

Personnel Committee

Monday, 03 July 2017 at 10:30

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

AGENDA

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|---|--|---------|
| 1 | To note the appointment of the County Council on 25 May 2017 of Councillor Neil Clarke MBE as Chairman of the Committee, and Councillor Keith Walker as Vice-Chairman. | |
| 2 | Minutes of the last meeting held on 29th March 2017 | 3 - 6 |
| 3 | Terms of Reference and Membership | 7 - 10 |
| 4 | Apologies for Absence | |
| 5 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 6 | Health and Safety Review and Action Plan 2017/18 | 11 - 22 |
| 7 | Employee Health and Wellbeing and Sickness Absence Performance Update as at 31st March 2017 and Action Plan | 23 - 48 |
| 8 | Nottinghamshire County Council Workforce Planning Information as at 31st March 2017 | 49 - 64 |
| 9 | Work Programme | 65 - 68 |

Notes

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

Customer Services Centre 0300 500 80 80

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

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Julie Brailsford (Tel. 0115 977 4694) 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 29th March 2017 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

Sheila Place (Chairman)
Nicki Brooks (Vice Chairman)

Maureen Dobson	Stuart Wallace
Darren Langton	Yvonne Woodhead
Tony Roberts MBE	Liz Yates
A Rachel Madden	

OFFICERS IN ATTENDANCE

Julie Brailsford	Assistant Democratic Services Officer
Gill Elder	Group Manager HR
Helen Fifoot	Team Manager Schools Catering
Julie Foster	Group Manager Business Support
Claire Gollin	Group Manager HR
John Hughes	Group Manager Catering & Facilities
Jas Hundal	Service Director Transport, Property & Environment
Liz Maslen	Children's Workforce Development Manager
Marje Toward	Service Director, HR and Customer Service

MINUTES OF THE LAST MEETING

The minutes of the meeting held on 1st February 2017, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

APOLOGIES FOR ABSENCE

No apologies for absence were received.

DECLARATIONS OF INTEREST

There were no declarations of interest.

TEMPORARY STAFFING RESOURCE – D2N2 SOCIAL WORK TEACHING PARTNERSHIP

RESOLVED 2017/04

To approve the establishment of the post of temporary Partnership Practice Educator Lead Grade C, working with the D2N2 Teaching Partnership, within the HR Workforce and Organisational Development team structure, for a period of 12 months, from 1st April 2017 to 31st March 2018.

EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE PERFORMANCE UPDATE AS AT 31ST DECEMBER 2016

RESOLVED 2017/05

1. To note the current level of performance in respect of sickness absence.
2. To note that HR Business Partners would continue to work with the departmental managers to reduce absence and improve the health and wellbeing of their workforce.
3. To agree a performance target for 2017/18 of an average of 7.00 days absence per employee per annum.

NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING INFORMATION AS AT 31ST DECEMBER 2016

RESOLVED 2017/06

1. To note the updated workforce planning information and trends contained within the report.
2. To note the relative impact of redundancies and associated mitigations, natural turnover, vacancy control and TUPE transfers on the overall number of employees.
3. To note the range of mitigating measures and support provisions that continued to be used to minimise the impact in respect of compulsory redundancies.

CORPORATE LEADERSHIP TEAM BUSINESS SUPPORT ARRANGEMENTS

RESOLVED 2017/07

To approve the revised structure as set out in Appendix A attached to the report with effect from 1 April 2017.

OPERATIONAL REPORT – SCHOOLS AND ACADEMIES, CATERING AND FACILITIES MANAGEMENT SERVICES

RESOLVED 2017/08

To note the contents of the report.

WORK PROGRAMME

RESOLVED 2017/09

That the Committee's work programme be noted.

The meeting closed at 12.03pm.

CHAIRMAN

29th March 2017

REPORT OF THE CORPORATE DIRECTOR, RESOURCES

TERMS OF REFERENCE AND MEMBERSHIP

Purpose of the Report

1. To note the membership and terms of reference of the Personnel Committee.

Information and Advice

2. The following councillors have been appointed to the committee:

Chairman – Councillor Neil Clarke MBE
Vice-Chairman – Councillor Keith Walker

Councillor Maureen Dobson
Councillor Boyd Elliott
Councillor John Handley
Councillor Errol Henry JP
Councillor John Ogle
Councillor Helen-Ann Smith
Councillor Sheila Place
Councillor Jonathan Wheeler
Councillor Yvonne Woodhead

3. The County Council on 25 May 2017 established the committee with the following terms of reference.
 1. The exercise of the powers and functions set out below are delegated by the Full Council to the Committee in relation to personnel:
 - a. All decisions within the control of the Council including but not limited to those listed in the Table below
 - b. Policy development in relation to personnel, subject to approval by the Policy Committee or the Full Council
 - c. Review of performance in relation to the services provided on a regular basis
 - d. Review of day to day operational decisions taken by Officers

- e. Approval of relevant consultation responses except for responses to day-to-day technical consultations which will be agreed with the Chairman and reported to the next available Committee following their submission.
 - f. Approval of departmental staffing structures as required
 - g. Approving all Councillor attendance at conferences, seminars and training events within the UK mainland for which a fee is payable including any expenditure incurred, within the remit of this Committee and to receive quarterly reports from Corporate Directors on departmental officer travel outside the UK within the remit of this Committee.
2. If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy Committee.
 3. As part of the detailed work programme the Committee will receive reports on the exercise of powers delegated to Officers.
 4. The Committee will be responsible for its own projects but, where it considers it appropriate, projects will be considered by a cross-committee project steering group that will report back to the most appropriate Committee.

Table
Responsibility for the pay, terms and conditions of service and training of employees except for approving the annual Pay Policy Statement which is reserved to the Full Council
Responsibility for employee relations including arrangements for consultation/ negotiation with Trades Unions and any matters relating to Trade Union recognition
Responsibility for health and safety related matters
Reviewing and recommending Employment Procedure Rules to the Council for adoption
Reviewing annually the overall staffing structure of the Council
Responsibility for Human Resources, Business Support, the Business Services Centre and the Customer Services Centre

Other Options Considered

5. None.

Reason/s for Recommendation/s

6. To inform the committee of its membership and terms of reference.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of crime and disorder, 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, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

That the committee's membership and terms of reference be noted.

Jayne Francis-Ward
Corporate Director, Resources

For any enquiries about this report please contact:

Paul Davies, Democratic Services
T: 0115 977 3299

Constitutional Comments

8. As this report is for noting, no constitutional comments are required.

Financial Comments (NS 6/6/17)

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

Background Papers and Published Documents

None.

Electoral Division(s) and Member(s) Affected

All.

**REPORT OF SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****HEALTH AND SAFETY REVIEW AND ACTION PLAN 2017/18****Purpose of the Report**

1. The purpose of the report is to update Personnel Committee on current health and safety performance and seek agreement to the 2017-2018 Health and Safety Action Plan attached as Appendix A.

Information and Advice**Background information:**

2. The corporate health and safety management system currently remains based on British Standard Occupational Health Safety Assessment Series (OHSAS) 18001. Significant changes to service delivery models during this reporting period have necessitated re-scoping to account for new service delivery models and new client management functions. The future scope will include monitoring key supply chain partner safety performance.
3. In July 2016 the three yearly OHSAS strategic review and re-certification audit was undertaken by the British Standards Institute (BSI). This confirmed that the audit objectives had been met by Nottinghamshire County Council (NCC) and that NCC fulfilled the standards and criteria required for continuing certification for a further three years.
4. During this reporting period (2013-2016) 37 audit days identified 69 non conformities, the majority minor and all seen as opportunities for safety improvements. The four key areas identified were operational control, risk assessment, control of documents and emergency preparedness. This reflects those deficiencies found by the health and safety team's internal monitoring and review programmes as well as BSI trends for other OHSAS 18001 accredited organisations. The local issues identified have all been addressed and are reflected within the 2017-2018 action plan.

Performance:

5. In relation to incident data and to help set the Council's performance in context we have benchmarked our performance against other local authority employers in relation to serious incidents. The figure used is an industry standard figure. RIDDOR reportable incidents are prescribed by legislation (Reportable Injuries, Diseases and Dangerous Occurrences Regulations) and are amongst the most serious having resulted in specified serious injuries or more than 7 days absence from work and are reportable direct to the Health and Safety

Executive (HSE). The number of RIDDOR reportable incidents for the last 12 months per 1,000 employees is 3.5. This figure is comparable with the CIPFA average figure for 2015 (the most recent CIPFA data available) of 3.6 incidents per 1000 employees across other local government employers.

6. Overall there has been a fall in incidents reported, mainly due to services moving to joint ventures resulting in a decrease in staffing numbers. The nature of incidents reported is changing reflecting the move away from 'heavy manual tasks' associated with highways and construction work and subsequent fall in lifting and handling injuries. Incidents related to personal safety under challenging behaviour, verbal abuse, threat and physical violence are now in the top incidence causes together with slip trip and fall, struck by / against object or collision between people. Work is still ongoing to ensure incidents are recorded, reviewed and closed in a timely manner and that the learning from any incidents is shared more widely.
7. Demolition of the CLASP block at County Hall commenced in July 2016. Robust communication, planning and monitoring arrangements proved effective in delivering a successful project without significant incident. Control measures for environmental dust, noise and vibration emissions proved to be equally effective with no reported concerns. A successful staff engagement session was held at the end of the demolition phase with the aim of communicating how risk had been managed and raising the profile and importance of risk management .
8. Asbestos remains a risk primarily in the CLASP building stock and the asbestos code of practice is under constant review and robust. This highlights the need for ongoing internal awareness training and ensuring contractors are both competent to work with asbestos and have safe working systems in place. There have been no RIDDOR reportable asbestos exposure incidents in this period. An emerging issue is the disturbance of buried construction waste containing asbestos, with three disturbances of material recorded in the last year. All were managed in line with legislative requirements but this indicates that future development works need to account for this both procedurally and financially.
9. Terrorist incidents and heightened national threat levels have led to a review and strengthening of security procedures. A premises security review and local level 'action cards' have been developed and police advice sought. Our approach is under ongoing review following recent terrorist incidents across the country. The importance of confirmed awareness and change of suspicious activities or items has been reinforced for all staff and national advice and training made available and has already been delivered for senior staff.
10. During 2016 NCC gained approval from the National Counter Terrorism Security Office to self-deliver 'Project Griffin' a modular counter terrorism awareness programme. This is currently delivered on a risk based approach with transport hubs and crowded places (bus stations and events) and those who may receive suspect packages as priority. Following the murder of Jo Cox in June 2016 a personal security training package for elected members was delivered with 20 having attended. This has now been offered as part of the elected members induction programme.
11. In June 2015 a serious incident occurred at Rufford Country Park during which a member of the public was injured. The Council was prosecuted under the Health and Safety at Work Act. The new health and safety sentencing guidelines applied to this case which were reflective of the significant fine received. A disciplinary investigation took place in relation to the incident

but the member of staff (a casual worker) resigned prior to the hearing taking place. Two local managers were cautioned in respect of their responsibilities in relation to the incident and all staff and managers underwent compulsory health and safety retraining. Managers also received compulsory training on HR policies and procedures – specifically those in relation to recruitment. Further actions have now been agreed by the Corporate Leadership Team to reflect the learning from the Rufford incident together with a review of similar previous incidents. All staff are required to undertake health and safety refresher training and core competency training will be reflective of the learning outcomes. Users of high risk plant will have safe systems of work and risk assessments reviewed including evidencing operator competencies. A base line management culture survey modelled on the Health and Safety Executive's guidance will also be undertaken. The issues identified are reflected within the 2017-2018 action plan in Appendix A.

