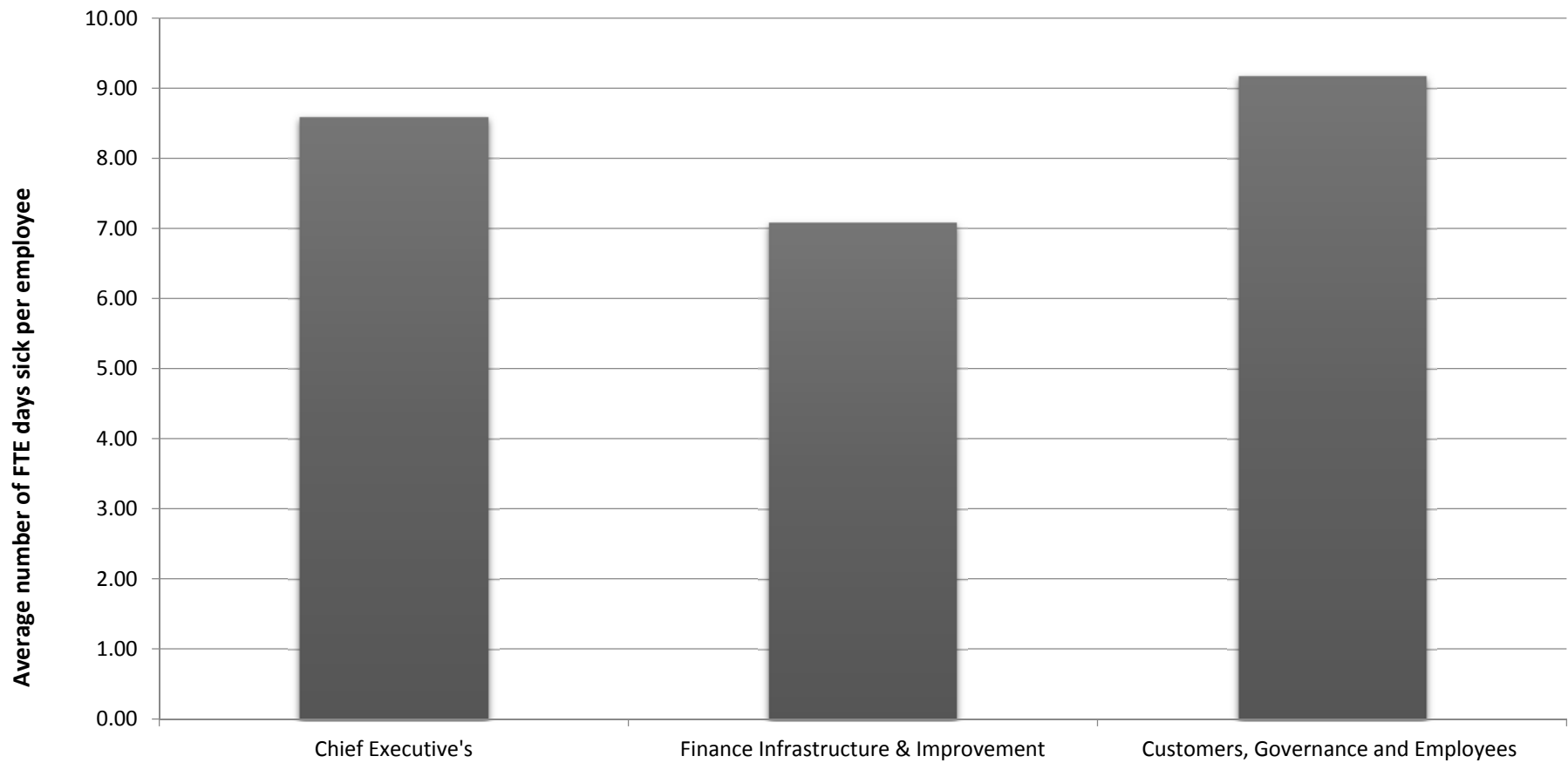


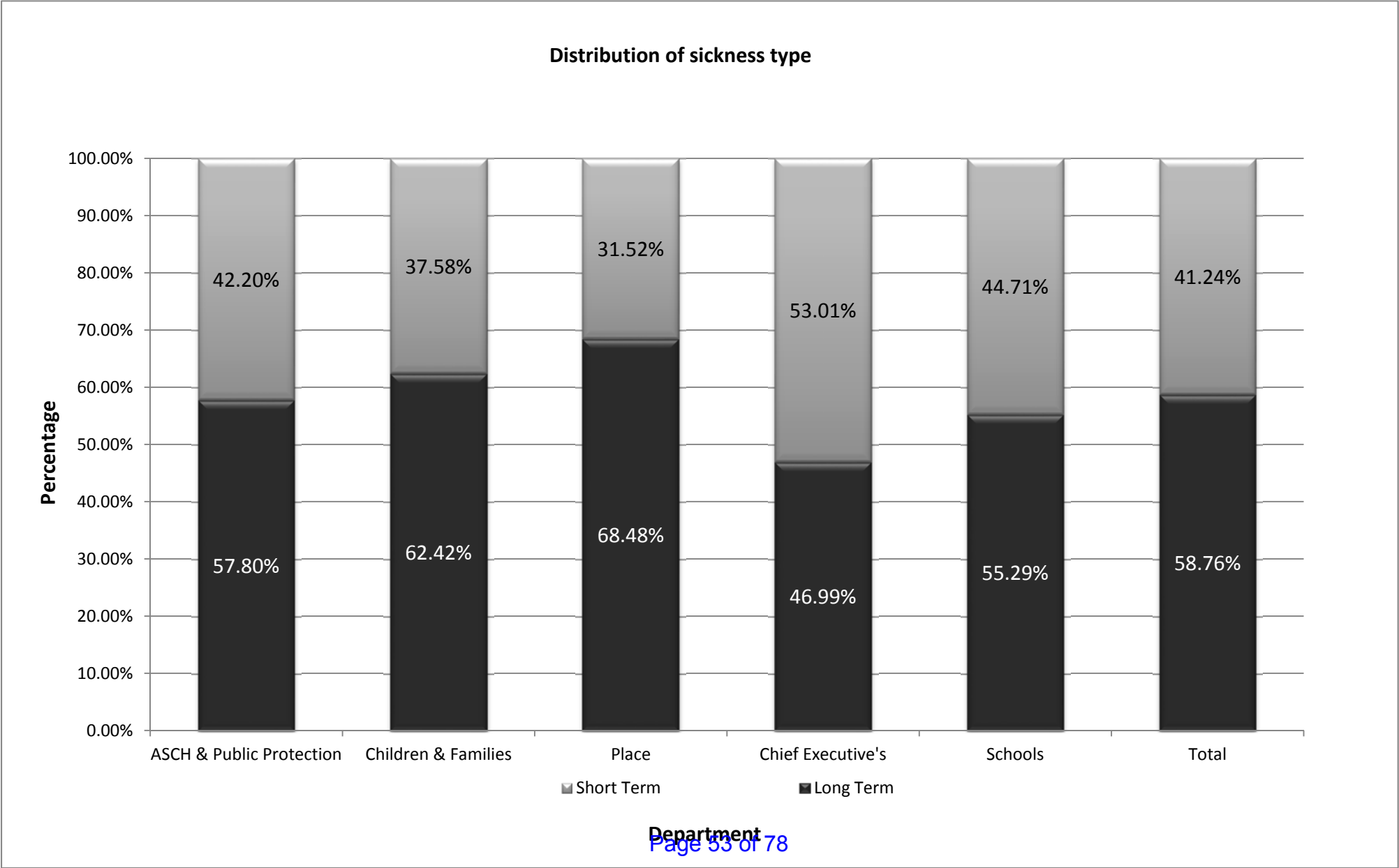
Table 1. Sickness Levels over rolling 12 month basis by Department

	January 2017 to December 2017	April 2017 to March 2018	July 2017 to June 2018	October 2017 to September 2018
Adult Social Care, Health	12.99	12.79	12.60	11.76
Children and Families	10.32	10.89	10.61	10.49
Place	9.49	9.47	9.03	8.98
Chief Executive's	8.75	9.21	9.21	8.59
NCC Schools	6.13	6.34	6.34	6.72
Authority	8.25	8.54	8.43	8.42