12. From April 2017 Corporate Director Employee Performance and Development Reviews (EPDR's) will reflect health and safety as a key priority for action. This will be cascaded throughout the management chain and employees by revising the corporate EPDR process to reflect an increased focus on health and safety.
13. Work will also be undertaken to review the governance arrangements in relation to health and safety matters to streamline the approach, remove duplication and ensure that responsibilities are clarified and key people actively engaged in relation to the issues in their departments and service areas. Compliance Board will be re-established, initially chaired by the Chief Executive, to raise the profile and provide an appropriate level of direction.
14. Discussions have begun with senior officers through the Corporate Leadership team, the Director's Business Meeting and Extended Leadership Team to embed health and safety awareness and good practice as part of developing a health and safety culture across the Council. This work will continue with a cultural survey to baseline the current position and measure improvement as the action plan is taken forward.

Other Options Considered

15. The Council's approach to health and safety management is subject to continuous review and applied best practice in line with HSE guidance. Ongoing discussion with trades union colleagues through the Joint Health and Safety Working Group feed into this process. Joint working with trades union colleagues is a key part of the Council's approach to health and safety and was commented on positively by the trades unions in their response to this report.

Reasons for Recommendation

16. The health and safety action plan aims to address areas of significant risk, identified compliance gaps, or key action points resulting from incidents, best practice and compliance with agreed standards. Implementing the actions will minimise risk and facilitate continuous improvement of the safety management system and help embed a culture of health and safety.

Statutory and Policy Implications

17. This report has been compiled after consideration of implications in respect of crime and disorder, 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, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

It is recommended that Personnel Committee approve the 2017-18 Health and Safety Action Plan contained within Appendix A to this report.

Marjorie Toward
Service Director - Customers and HR

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

Constitutional Comments (KK 01/06/17)

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

Financial Comments (CSB 30/05/17)

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

Background Papers and Published Documents

Trades Union comments 19/6/17

Electoral Division(s) and Member(s) Affected

All

SR58: Corporate Health and Safety Action Plan 2017-18

Department:	Corporate	Service/School:		Team:	Health and Safety
Approved by:		Date:	May 2017	Review dates:	June/September /Dec 2017

Subject: Effective occupational health and safety management systems					
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments ,Progress & Result Update
1.1	Review governance arrangements to reinforce a health and safety culture in order to streamline, avoid duplication and clarify responsibilities	RS&EMB SRO Health and Safety	September 2017	High	Compliance Board to be re-established -chaired by the Chief Executive.
1.2	Management Culture Undertake Health and Safety culture survey to establish baseline	Health and Safety	October 2017	High	Use modified HSE survey tool
1.3	Review supporting policies and guidance in line with changes to current legislation and best practice <ul style="list-style-type: none"> Asbestos management COSHH Risk assessment Occupational road risk 	Health and Safety	December 2017	Medium	To include non-building related asbestos control measures - contaminated land
1.4	Occupational Health and Safety Assessment Series (OHSAS 18001):- Maintain H&S management system accreditation for services within scope of Corporate certificate	Health and Safety	April 2017 onwards	Medium	

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	<p>Focus on identified areas for improvement – (3 year review feedback)</p> <ul style="list-style-type: none"> • Risk assessment • Operational control • Emergency preparedness • Document control <p>Demonstrate visible safety leadership at all management levels by participation in active monitoring programmes.</p> <p>Services to Update SR60s to reflect changes</p>	<p>and service OHSAS leads</p> <p>Managers 2017/18 Led by senior managers</p> <p>Service managers/ RS&EMG</p>		<p>Medium</p> <p>Medium</p>	<p>Re scope to account for alternate Service Delivery Model's and retained client functions</p> <p>Monitor and plan for implications of change to International Standards Organisation 45001 safety management standard</p>
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Subject: Health and safety compliance					
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments, Progress & Result Update
2.1	Review safety arrangements for high risk plant and equipment users - Country Parks Brook Farm Landscape Services	Health and Safety	September 2017	High	Examine competencies, suitability of plant, review asset management register, risk assessments and contractor arrangements.
2.2	Review risk assessment process and supporting documentation to encourage usage by managers and employees. Re-launch as part of Health and Safety Awareness week	Health and Safety	October 2017	High	
2.3	Ensure effective health and safety management of				

	<p>suppliers, contractors and service delivery partners through: Ongoing safety performance monitoring in conjunction with key service delivery partners.</p> <ul style="list-style-type: none"> • Parkwood -quarterly • Serco – NWSC – six monthly • Veolia – six monthly • RSPB-Sherwood visitors centre development <p>H&S Business partners to work with service managers to establish monitoring arrangements for framework contractors and second tier compliance arrangements.</p>	<p>Health and Safety</p> <p>Health and Safety and managers</p>	<p>Ongoing</p> <p>September 2017</p>	<p>High</p> <p>Medium</p>	
2.4	<p>Ongoing compliance monitoring arrangements for Alternate Service Delivery Model's in conjunction with retained clients</p> <ul style="list-style-type: none"> • VIA – quarterly • Arc – monthly • Inspire – quarterly 	Health and Safety and retained client functions	Ongoing	Medium	Monitor progress against OHSAS or similar accreditation – timescales dependant on current accreditation
2.5	<p>Evaluation of Compliance Maintain risk based programme of audits for 2017-18 and report non-compliance trends and outcomes to Compliance Board and Risk Safety and Emergency Management Groups</p>	Health and Safety	Ongoing	High	Utilise British Standards Institute OHSAS audit reports to evaluate areas for improvement, monitor trends and patterns, ensure incidents closed and share learning

	Priority area: Children's Social care, Highways Client, Property Compliance and Estates, Country parks, C&FM. Youth Service, Catering and Facilities Management				
2.6	Monitor of effectiveness of and compliance with NCC asbestos code of practice to include: -Induction processes and permissions to work -Contractor training and competence -Availability and use of asbestos survey information -Action to be taken on disturbed material from ground works and work planning considerations	Health and Safety and Property Compliance team	Ongoing	High	
2.7	Recognising and embedding good health and safety management performance via 'Safety Smart' accreditation in schools Priority LA managed schools	Health and Safety team schools lead	Ongoing	Medium	

Subject:		Improved awareness and competence			
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments, Progress & Result Update
3.1	Revise Active Safety management and Health and Safety Essential's core competency courses to account for learning from the Rufford incident	Health and Safety	June 2017	High	Highlight importance of risk assessment and operational control

	All staff to undertake refresher training: 70% by 100% by		April 2018 September 2018	High	Corporate Leadership Team Briefing – May 2017 Directors Business Meeting and Extended Leadership Team Briefing – June 2017
3.2	Further develop e-learning packages specifically for inclusion on the learning portal New learning packages to be developed this period: <ul style="list-style-type: none"> • COSHH • Event management • Commissioning services including construction client duties Remote working & mobile devices	Health and Safety learning and development teams	Delivery by April 2018	Medium	
3.3	Campaign of raising health and safety awareness	Health & Safety and trade unions	April 2017 – April 2018		<ul style="list-style-type: none"> • 16th May learning at work event - Occupational road risk theme • October 2017 Health and Safety Awareness Week – focus on risk assessment • Ongoing programme of awareness raising – Team Talk, Chief Executive's blog, intranet articles, Extended Leadership Team and Director's Business meeting briefing
3.4	Revised EPDR process to ensure Health and Safety targets and actions are set and achieved	HR to review process Managers to implement	May 2017 2017/18		Review effectiveness March/April 2018
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	Health and Safety and Compliance team	June 2017		Inclusion of COSHH within programme

	inspection and audit Refresher briefing to all duty holders	Property Compliance team	April 2018		
3.6	Continued promotion of training in schools: <ul style="list-style-type: none"> IOSH Managing Safety for Head Teachers and School Business Managers and refresher training IOSH Managing Safety in School Premises training 	Health and Safety schools lead	Ongoing	Medium	

Subject	Key risk priorities not identified above (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)				
Ref:	Action and Expected Result	Lead	Timescale	Risk Priority	Comments, Progress & Result Update
4.1	Occupational Road Risk <ul style="list-style-type: none"> Fleet risk audit to be undertaken by Griffiths & Armour & share outcomes Monitor Pedestrian/vehicle segregation on selected NCC sites Review and monitor vehicle movement plans on construction sites and events 	Health and Safety, Risk and Insurance and Road Safety	June 2017 Ongoing	High	Occupational road risk group re-established first meeting held 16/5/2017
4.2	Premises and Personal Security Review counter terrorism security procedures in corporate buildings including	NPOs/NPCs	October 2017	High	New SR90 action card developed and checked by police CTSA's

	<p>developing local level response plans</p> <p>Work with democratic services on elected members' personal safety-new elected members induction</p> <p>Deliver Griffin Training on risk basis.</p>	<p>Health and Safety Emergency Planning</p> <p>Health and Safety</p>	<p>September 2017</p> <p>Ongoing</p>	<p>High</p> <p>Medium</p>	Actioned
4.3	Review fire safety of Council buildings and arrangements for evacuation	Property, ARC and Health and safety team	September 2017	High	In conjunction with fire officer and fire service
4.4	Review health and safety risks posed by event management Working with event organisers / Parkwood and Safety Advisory Groups.	Health and Safety and Emergency Planning	April-June 2017	Medium	Review key NCC event plans and undertake monitoring visits during set up and event
4.5	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 • Use of volunteers and casual staff • Use of mobile electronic devices Remote working	Health and Safety and Programme and Projects team	May 2017 onwards	Medium	
4.6	Monitor CLASP demolition works	Property, Health and safety, Communications, Facilities Team	Immediate for duration of programme - June 2017	High	Includes: <ul style="list-style-type: none"> • Monthly compliance meetings • Amend communication plan to suit site conditions • Sign and monitor pedestrian route

4.7	Review safety arrangements at vacant premises to ensure: <ul style="list-style-type: none"> Duty of care to manage asbestos maintained Sites secure and hazards minimised Risk based inspection programme 	Property	August 2017	Medium	
4.8	Monitor installation and remedial works programme re biomass boilers (Woodhead's & Tomlinson's managed by Arc)	Property & Health and Safety	Immediate for duration of programme	Medium	
4.9	Tree inspections and works Work with Green estates and country parks to improve/review contract management for tree works and subcontracted works Maintain periodic tree inspections across corporate estate Review tree risk management arrangements during planned audits (schools)	Corporate Procurement and Health and safety Highways and Property team Health and Safety	September 2017 Ongoing Ongoing	Medium Low Low	

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****EMPLOYEE HEALTH AND WELLBEING AND SICKNESS ABSENCE
PERFORMANCE UPDATE AS AT 31st MARCH 2017 AND ACTION PLAN****Purpose of the Report**

1. This report sets out updated information in relation to levels of sickness absence across the Nottinghamshire County Council workforce and highlights the current actions being taken to further improve the health and wellbeing of its direct employees.

Background

2. Sickness absence performance data and reasons reporting is drawn down on a rolling 12 month basis from the information input by line managers into the corporate Business Management System (BMS), its analysis is reported to Members at regular quarterly intervals.
3. The data in this report reflects the final quarter of 2016-17, that is the position **as at 31st March 2017**. At this date the headcount of direct NCC employees was **7,530**.
4. The performance information in **Appendices A-C** to this report:
 - Sets out current performance and comparison between departments and service divisions
 - Illustrates the reasons for absence across the Council
 - Sets out the relative distribution of short and long term absence.
5. The source data is available through the Manager Self Service element of the BMS to all NCC managers and enables them to focus on improving workplace wellbeing to prevent and reduce absence in their service area and, where absence occurs, to respond to individual issues and identify any reasonable adjustments to enable the earliest possible return to work.
6. Sickness absence performance information also informs the ongoing review and development of the Council's Employee Health and Wellbeing Action Plan. This identifies a series of actions to effectively address the actual and potential impact of ongoing and significant organisational change on employee wellbeing and minimise its impact on levels of attendance.

7. Regular updates are provided to Members on the development and implementation of this Action Plan, setting out the current status of ongoing and completed actions. An updated draft of the plan showing progress against current priorities as at 31st March 2017 is attached as **Appendix D** to this report.

Overall Performance and Trends

8. The average (or Mean) days sickness per employee per annum as at 31st March 2016 at **8.37 days** overall, a decrease of **0.05 days** on the previous quarter.
9. The use of a 12 month rolling data period enables historical comparison which indicates that within this authority it remains one of improvement over recent years from a high of **10.15 days** as at 30th June 2010.
10. The Council's previous in year target has been retained at **7.00 days average per employee per annum by 1st April 2018**. This reflects the need to have a sufficient period to take into account the impact of the transfer out of a number of, predominantly front-line services into alternative service delivery models during 2016 before setting a revised target for 2018/19.
11. The charts in **Appendix A** illustrate the relative absence levels in each service department and in the service areas within each department.
12. A range of HR and Learning and Development interventions are in place to enable departmental managers to work toward reducing absence levels in their service areas with the support of their HR Business Partner, as summarised below:
 - Targeted HR surgeries to provide advice and support to managers to improve attendance in those service areas where it is most required. For example with the Catering, Cleaning and Facilities Management (CCFM) function in the Place department and with social care managers in both CFCS and ASCH with a particular focus on stress.
 - Supporting managers to focus on improved workplace wellbeing to reduce and prevent absence, including that relating to stress, and to build a culture of resilience in a climate of continuing change with a range of associated management guidance and learning materials.
 - Specific additional guidance, developed jointly with the trade unions, on supporting employees with terminal illnesses was added to this provision in December 2016 and further guidance on supporting employees with Dyslexia was added in April 2017.
 - Identifying outstanding long term absences and supporting managers to tackle these and engage with Occupational Health for appropriate professional advice.
 - The provision of a range of bespoke learning materials and training interventions on preventing and managing absence and supporting employees to be well at work covering Resilience, Stress and Mental Health awareness.

- An established attendance management policy with a range of guidance and tools, including an online stress audit tool, to assist managers to identify actions for improvement.
- Access to an employee counselling service through manager referral.
- Access to the coaching service through manager and self-referral.

13. In addition the corporate Employee Health and Wellbeing Action Plan sets out a range of pro-active and preventative strategic measures, co-ordinated through the HR team, aimed at further improving the health and wellbeing of the Council's workforce.

Benchmarking

14. Whilst the Council's performance figure of **8.37 days** currently exceeds the Council's current target of **7.00 days**, the Council's current average performance remains comparable to that of its benchmark comparators:

- The most recently reported (2016), CIPFA benchmark average for County Councils in the benchmark cohort is **8.50 days (9.40 days** for all local authorities).
- The most recently reported (2015), local government (LGA) average for County Council's is **9.00 days (8.50 days** for all local authorities).
- The Chartered Institute of Personnel and Development (CIPD) annual Absence Management Survey Report for 2016 records the average level of employee absence reported by its local government respondents at **9.80 days**.
- Regionally the current reported average number of fte days lost to sickness across all East Midlands Council's is **9.30 days**.

15. It is anticipated that an increased emphasis on the range of HR interventions, as set out in paragraph 12 above, to support and enable departmental managers to work toward reducing absence levels in their service areas, linked to their own performance targets, should both ensure achievability and be sustainable.

Reasons for Absence

16. The reason categories in **Appendix B** enable NCC managers to attribute a reason for each occurrence of employee sickness absence when recording the absence on the BMS. They have been adopted in this format to reflect those used by the Local Government Association (LGA) which allows for direct comparison with other local authorities and national performance benchmarking.

17. Absence attributable to colds and flu remains fairly constant throughout the year at around 9% and there has been no marked seasonal impact in recent years which have not seen any major UK flu epidemic. The rate during quarter 4 of 2016/17 being slightly higher than at the same period last year at **9.70%** compared to **9.43%**. Free vouchers for seasonal flu vaccination have been made available to front line NCC employees with Public Health funding.

- **Stress:**

18. In recent years the most common overall cause of all absence across the local government sector has been reported as attributable to stress, depression, anxiety, mental health and fatigue. The most recently available LGA data indicates that this currently comprises of **22.20%** of all absence across the local authority sector nationally.
19. Stress also remains the most prevalent cause of sickness absence in the County Council although this has continued to decrease in recent quarters. Reported absence attributed to stress and related conditions currently stands at **17.87%** of all reported absence, as indicated in **Appendix B**, compared with **18.63%** at the previous quarter, a further decrease of **0.76** percentage points.
20. There is the potential that the financial challenges facing local authorities and uncertainty about the future is impacting on stress levels; which may be impacting more on some service areas.
21. At **25.40%** of all departmental absence, levels of reported stress is currently highest in Resources, however this is a decrease from **26.11%** at the previous quarter. Absence reported as attributable to stress has fallen by **2.16** percentage points to **24.65%** in CFCS and by **0.25** percentage points to **21.01%** in ASCHPP.
22. The ongoing need to build individual and organisation resilience to prevent, proactively respond to change and manage stress, including effective workload management, with a particular focus on mental health awareness, is reflected in the Council's current Employee Health and Wellbeing Action Plan.
23. A range of learning interventions and coaching provision is available to support affected employees to maintain their resilience and attendance at work. Further detail is provided in the quarter 4 Workforce Planning update report to this Committee.

- **Other reasons:**

24. The next most prevalent reason for absence across the Council continues to be surgical operations and post-operative recovery which, whilst unavoidable, can usually be planned to minimise the impact on service continuity. As at the 31st March 2017 this stood at **16.01%** a further decrease from **16.35%**, at the previous reporting period.
25. Across the local government sector absence caused by muscular-skeletal problems is currently reported as **15.70%**. NCC continues to perform well in comparison, the percentage of absence attributed to this reason currently stands at **12.98%**. This continues to reflect the changing nature of the council's workforce including the transfer of significant numbers of front line workers to Inspire, Arc and Via.

26. Reflecting its commitment to supporting employees diagnosed with a terminal illness, the previous quarter saw the introduction of the additional reporting category which enables managers to record terminal illness separately and currently stands at **0.23%** of all reported instances compared with 0.15% at the previous quarter.
27. Currently 1.16% of all reported absence is not assigned to a category by the reporting manager and 14.79% is attributed to the “other” category. Frequent reminders are issued to managers emphasising the importance of accurate assignment.

Long term absence

28. “Long term” absence, that is where continuous absence exceeds 4 weeks, currently accounts for just under 60% of all absence, as illustrated in **Appendix C** to this report. Managers are supported through HR and the Occupational Health Service to make early interventions and ensure that reasonable adjustments are in place to enable those employees whose illness is longer term to return to work at the earliest reasonable opportunity.
29. Service managers are regularly contacted by their HR Business Partner when records indicate that one of their employees has been absent from work for 4 weeks or more and that an occupational health referral has not been submitted. Managers are advised to consider submitting a referral to the Occupational Health Service unless the employee is due to be returning back to work shortly, or the absence is following a routine procedure and to outline their proposed action to HR.
30. Managers are also encouraged to use the toolkit of measures available to them under existing policy, including trigger levels and return to work interviews, to respond to short term, repetitive or regular absence and patterns of absence.

Employee Health and Wellbeing Action Plan

31. Supporting the Council to be a Healthy Organisation is a key theme of its current Workforce Strategy, the Employee Health and Wellbeing Action Plan sets out the actions and measures identified to achieve this.
32. Corporate responses to further improve the health and wellbeing of the Council’s workforce continue to be applied and new initiatives identified on an ongoing basis, these are set out in the current Employee Health and Wellbeing Action Plan contained in **Appendix D**.
33. The quality and breadth of the Council’s support for the improvement of the health and wellbeing of its workforce has been demonstrated by its ongoing accreditation against the Wellbeing at Work, Platinum level standard, the highest level of award under the current scheme. Nottinghamshire is the first local authority employer to be awarded this level.

34. The current action plan sets out progress achieved since the last update which reflected the position at December 2016 and the existing and proposed actions for 2017/18.

Other Options Considered

35. In addition to its overall strategic approach, the Council has secured the engagement and commitment of the recognised trade unions to improving employee health and wellbeing through their involvement in task focussed, time limited, joint working groups which operate as sub groups of the Central Joint Consultative and Negotiating Panel.
36. To date this joint working has produced additional guidance for managers on promoting positive mental health at work and on effectively supporting employees diagnosed with terminal illness.
37. The most recent focus of these working groups was on producing specific management guidance on supporting employees with diagnosed terminal illness and those with Dyslexia which was launched during April 2017.

Reasons for Recommendations

38. The recommendations in this report will enable Elected Members to review the current levels of performance set out in this report and consider the actions that are required to improve the level of performance in order to meet the Council's identified target.
39. It is proposed that regular update reports will continue to be submitted on a quarterly basis.

Statutory and Policy Implications

40. This report has been compiled after consideration of implications in respect of crime and disorder, 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, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

41. These are set out in the body of this report. The trades unions continue to be engaged in joint working to further develop employee health and wellbeing initiatives including joint training and guidance and have commented very positively on joint working with management and the impact of this on staff absence levels.
42. Trade union colleagues are supportive of the positive steps made by the authority to support and help staff; particularly in target areas where

absences are higher than other departments. Trades union colleagues view the Council's lower than average absence levels when compared to other local authorities as positive but have commented that the target of 7 days absence per fte may prove to be too stretching.

Equalities Implications

43. 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 Personnel Committee:

1. Note the current level of performance in respect of sickness absence and agree to continue to receive regular quarterly update reports.
2. Agree the Employee Health and Wellbeing Action Plan 2017–18 in **Appendix D** to this report to ensure continued progress towards the previously agreed target of an average of 7 days absence per fte.