Appendix B

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular/ Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/ Digestion	Stress/ Depression	Terminal Illness	Not assigned
ASCH & Public Protection	5.90%	8.32%	1.62%	2.01%	3.34%	11.88%	14.85%	14.00%	1.10%	2.91%	0.35%	8.38%	22.21%	0.03%	3.11%
Children and Families	3.87%	8.90%	1.73%	1.72%	2.14%	12.45%	14.44%	14.72%	2.07%	3.82%	0.45%	5.83%	26.23%	0.08%	1.52%
Place	8.51%	5.06%	1.34%	2.70%	3.29%	18.38%	19.28%	15.02%	0.71%	3.00%	0.65%	6.50%	14.45%	0.00%	1.10%
Chief Executive's	4.23%	14.66%	2.25%	0.71%	3.17%	9.86%	13.57%	13.18%	1.59%	2.39%	0.61%	9.06%	23.76%	0.04%	0.92%
Schools	4.80%	11.56%	2.18%	1.27%	4.19%	8.94%	19.26%	15.29%	1.85%	3.06%	0.26%	11.59%	15.51%	0.06%	0.17%
Totals	5.75%	9.27%	1.83%	1.77%	3.53%	12.23%	17.63%	14.82%	1.46%	3.08%	0.41%	8.97%	18.12%	0.04%	1.10%

Appendix C: Long and Short Term Sickness



Employee wellbeing and sickness absence performance Q2 2018 - 2019

Corporate performance October 2017 to September 2018

58.76%

Long term absence



8.42

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



0.01 day decrease over the
previous quarter

41.24%

Short term absence



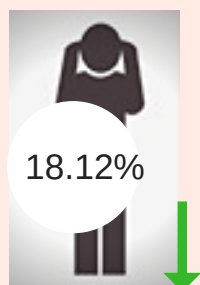
7 days

NCC Target
CiPFA average
8.6 days



Sickness absence

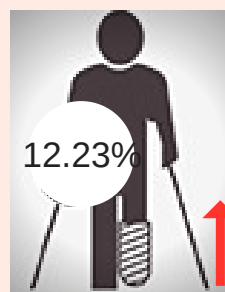
The most common top four causes and trend indicators



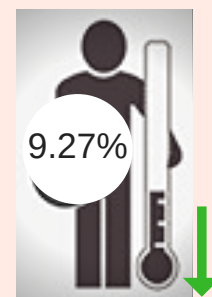
Stress



Op/Post Op
Recovery



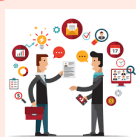
Muscular/
Skeletal



Cold/Flu/
Sore Throat

Main cause for absence
by dept.

STRESS:



C Exec



CFCS



ASCH

Page 55 of 78

Post Op.
recovery:



Place

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES****HEALTH AND SAFETY SIX MONTHLY UPDATE REPORT****Purpose of the Report**

1. To update Members' on health and safety performance, safety initiatives and progress against 2018-19 Health and Safety Action plan.

Information

2. The Corporate health and safety management system is under review to reflect structural and service delivery changes. The existing Occupational Health and Safety Assessment Series BS: 18001 scope is being revised and streamlined in preparation for migration to the new international ISO 45001 standard in 2019 which will replace BS: 18001 over a period of time.
3. The future system focus will be on management arrangements for health and safety rather than operational delivery and the strengthening of the monitoring of the safety performance for external service providers, partners and contractors recognising risk management requirements outside the authority's direct control.
4. The Health and Safety Policy Statement (Appendix A) has recently been updated to ensure it reflects the authority's present structure and formation of the Chief Executives department. This document is made available to all stakeholders and viewable on the authority's public facing website.
5. During the first week in October we ran the planned safety campaign focussing on personal safety and security. Feedback from the event was positive with 80% of the comment slips indicating a high level of satisfaction. The delivery of this key safety message will be extended to better utilise the prepared material and include front line workbases. Future event planning is underway with a view to the health and safety aspects property management and a water safety event in conjunction with Nottinghamshire Water Safety Partnership.
6. An infographic relating to the 2018 health and safety week is attached (Appendix B)
7. Following an occupational road risk audit undertaken by Zurich in 2017, work has taken place on the outcomes and recommendation. Awareness raising workshops have been

held for senior and operational managers and a fleet manager has been appointed to oversee occupational road risk management. Supporting authority to drive for work purposes forms have been revised and made more accessible in online format.