Marjorie Toward
Service Director – Customers and Human Resources

For any enquiries about this report please contact:
Claire Gollin, Group Manager HR, on 0115 9773837 or
claire.gollin@nottsc.gov.uk

Constitutional Comments (KK 01/06/17)

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

Financial Comments (CSB 30/05/17)

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

Human Resources Comments (CLG 31/5/17)

46. The human resources implications are implicit in the body of the report. The trade unions have asked that we highlight the continuing support the authority provides for employees and managers and benefits that staff receive and are keen to see this continue.

Background Papers and Published Documents

Trades union comments 19/6/17

Electoral Division(s) and Member(s) Affected

All

Appendix A

Chart 1. Average number of days sick per employee for the authority by department

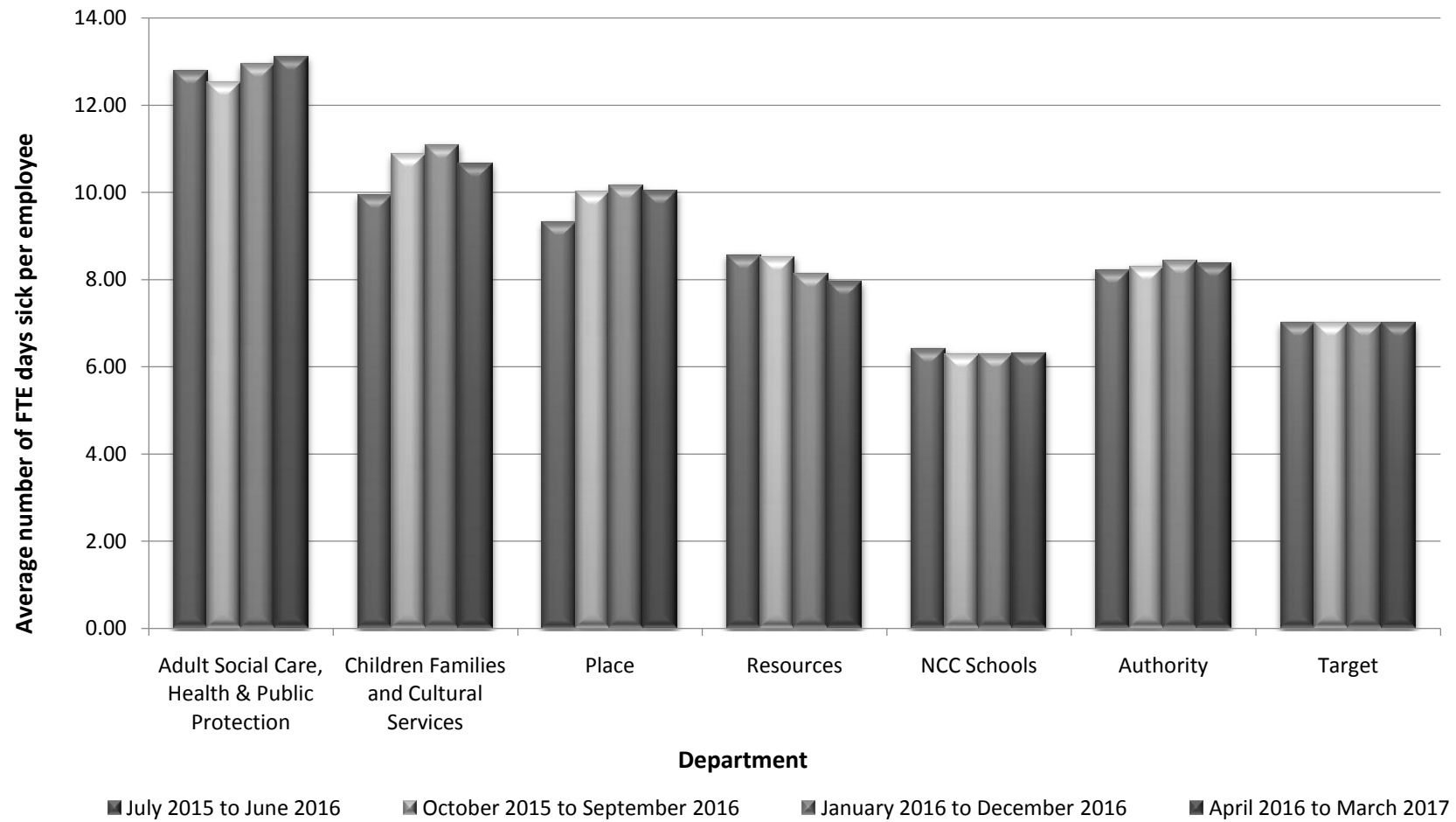


Chart 2 ASCH & Public Protection April 2016 to March 2017

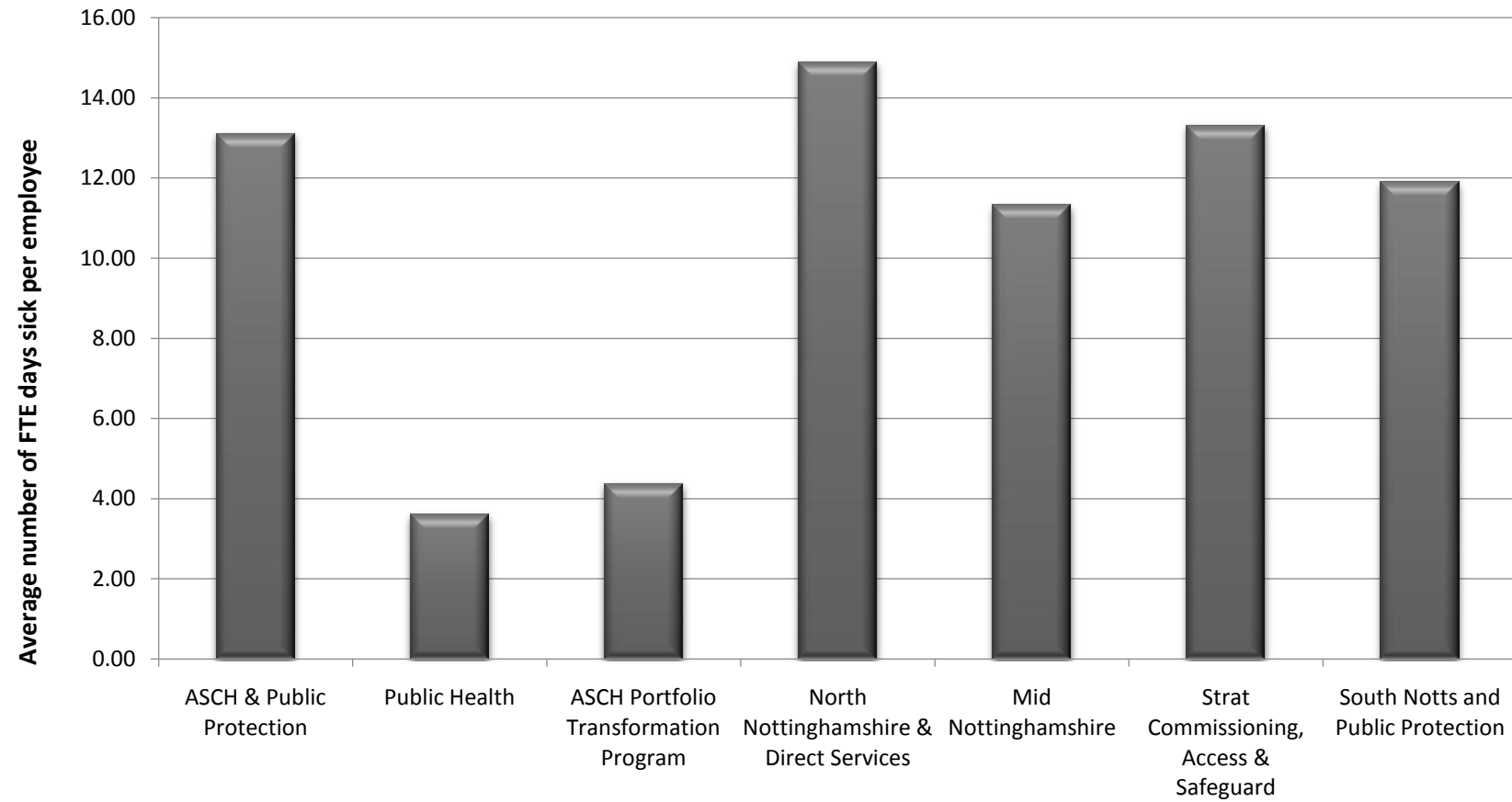


Chart 3 Children, Families and Cultural Services April 2016 to March 2017

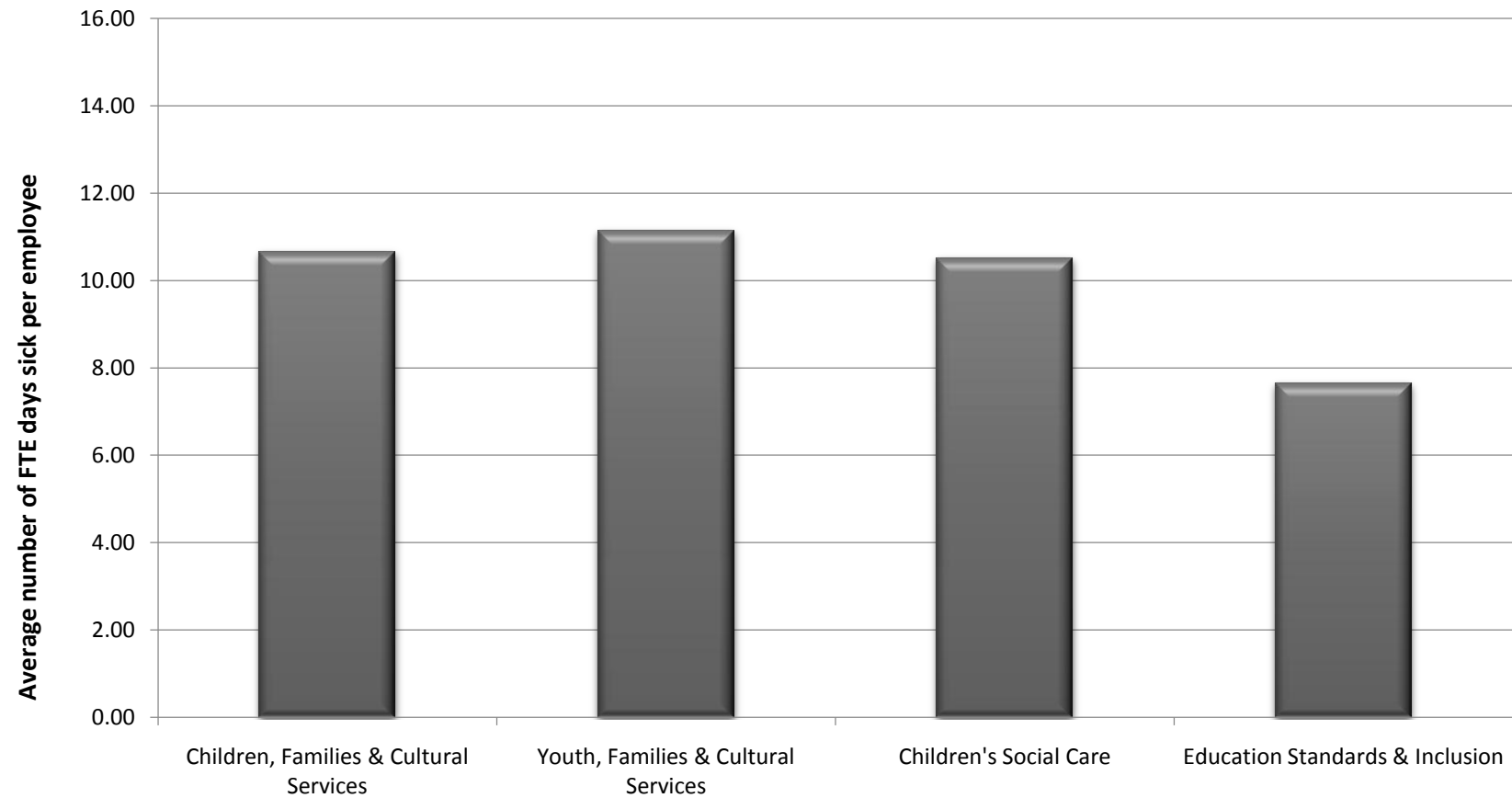


Chart 4 Place April 2016 to March 2017

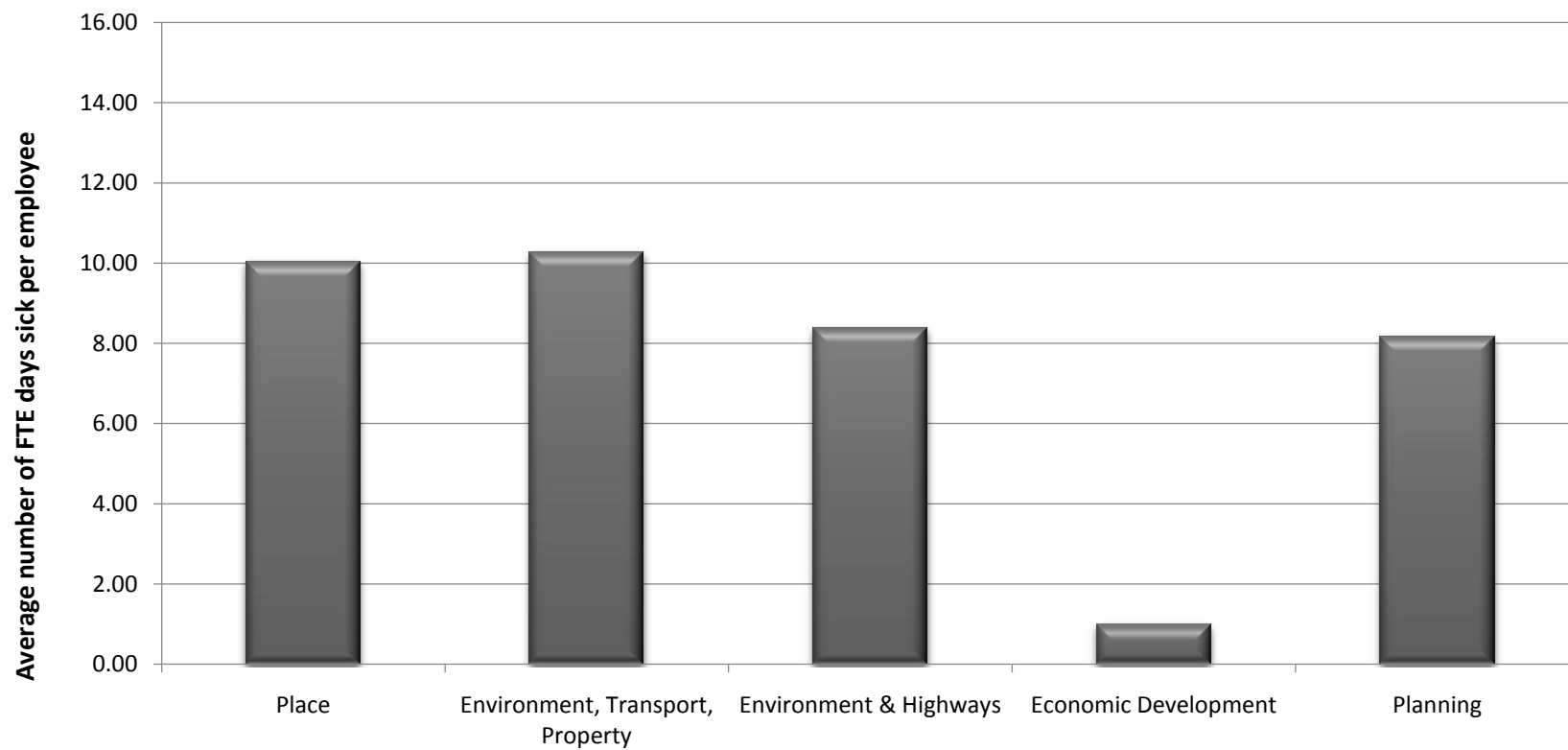


Chart 5 Resources April 2016 to March 2017

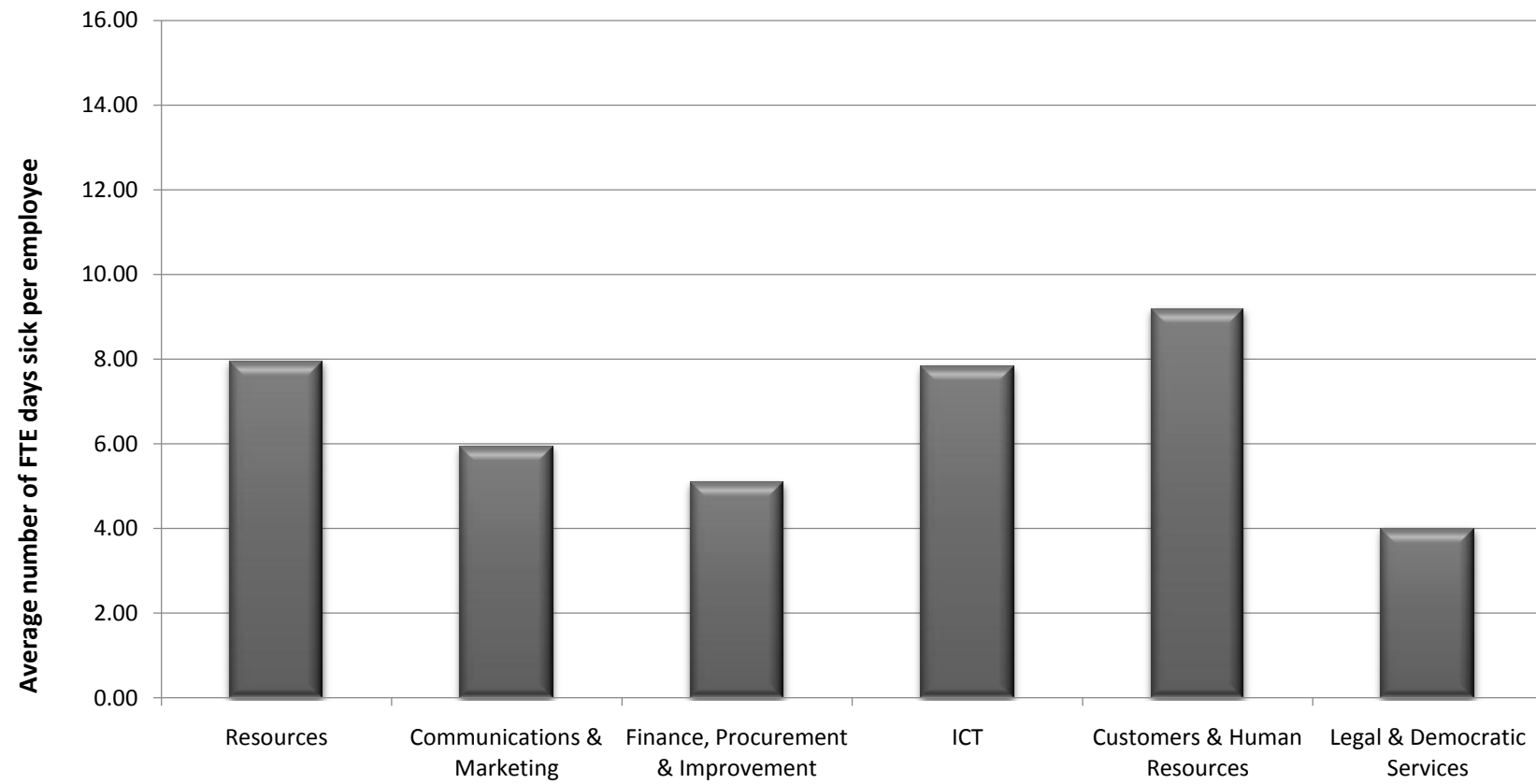


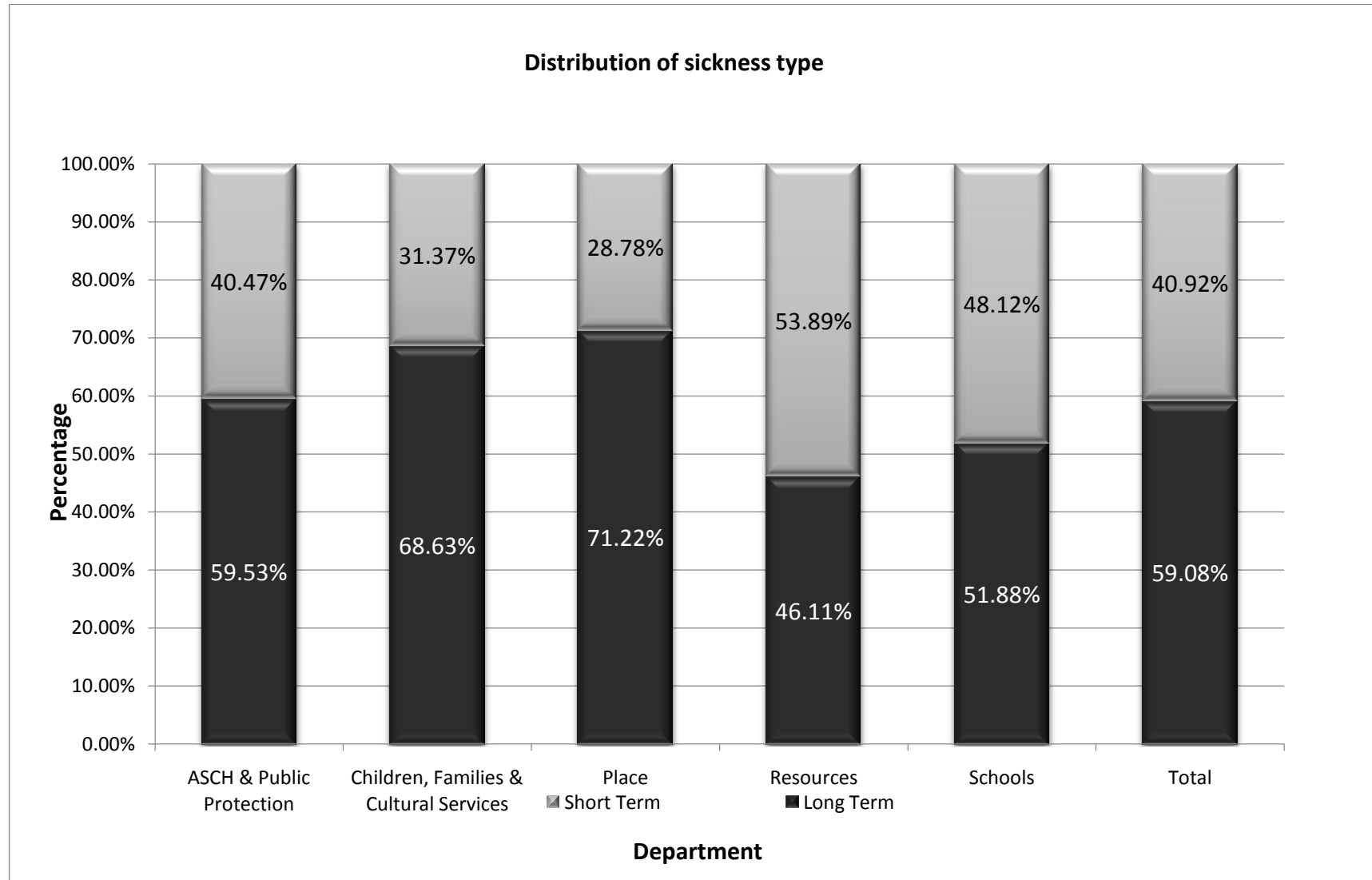
Chart 6. Sickness Levels over rolling 12 month basis by Department