8. Reportable accidents and incidents for the first two quarters to September 2018 are at 1.06 per thousand employees, this projected for the full year (2.12) will be an improved incident rate over the CIPFA benchmark indicator of 3.8 and equivalent to the reporting period for year end 2017-18. Slip, trip or fall being the most common cause.
9. Vacant property risk has been the subject of joint working between corporate property, health and safety and risk and insurance. Property handover forms have been updated and risk based visit programmes reviewed. A training resource based on lessons learned from recent vacant property incidents has been developed to enable managers and premises occupier to have a broader understanding of the risks relating to vacant sites.
10. Work has been undertaken within Place department to review the risk assessment process (hazard identification, risk assessment and risk control). Identified areas for improvement are in line with non conformities raised during audit. Learning can be applied across all departments via briefings and training updates.
11. The Corporate Health and Safety Action Plan 2018 -19 action plan reflecting the above is attached as Appendix C.

Reasons for Recommendation

12. Elected members require visibility of the risk control measures in place to make informed decisions affecting the Council's health and safety risks.

Statutory and Policy Implications

13. 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

14. There are no implications arising directly from this report as no individual or personal data or information will be used.

Financial Implications

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

Human Resources Implications

16. These are outlined in the body of the report. The action plan addresses key risks and embeds good Health & Safety standards and practices across the whole council.

Public Sector Equality Duty implications

17. The proposals in this report meet the Council's existing commitment to meeting, and where possible exceeding, the statutory requirements of the Equality Act 2010.

RECOMMENDATION

- 1) That members approve the amended action plan in Appendix C and agree to receive a further Health and Safety performance update in six months.

Marjorie Toward

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

For any enquiries about this report please contact:

John Nilan, Team Manager – Health & Safety

john.nilan@nottsgov.uk or 0115 8040380

Constitutional Comments (KK 05/11/18)

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

Financial Comments (SES 06/11/18)

19. The financial implications are indicated in paragraph 15.

HR Comments (JLN 20/11/18)

20. The Council has an ongoing commitment to manage Health and Safety. Planning and performance review are key requirements of the health and safety management system.

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

Health and Safety Policy

Introduction

The effective management of health and safety is an important factor in delivering corporate objectives and is consistent with the County Council's core values. This policy describes how Nottinghamshire County Council will manage health and safety and has three sections:

- A1: Statement of corporate commitment
- A2: Definition of roles and responsibilities
- A3: Health and safety management system arrangements

Effective health and safety management enables service delivery by preventing ill health and injury to employees and service users and by maintaining a healthy workforce. Developing and maintaining good health and safety standards is an important corporate objective and all employees are expected to adopt a positive attitude towards these arrangements and be active in implementing them.



This policy statement

- sets out the County Council's commitment to high standards of health and safety management and explains the arrangements in place to establish an effective and robust health and safety management system;
- requires the establishment of a health and safety management system designed to eliminate or minimise risks to employees and others who could be exposed to health and safety hazards associated with its activities;
- aims to ensure that all staff and members are clear about who does what, when and how in order to effectively control the risk of harm and other related business losses; and
- is supported by a series of guidance documents intended to assist employees to fulfil the objectives and requirements of the policy

The County Council's policy applies to all County Council employees, activities, equipment and properties that operate under the control of the County Council.

Further details on the policy and arrangements that support it are available on the intranet. A hard copy is available to staff who do not have access to a computer.

Statement of General Policy

The County Council will take all reasonable steps to prevent accidents and cases of work-related ill-health and provide adequate control of health and safety risks arising from work activities by ensuring the provision of:

- Safe and healthy workplaces and conditions;
- Safe and well maintained plant, equipment and machinery;
- Safe storage and use of hazardous substances and materials;
- Safe systems and methods of work; and
- Information, instruction, training and supervision.

The County Council will maintain effective management systems to enable compliance with legal and good practice requirements on health, safety and welfare and to enable sensible risk management with pragmatic solutions, through:

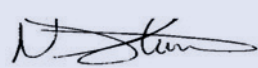
- Assessment and control of significant risks to all those who may be affected;
- Effective planning, with clear objectives, monitoring and review of compliance with policy and legal requirements with the aim of continually improving performance;
- Integration of health and safety with other business functions;
- Worker involvement, participation and consultation; and
- Provision of sufficient resources to meet the commitments in this policy.