	July 2015 to June 2016	October 2015 to September 2016	January 2016 to December 2016	April 2016 to March 2017
Adult Social Care, Health & Public Protection	12.79	12.51	12.94	13.10
Children Families and Cultural Services	9.92	10.87	11.09	10.66
Place	9.31	10.00	10.16	10.03
Resources	8.55	8.51	8.11	7.94
NCC Schools	6.40	6.29	6.30	6.32
Authority	8.21	8.30	8.42	8.37
Target	7.00	7.00	7.00	7.00

Appendix B: Reasons for Absence

	Back Problems	Cold/Flu/Sore Throat	Headache/Migraine	Heart/Circulation	Infection	Muscular/Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/Digestion	Stress/Depression	Terminal Illness	Not assigned
ASCH & Public Protection	6.96%	9.68%	1.92%	1.89%	4.13%	12.24%	12.31%	14.89%	1.62%	2.74%	0.89%	7.39%	21.01%	0.00%	2.35%
Children, Families & Cultural Services	3.93%	11.43%	1.64%	1.87%	1.41%	11.77%	14.43%	12.75%	3.53%	3.48%	0.98%	5.47%	24.65%	0.00%	2.66%
Place	7.74%	4.00%	0.75%	3.05%	3.44%	22.45%	17.04%	13.91%	1.00%	3.72%	0.49%	6.13%	15.24%	0.00%	1.02%
Resources	5.38%	15.17%	1.96%	0.61%	3.85%	10.43%	12.78%	10.60%	1.14%	2.03%	0.24%	9.41%	25.40%	0.00%	1.01%
Schools	4.30%	11.02%	1.99%	1.04%	4.94%	9.44%	18.15%	16.56%	2.06%	3.18%	0.52%	11.69%	14.32%	0.55%	0.24%
Totals	5.49%	9.70%	1.67%	1.68%	3.93%	12.98%	16.01%	14.79%	1.91%	3.18%	0.62%	8.78%	17.87%	0.23%	1.16%

Appendix C: Long and Short Term Sickness





Overall responsibility: Claire Gollin, Group Manager HR

Section 1 - Actions 2017/2018:

Continue to promote effective workload management and prioritisation:			
Action	Who	Timescale	Progress Update – June 2017
<p>Reduce stress and tackle presenteeism: Identification of wellbeing initiatives and learning interventions arising as part of the Health Check initiatives in CFCS and ASCHPP departments, and implementing associated actions</p>	<p>Bev Cordon / Sue Jeffery Senior Business Partners HR</p> <p>Helen Richardson Senior Business Partner Workforce Planning & Organisational Development (WPOD)</p> <p>Departmental Workforce Development lead officers</p> <p>Trade Unions</p>	Ongoing	<p>HR/WPOD Business Partners continue to provide targeted HR support working with departmental workforce leads to deliver actions to deliver the learning and wellbeing priorities identified.</p> <p>Examples:</p> <ul style="list-style-type: none"> • HR surgeries in absence “hotspot” areas • Providing a good induction at corporate and departmental level • Improving the quality and effectiveness of EPDR / supervision • Highlighting the range of workforce development support available at corporate and departmental level • Design and commissioning of targeted Team Manager training e.g. “New Ways to Better Outcomes For All”



<p>Facilitate Flexible Working: Improve the mobilisation of the NCC workforce, including the further roll out of mobile devices to improve flexible working and work/life balance</p>	<p>Smarter Working Programme team ICT</p>	<p>Ongoing</p>	<p>Continued rollout of tablet devices/ laptops across NCC to facilitate mobile / home working. Next phase of Smarter Working programme will introduce and engage the workforce in the use of further ICT solutions to facilitate flexible working.</p>
<p>Support NCC managers and individual employees to maintain good mental health through change</p>			
Action	Who	Timescale	Progress Update
<p>Employee engagement and awareness: Building on the Managers Guide to Mental Wellbeing developed jointly in conjunction with the trade unions, tailored guidance developed for all NCC employees to raise awareness of how to support colleagues experiencing mental ill health at work and associated learning materials</p>	<p>Bev Cordon / Helen Richardson Senior Business Partners HR / WPOD Trade Unions Public Health</p>	<p>Ongoing</p>	<p>90 eLearning completions to date.</p>
<p>Promote the Council's Stress Audit tool for managers: Continue to provide an effective stress audit tool and associated action planning process to enable managers to identify and action plan to address any stress issues at local level</p>	<p>Bev Cordon Senior Business Partner HR Occupational Health and Wellbeing team Health and Safety</p>	<p>Ongoing</p>	<p>Review use of the current "Well-Worker" system and research the potential for an improved, more cost effective, system.</p>



	Team		
<p>Develop and embed a Coaching Culture across NCC: Enable all NCC managers to appropriately support employees on an individual basis to realise their full potential and identify creative solutions to moving forward and maximise their skills, knowledge and performance</p>	<p>Helen Richardson – Senior Business Partner WPOD</p> <p>WPOD team</p>	<p>Ongoing</p> <p>December 2016 – ongoing</p> <p>Ongoing</p> <p>April 2017 onward</p>	<p>“Manager as Coach” (MAC) development programme launched for all Team Managers and above as part of Leadership Development Programme.</p> <p>MAC Programme extended to line managers and aspirant managers as part of new Management Development Programme.</p> <p>238 NCC managers completed to date.</p> <p>In-house coaching network of 30 trained and qualified in house coaches launched, individual and team coaching offered linked to development plans.</p> <p>Linked to Employee Development and Performance Review (EPDR)/ Supervision process, 26 coaching completions to date, ongoing monitoring and evaluation.</p> <p>Coaching offer extended to include Team Coaching and direct employee referral.</p>



Continue to raise awareness of mental ill health in the workplace

Action	Who	Timescale	Progress Update
Employee Counselling Service; Continue to enable NCC employees to access counselling through third party provider (Care First) for work related issues through management referral subject to ongoing budget	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Contract with Care First renewed following procurement process March 2017. Regularly promote to employees and managers through HR casework and intranet publicity.
Develop additional learning materials to enable employees to manage stress at work: Develop Mindfulness eLearning package to complement existing support through change and resilience building learning provision	Bev Cordon Senior Business Partner HR Helen Richardson Senior Business Partner WPOD	Ongoing	Proposed launch July 2017

Ongoing promotion of better workplace health / awareness raising:

Action	Who	Timescale	Progress Update
Access to healthcare provision: Further promotion of "Westfield Healthcare Scheme" (a staff health cash plan at a 17% discounted rate for NCC employees, covers optical and dental needs and any new medical conditions with cash back for everyday healthcare costs including physiotherapy, chiropody and homeopathy)	Bev Cordon Senior Business Partner HR HR Business Partners	Ongoing	Further publicity of scheme at NCC Health and Safety and wellbeing events currently: <ul style="list-style-type: none"> • Learning at Work event 16th May 2017 • Ongoing via intranet • Promote to new starters as part of induction



<p>Employee information, guidance, awareness raising: Develop, update, promote and maintain the employee wellbeing intranet site and inform front line employees using monthly Team Talk to highlight a range of specific national health campaigns and related wellbeing information to promote healthier lifestyles and preventative measures to employees</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>HR Business Partners</p> <p>Occupational Health and Wellbeing team</p> <p>Public Health</p>	<p>Ongoing</p>	<p>Examples of : Campaigns delivered since December 2016 :</p> <ul style="list-style-type: none"> • “Dry January”– Alcohol Concern promotion • Ovarian Cancer Awareness Month (Jo’s Trust campaign) – March • Prostate Cancer Awareness Month – March • National No Smoking Day – 9 March <p>Delivered or planned so far for later in 2017/18:</p> <ul style="list-style-type: none"> • Bowel Cancer Awareness Month – April • Dementia Awareness Week – 15-19 May • Mental Health Awareness Week 8-12 May • Diabetes Awareness Week – 11-17 June • Men’s Health Week – 12-18 June • World Blood Donor Day - 14 June • Dyslexia Awareness Week 2 - 8 October.
<p>Promotion of better workplace health:</p>			
Action	Who	Timescale	Outcome
<p>Workplace Health Champions: Maintain the pool of trained Workplace Health Champions across NCC (accredited to Royal Society for Public Health Level 2 qualification)</p>	<p>Bev Cordon Senior Business Partner HR</p> <p>HR Business Partners</p>	<p>Ongoing</p>	<p>Regular refresh of publicity drive on intranet inviting expressions of interest in becoming a WPHC.</p> <p>18 WPC in total currently in place Countywide.</p>

			5 new volunteers recruited and awaiting training (training programme and funding currently under review by Public Health).
Support for employees to make healthy lifestyle choices: Research and deliver proactive wellbeing initiatives and interventions through a mixed economy of internal practitioners and external providers and seek funding streams where applicable	Bev Cordon Senior Business Partner HR Occupational Health and Wellbeing team(OH Nurse Advisors)	Ongoing	As part of maintenance of Platinum level Well Being at Work Award standard Continue to work with Public Health to identify common synergies and publicise commissioned provider offers to NCC workforce. Promote through Health and Safety Awareness and Wellbeing Events during 2017/18 including: <ul style="list-style-type: none"> • Learning at Work event County Hall 16th May 2017 • Targeted wellbeing interventions for schools as part of sold services offer
Maintaining a Smoke Free Workplace: Support Public Health on workforce implications of NCC Tobacco Declaration Plan and fulfil duty of care in respect of creation of a Smoke Free working environment of all employees	Dr John Tomlinson Public Health (lead officer) Bev Cordon Senior Business Partner HR Trade Unions NCC Health and Wellbeing Board	Ongoing	Review as necessary to ensure continued effectiveness/impact of NCC Smoke Free Workplace policy in practice.