The County Council will ensure that employees understand their roles, responsibilities and accountabilities. Employees are required to actively support the Council's efforts by working with due regard for the safety of themselves and others who may be affected by their actions. The County Council will require compliance in this from contractors, partners, volunteers and co-operation from clients and other visitors who use facilities and premises. This policy will be reviewed on annual basis and changes will be brought to the attention of employees. This Policy has the support of Corporate Directors and their Leadership Teams and will be implemented within their Departments.

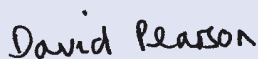
Signed by:



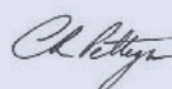
Anthony May
Chief Executive



Nigel Stevenson
Service Director
Chief Executives



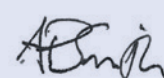
David Pearson
Corporate Director
Adult Social Care
and Health



Colin Pettigrew
Corporate Director
Children and Family
Services



Marjorie Toward
Service Director
Chief Executives



Adrian Smith
Corporate Director
Place



1-5th October Safety Week by Number's



Events held at

8

Locations

5 Days of Intranet
Safety Messages



21

Participants/Stands displayed



27

Competition
Entries Received



80%

Of attendee's
scored the event 5
(Highly Satisfied)



800+

Information Cards issued



260+

People attended
safety event days
this week



SR58: Corporate Health and Safety Action Plan 2018-19

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

Subject: Effective occupational health and safety management systems						
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments, Progress & Result Update	link
1.1	Occupational Health and Safety Assessment Series (OHSAS 18001):- Review services within scope including audit frequency. Review implications of the introduction of ISO 45001	Health and Safety Services within scope	April 2018 Oct 2018 (June 2019 deadline for conversion)	Medium	Re scope to account for Alternate Service Delivery Model's and retained client functions- waiting Place & BSI feedback Meeting held 31 Oct to scope move to 45001. Migration training February 2019 future model focussed on	Compliance Board

					management arrangements Next key date July 19 –re certification audit.	
1.2	Management Culture Undertake Health and Safety culture survey to establish baseline	Chief Exec Health and Safety	Start by June 2018	Low	Consideration of survey methods and outputs ongoing	Carry forward 2017-18 action plan
1.3	Review supporting policies and guidance in line with changes to current legislation and best practice <ul style="list-style-type: none"> • Risk assessment • Occupational road risk • Incident Protocol • NPO Guidance • Minibus guidance • Violence to staff 	Health and Safety	December 2018	Medium	Ongoing	

Subject: Health & Safety Compliance						
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments ,Progress & Result Update	link
2.1	Audit and Quality assurance Develop and implement 2018-19 audit and inspection programme	Health and Safety		High	Maintain risk based programme of audits for 2018-19 and report non-compliance trends and outcomes to Compliance Board and Risk Safety and Emergency Management Groups	Compliance Board
	Implement audit procedural changes		May 2018			
	KPI of 100 inspections total for 2018-19 across all departments. KPI 80% to be reasonable assurance		May 2018		43 compliance inspections undertaken 72% reasonable assurance to date.	Internal Audit Report Health and Safety
2.2	Ensure effective health and safety management of suppliers, contractors and service delivery partners: Commence pilot within Place Department	Health and Safety	May 2018	High	Ongoing-confirmation of suitable monitoring and safety management systems via supply chain audit receive KPI and audit data against contract requirements Routine review meetings held with	Compliance Board Internal Audit Report Health and Safety

3.2	<p>Establish more effective means of recording and reporting on training at corporate level</p> <p>To record all staff related training undertaken</p>	<p>WPOD Health and Safety Departments</p>	September 2018		<p>To include all health and safety training,</p> <p>Work ongoing with workforce planning and organisational development on data capture improvements</p>	<p>Compliance Board Internal Audit Report Health and Safety</p>
3.3	<p>Develop new e-learning packages specifically for inclusion on the learning portal and to support blended learning</p> <ul style="list-style-type: none"> • Event management • Remote working & mobile devices • Lone working App 	Health and Safety	Developed by December 2018	Medium	<p>Listed courses ongoing:</p> <p>Driving safely, nominated property officer, shared lives, asbestos awareness revised, fire awareness revised.</p>	