Section 2- Achieved since December 2016:

Ongoing promotion of better workplace health / awareness raising:			
Action	Who	Timescale	Progress Update
Guidance and learning materials for managers on supporting employees with specific health issues: Produced guidance for managers on supporting employees diagnosed with a Terminal Illness, joint work with trade unions through task finish group	Bev Cordon Senior Business Partner HR Trade unions	Launched December 2016.	Completed
Guidance and learning materials for managers on supporting employees with specific health issues: Produced guidance for managers on supporting employees diagnosed with Dyslexia, joint work with trade unions through task finish group	Bev Cordon Senior Business Partner HR Trade unions	Launched April 2017	Completed
Protection from infection and reduction of associated risk and absence: Promotion of seasonal Flu vaccination winter 2016/17 targeted at front line NCC employees directly delivering front line services to vulnerable service users	Bev Cordon Senior Business Partner HR Public Health Occupational Health and Wellbeing team (admin)	Campaign launched Sept 2016 up to February 2017	Completed for 2016/17: 362 qualifying NCC employees accessed vouchers Approach under review for winter 2017/18 campaign – subject to confirmation of budget allocation from Public Health



Promote effective workload management, prioritisation and monitoring

Action	Who	Timescale	Outcome
Improve Employee Health and Wellbeing inc achievement of healthy Work-life balance: Use feedback from employees and managers including from surveys and focus groups about work-life balance and wellbeing to inform the development and future review of the key themes of the Council's Workforce Strategy	Marjorie Toward Service Director Customers and HR Claire Gollin Group Manager HR	Workforce Strategy 2016-18 launched autumn 2016	Completed and incorporated into "Healthy Organisation" Theme of NCC Workforce Strategy 2016-18. Ongoing engagement of Senior managers through Chief Executives Focus Groups April 2017 Ongoing feature of NCC Leadership and Management Development programme (inc online discussion forum).

Document Owner: Claire Gollin, Group Manager HR May 2017.

3rd July 2017**Agenda Item: 8****REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PLANNING
INFORMATION AS AT 31ST MARCH 2017****Purpose of the Report**

1. The purpose of this report is to provide Elected Members with an updated overview of the position in relation to the County Council's directly employed workforce and to agree how this information is reported on and used to shape the Council's workforce planning approach and strategy going forward.

Information and Advice**Background:**

2. The regular collection and analysis of a range of corporate workforce information enables the Council to effectively monitor the ongoing impact of organisational change and transformation on the number and nature of its staff and assist it to predict and forward plan its future workforce requirements.
3. Critical to this is accurately establishing and identifying what type of skills, knowledge, experience and aptitudes the Council needs to have available. This is based on an ongoing prediction of key service demands and major workforce issues, subject to regular review to reflect changes in requirements.
4. This approach relies on developing a structural model and organisational culture which broadens the definition of the Council's workforce and enables it to be more mobile and flexible in working across the whole Council and with partner organisations through effective cross skills training and development.
5. It also necessitates adopting a more systematic approach to retraining, redeployment and career development which includes identifying horizontal, rather than vertical, career opportunities as set out within the framework of the Council's Workforce Strategy for 2016-18.

Headcount:

6. The County Council headcount figure for non-school based direct employees as at 31st March 2017 was **7,530**. This includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees.
7. In the 12 months since March 2016 this represents an overall headcount reduction to date of **1,246** from **8,776**. This reflects a number of reasons including the implementation of Service Reviews and organisational re-design, the transfer out of some services to alternative service delivery models during 2016 and natural turnover, including retirement.

Vacancy Management:

8. The Council's Vacancy Control arrangements continue to be applied, these are designed to ensure robustness and consistency of vacancy management to enable agreed post reductions to be made with the minimum number of compulsory redundancies by providing redeployment opportunities for employees at risk of redundancy.
9. The Vacancy Control statistics in **Appendix A**, which reflect the period January to March 2017 inclusive, indicate that overall during this quarter the majority of vacancies, **243** of **401**, submitted through the centralised recruitment process have been filled on a permanent basis.
10. This includes posts in Children's Social Care, which has a rolling programme of Social Worker recruitment, 50 part-time countywide Youth Support Workers, and Social Worker posts in North Nottinghamshire in ASCHPP where there are recruitment difficulties. In Place, the majority of part-time school based cleaning and catering posts have been advertised permanently to ensure recruitment levels are sufficient to maintain competitiveness in the open market.

Turnover:

11. A degree of turnover is expected and is healthy for an organisation in respect of refreshing its skills base and diversity. Natural turnover inevitably occurs as employees reach retirement age, gain alternative employment, transfer to other employers or choose to leave work for other often positive reasons.
12. Service Review processes continue to generate both compulsory and voluntary redundancies. As set out in **Appendix B**, no employees left as a result of compulsory redundancies during the quarter and **26** took voluntary redundancy.
13. The NCC turnover rate, including redundancies, has continued to fall over recent quarters. Turnover averages **10.49%** for the whole 12 month period from March 2016.
14. In comparison, the most recently reported (2016), CIPFA benchmark average turnover rate for those County Council's in the NCC benchmarking cohort is **8.50%**. The most recently reported overall Local Government (LGA), average turnover rate stood at **13.40%** as at 31st March 2015.

15. The table in **Appendix B** sets out details of the reasons given for leaving over the 12 month period up to 31st March 2017, it includes directly employed permanent staff and staff on fixed term contracts and excludes relief, supply and casual employees. As indicated, the most commonly recorded reason for leaving in this quarter, **59 of a total of 106** continues to be “resignation”.
16. This category has been broken down further in Table 1 below to provide more detailed data, using the categories specified on leaver forms and as recorded by managers on the Business Management System. A significant majority of leavers continue to cite personal reasons, this includes those employees moving on to employment with other organisations.

Table 1:

Resignations December 2016 to March 2017	
Reasons for leaving	
Return to Education/Retraining	0
Following Career Break	0
Following Maternity Leave	0
Job Related Reasons	7
Not Known	1
Personal Reasons inc job with new employer	51
Total	59

17. The next most prevalent reason for leaving during the quarter is Voluntary Redundancy (**26 out of a total of 106**), which relates to those employees aged 55 or over who can access their accrued pension benefits. This has increased from **2** at the previous quarter reflecting the final phases of the impact of the most recent Section 188 notice during which some savings were activated through redundancies in advance of the new financial year.
18. No Compulsory Redundancies were made during the current period.
19. Gathering quantative turnover data is an important workforce planning tool, there is also a need to understand why employees choose to leave the Council and identify whether specific actions to address this are required. This may lead to consideration of recruitment and retention strategies or investigating more closely the reasons for staff moving on.
20. Exit interviews can provide a valuable source of qualitative information about the reasons that employees are leaving from a particular area or profession and inform further work within the service on identifying the impact of a range of recruitment and retention measures.
21. Anecdotal information from our agency managed service provider also indicates that in some cases people leave employment to pursue opportunities with other employers as part of a contingent workforce.

Redundancies:

22. The Council continues to consider all reasonable mitigations to reduce the impact on individual employees of the post deletions arising from Service Reviews.
23. Table 2 below provides an update on the confirmed number of overall redundancies during the current financial year to date, that is as at **31st March 2017**, and also the preceding three financial years.

Table 2:

	2013/14	2014/15	2015/16	2016/17	Overall Total to date	%
Voluntary Redundancy	134	227	64	80	505	75.3%
Compulsory Redundancy	14	45	30	77	166	24.7%
Total Redundancies	148	272	94	157	671	

24. The in-year total of 80 voluntary redundancies at year end 2016/17 equates to 70.1fte posts and the 77 compulsory redundancies over the same period to 37.4 fte posts.
25. The trades unions continue to work closely at a corporate level with management to consider the potential for further mitigations to reduce the number of compulsory redundancies arising from Service Reviews.
26. A range of existing mitigations will remain in place to help manage and minimise the impact on individuals, these include: vacancy control, redeployment search, effective workforce planning (including retraining / reskilling), reduced working hours, prioritising volunteers for redundancy wherever possible and job search support and are described below.

Redeployment:

27. Every effort continues to be made to support direct NCC employees identified as being at risk of redundancy by seeking redeployment into suitable alternative employment opportunities. This includes access to the Council's on-line redeployment portal.
28. A successful redeployment relies on the full and flexible engagement of the individual employee in the redeployment search process and the consistent commitment of all managers to providing at risk employees with well supported trial periods in potentially appropriate alternative posts.
29. Ongoing organisational transformation continues to restrict the number and range of vacant posts available for the redeployment of at risk employees. In this context the Council continues to aim to offer every reasonable support to engage

redeployees in accessing skills based training and retraining opportunities to maximise their potential to be redeployed into any available suitable alternative posts.

Other support for employees at risk of redundancy:

30. A dedicated intranet site offers an extensive package of information and training, support delivered through a blended offer of direct delivery and eLearning. This covers a wide range of topics ranging from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management. Information regarding training events and individual support sessions is also accessible via the internet so employees can access this from outside of their work base if they wish.
31. This support package is also available to support all staff to respond positively to the impact of service and organisational change but those identified as being at risk are prioritised. Content is continually reviewed to assess demand and revised, in consultation with trades union colleagues, to reflect feedback from employees.
32. In addition the coaching provision, which is available to all NCC employees through the Council's in-house Coaching network, can be accessed by employees affected by change to support them to identify their future career options.
33. Support provisions continue to be well utilised. Between April 2013 and March 2017 NCC employees have made a total of **11,017** unique views of the available information and associated support provisions.
34. Whilst the eLearning and information element is constantly available the availability of learning events and sessions is based on estimated demand which fluctuates dependent on the degree of impact arising from associated service changes.
35. In the quarter from 1st January 2017 to 31st March 2017 a further **12** training and support sessions were delivered in partnership with external providers including Job Centre Plus and Futures. These sessions were attended by **89** employees.
36. Provision is regularly reviewed to ensure that demand can be met and fluctuates depending on the current impact of the Council's ongoing change and Service Review programme. A further **28** events are currently offered for the year April 2017 to March 2018, this will continue to be reviewed and revised on an ongoing basis as actual demand is established.

TUPE Transfers:

37. The impact of staffing reductions on the Council's overall workforce headcount needs to be considered in the context of fluctuations arising from the terms of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)

as summarised in Table 3 below.

38. The TUPE transfers that arose from the implementation of alternative service delivery models during the course of 2016/17 impacted significantly on the overall headcount of the Council's direct workforce. The increase during the final quarter of 2016/17 reflects the TUPE transfer of commercial staff at Rufford Country Park to Parkwood Leisure in February 2017 as highlighted.