3.4	Health & Safety Week 2018 Personal safety & security theme	Health & Safety and trade unions	Oct 2018	Low	Completed, continue to distribute information and extend awareness training. Future themes to include Property and water safety	
3.5	Asbestos Training Ensure via training and briefings that duty holders are aware of NCC procedures, Code of Practice and statutory requirements. Monitor during inspection and audit Refresher briefing to all duty holders to inc revised Asbestos Code of Practice B8	Health and Safety and Compliance team Property Compliance team	As Property compliance team programme	Medium	Ongoing delivery by property compliance team. eLearning training updated	
3.6	Counter Terrorism Training Establish Online ACT Awareness Counter Terrorism training module Provide supporting face to face sessions as required	Health and Safety	May 2018	Medium	ACT eLearning available via learning pool from Oct 2018	

3.7	Health and safety information to be made more accessible in the intranet	Corporate Communications Health and Safety	June 2018	Medium	New quick link to health and safety intranet pages operational. Ongoing work developing pages.	Internal Audit Report Health and Safety
3.8	Occupational Road Risk (ORR) Appoint Fleet manager Develop consistent ORR procedures and training and monitor compliance	Health and Safety, Risk and Insurance a	June 2018 Ongoing	High	Occupational road risk group re-established Driver assessment form (SR 63-64) revised	Corporate Occupational Road Risk working Group and Griffiths & Armour action plan Compliance Board
3.9	Violence to Staff Treat staff with respect initiative and violence to staff policy review Review Wellworker reporting fields	ASCH Health & Safety	October 2018	Medium	Work ongoing with HR to tie in with overall corporate policy	ASCH health & Safety plan 2018

Subject: Premises and Facilities Management						
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments ,Progress & Result Update	link
4.1	Premises and Personal Security Ensure Corporate buildings have assessed security risks and have effective incident response plans	NPOs Health and Safety	Dec 2018	Medium	SR85 Protective security risk assessment and SR 90 Emergency action template under review Postal threat training undertaken	
4.2	Occupational water safety Review training & operational procedures for staff exposed to open water hazards including flooding and public access and ensure emergency procedures and equipment in place	Health and Safety/ Community Safety	May 2018	Medium	Risk profiling exercise undertaken of all NCC sites with water features on or adjacent. Ongoing work with Nottinghamshire water safety partnership	Nottinghamshire water safety partnership action plan

4.3	Identify emerging risk from organisational change and transformation including: <ul style="list-style-type: none"> Maintenance of emergency arrangement cover in corporate buildings and touch down areas 	Health and Safety and Programme and Projects	June 2018 onwards	Medium	First aider recruitment promotion Promoted at safety event, work with First aid provider to induct new first aiders into role.	Internal Audit Report Health and Safety
	<ul style="list-style-type: none"> Designated fire officer database to be updated 	C&FM Facilities				
	<ul style="list-style-type: none"> Provision of evacuation mats and training 	C&FM Facilities management Health and safety	September 2018		Project to replacement of Evac Chairs with evacuation mats ongoing	

4.4	Review risk control and safety arrangements at vacant premises <ul style="list-style-type: none"> • Duty of care to manage asbestos maintained • Fire risks managed • Site hazards minimised • Risk based inspection programme implemented • Security assessments undertaken 	Property Health and Safety	April 2018	High	<p>Vacant property risk assessment undertaken as Premises become un-occupied. Including fire risk assessment.</p> <p>Work with property estates and risk and insurance ongoing.</p> <p>Forms revised and briefing session on vacant property risk developed.</p>	Internal Audit report Vacant Property Management
4.5	Biomass boilers Review operator training ensuring operatives are competent and safety and maintenance procedures are followed	C&FM Health and safety	June 2018	Medium	C&FM to assess training need	
4.6	Re-tender statutory engineering inspection contract	Property C&FM Facilities management	May 2019	Medium	<p>Contract in final extension year must be re-let by May 2019</p> <p>Managed by property from April 2019</p>	

(all departments will be required to develop action plans to identify the measures/steps being taken to priorities, eliminate and reduce identified risks and address any outstanding issues or areas of concern with a particular focus on the following areas)

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

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

Information

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and

the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

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

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