Table 3:

TUPE transfers	2014/15		2015/16		2016/17	
	In	Out	In	Out	In	Out
Catering and Cleaning	1	69	0	121	4	81
Economic Development			1	0		
ASCHPP Joint Commissioning	1	0				
Rampton Hospital Library	0	2				
Community Safety Team	1	0				
Ranby Prison Library				3		
Inspire						485
Property						70
Highways						636
Rufford Country Park (commercial)						21
Total	3	71	1	124	4	1293

Use of Agency Workers:

39. The Council recognises the need to have flexible resourcing models in place to enable services to meet fluctuating demand. Over the life of the managed service contract with Reed, greater challenge has been instilled and the need to follow the vacancy management process for agency placements lasting longer than immediate short term cover has been introduced.
40. The latest quarter's figures for agency workers, consultants and interims are set out in **Appendix C** to this report. The quarter to 31st March 2017 continues to see an overall reduction in the use of agency, interims and consultants from **229.7 to 198.0** full time equivalents (FTE). This shows an overall reduction of **31.7 FTE** from the previous quarter.
41. The significant effort to reduce usage of agency Social Workers in Children's Social Care through targeted recruitment, improved relationships with local universities, improved support and supervision for newly qualified workers and

the introduction of a retention payment in the hard to recruit to teams, has seen an ongoing reduction in successive quarters since the programme began. Usage of agency staff in this quarter remains relatively constant at **52.3 FTE** compared to **51.3 FTE** in the previous quarter. There are also 5 consultants in this area.

42. Initial indications around the shift of emphasis on IR35, introduced in the new tax year, show little overall impact on the number of agency workers. All affected placements were considered on a case by case basis to determine the status of each engagement. The most significant impact was felt in ICT due to the nature of the work and transferable skills of those engaged. Work is ongoing to support schools determining the status of off-payroll employees to ensure the revised tax legislation requirements are being fully met.
43. There has also been a small reduction in the ASCH&PP department with their figure reducing further from **75.6 FTE** to **68.0 FTE**, a reduction of **7.6 FTE**. Agency usage in this department is primarily in residential or day services. ASCH &PP have procured contracts for service to deliver key statutory functions such as Deprivation of Liberty/Best Interest Assessments and the contract is pay per assessment so reducing the impact of IR35 and Agency Worker Regulations in this area.
44. In Resources, there has been a further reduction of **13.4 FTE** in overall usage from **71.1 FTE** to **57.7 FTE**. The change continues to be primarily achieved in the Customer Service Centre due to introduction of a career grade and as new recruits transfer from agency to employment.
45. Place has shown a decrease from **22.8** to **15.0 FTE**, a reduction of **7.80 FTE following** scrutiny of ongoing demand for drivers with managers and exploration of more effective resourcing solutions.
46. Work continues to maximise the benefits of the managed service contract with the introduction of tenure discounts for longer term placements. A cap to the rates paid for Children's Social Workers was introduced across the East Midlands in January 2017. The impact of this is currently being closely monitored to consider whether there has been an adverse effect on consistency and quality of supply.

Reasons for Recommendations

47. The regular provision of this information will enable Members to continue to review the impact of the Council's transformation programme in terms of the numbers of people directly employed by the organisation and monitor the impact of organisational change in the workforce across the Council.

Statutory and Policy Implications

48. This report has been compiled after consideration of implications in respect of crime and disorder, 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, sustainability and the environment and ways of working and where such implications are material they are described be-

low. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

49. The trades unions continue to be actively engaged through the Council's Joint Consultative and Negotiating framework in ensuring that appropriate mitigations reduce the number of redundancies, particularly compulsory redundancies. The trades unions have noted and commented positively on the contents of the report. Trades union colleagues highlighted positive working relationships and joint working with management as important in ensuring effective support for colleagues facing redundancy and organisational change and enabling successful redeployment. Trades union colleagues also welcomed the reduction in the numbers of agency staff and consultants and continued use of permanent as opposed to temporary or fixed term contracts where appropriate.

Equalities Implications

50. The Council's Enabling Procedure; Early Retirement; Redundancy and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of the redundancy consultation and selection processes and that this is undertaken in compliance with the requirements of the Equality Act 2010.
51. Equality Impact Assessments are undertaken as appropriate and are an integral part of the Service Review process to ensure that implications of any proposed changes for service users and staff are identified and action taken to address any specific issues or disproportionate impacts on particular groups arising from the proposed changes.
52. The County Council's current statutory Workforce Profile Information report, as at 1st April 2016, illustrates that ongoing reductions in the headcount of the direct NCC workforce have not had a direct or negative impact on the overall diversity profile of the remaining workforce. An update report showing the profile of the Council's workforce by its "protected characteristics" (gender, age, disability, ethnicity, religion / belief and sexual orientation), as at 1st April 2017 will be submitted to the next meeting of this Committee.

Financial Implications

53. The range of mitigations in place help to ensure that, wherever possible, at risk staff are redeployed to suitable alternative posts thus maintaining the Council's investment in their skill development and reducing the cost of redundancy compensation payments, and, where the redundant employee is over 55 years of age, under current Local Government Pension Scheme Regulations, the early release of their pension benefits.
54. The financial cost of redundancies to the Council is factored into the Medium Term Financial Strategy and actual costs are reported on an annual basis

through the Statement of Accounts.

RECOMMENDATIONS

It is recommended that:

1. The updated workforce planning information and trends identified within this report are used to develop the Council's revised Workforce Strategy and underpinning Workforce Plan and that these are the subject of a future report to Personnel Committee.
2. Members agree that the future scope and format of this report be reviewed to reflect the Council's future reporting requirements as set out in the new Planning and Performance Framework agreed by Policy Committee.

Marjorie Toward

Service Director - Customers and Human Resources

For any enquiries about this report please contact:

Claire Gollin, Group Manager HR on 0115 9773837 or claire.gollin@nottsc.gov.uk

Constitutional Comments (KK 01/06/17)

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

Financial Comments (CSB 30/05/17)

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

Human Resources Comments (CLG 31/5/17)

57. The human resources implications are implicit in the body of the report.

Background Papers and Published Documents

Trades union side comments 19/6/17

Electoral Division(s) and Member(s) Affected

All

Appendix A: Outcomes from Vacancy Control Process 01.01.2017 – 31.03.2017

<u>By Department:</u>	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
ASCHPP	95	143	117	19	7	0
CFCS	54	131	83	34	14	0
PLACE	27	30	19	6	5	0
RESOURCES	62	97	24	62	11	0
Total	238	401	243	121	37	0
<u>By Division:</u>						
ASCHPP	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
North Nottinghamshire and Direct Services	35	57	47	6	4	0
Mid Nottinghamshire	23	32	29	3	0	0
South Nottinghamshire and Public Protection	31	47	38	8	1	0
Strategic Commissioning, Access and Safeguarding	5	5	1	2	2	0
Transformation	1	2	2	0	0	0
Public Health	0	0	0	0	0	0
Total	95	143	117	19	7	0
CFCS	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Education Standards & Inclusion	8	13	10	1	2	0
Children's Social Care	29	48	19	24	5	0
Youth, Families	17	70	54	9	7	0

and Culture						
Total	54	131	83	34	14	0
Place	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Environment, Transport and Property	20	23	16	3	4	0
Environment and Highways	3	3	2	1	0	0
Economic Development and Devolution	3	3	0	2	1	0
Planning, Voluntary and Community Services	1	1	1	0	0	0
Total	27	30	19	6	5	0
Resources	No of Decision Records	No. of Posts	Permanent	Fixed Term	Agency	Deleted Post
Communications and Marketing	6	6	4	2	0	0
Finance, Procurement and Improvement	10	16	10	5	1	0
ICT	7	8	6	0	2	0
Customers and Human Resources	34	60	3	50	7	0
Legal, Democratic and Complaints	5	7	1	5	1	0
Total	62	97	24	62	11	0

Appendix B

Reason for leaving	April - June 2016	July to September 2016	October to December 2016	January to March 2017
Retirement	35	26	11	15
Retirement Ill Health	7	9	6	1
Death in Service	0	1	3	0
Dismissal Conduct	0	3	0	1
Dismissal Capability including absence	6	2	5	3
Failed Probation	0	1	0	0
Mutually agreed termination	1	0	0	0
End Fixed Term Contract	6	7	4	1
Redundancy Compulsory	75	1	1	0
Redundancy Voluntary	35	5	2	26
Resignation	153	161	135	59
	318	216	167	106
Average (Mean) headcount over the quarter	8164	7542	7533	7520

Turnover for last 12 months

10.49%

Appendix C

Agency staff engaged at 31st March 2017

Department	Agency	Consultant	Interim	Total
Adult Social Care, Health and Public Protection				
Mid Nottinghamshire	3.0	0.0	0.0	3.0
North Nottinghamshire & Direct Services	40.2	0.0	0.0	40.2
Public Health	0.6	0.0	0.0	0.6
South Notts & Public Protection	16.0	0.0	0.0	16.0
Strategic Commissioning, Access and Safeguarding	8.2	0.0	0.0	8.2
Transformation Programme	0.0	0.0	0.0	0.0
Total	68.0	0.0	0.0	68.0
Children, Families & Cultural Services				
Children's Social Care	49.3	5.0	0.0	54.3
Education Standards & Inclusion	0.0	0.0	0.0	0.0
Youth Families & Culture	3.0	0.0	0.0	3.0
Total	52.3	5.0	0.0	57.3
Place				
Environment, Transport, Property	13.0	0.0	0.0	13.0
County Supplies	2.0	0.0	0.0	2.0
Planning	0.0	0.0	0.0	0.0
Total	15.0	0.0	0.0	15.0
Resources				
Communications and Marketing	1.0	0.0	0.0	1.0
Legal, Democratic and Complaints	9.2	0.0	0.0	9.2
Finance, Procurement and Improvement	0.0	0.0	0.0	0.0
Customers and Human Resources (inc Business Support)	24.5	0.0	0.0	24.5
ICT	23.0	0.0	0.0	23.0
Total	57.7	0.0	0.0	57.7
Total for all Departments	193.0	5.0	0.0	198.0

* No information received for Older Adults Ashfield/Mansfield

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

1. To consider the Committee's work programme for 2017/18.

Information and Advice

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of finance, public sector equality duty, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service 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

That the committee's work programme be noted, and consideration be given to any changes which the committee wishes to make.

Jayne Francis-Ward
Corporate Director Resources

For any enquiries about this report please contact: Julie Brailsford, Assistant Democratic Services Officer, Tel: 0115 977 4694

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 (PS)

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

Background Papers

None

Electoral Division(s) and Member(s) Affected

All

Personnel Committee Work Programme (Regular Performance Reporting)

Title	Summary	Decision or Information	Lead Officer	Report Author
27 September 2017				
Annual Workforce Profile Report April 2017	Decision	Agree Publication of Information	Marje Toward	Claire Gollin
Work Based Coaching – Update as at 30.6.17	Update report	Update on Progress	Marje Toward	Claire Gollin
Apprenticeship – Strategy and Update on Progress	Decision	Agree Strategy	Marje Toward	Claire Gollin
Employee Health and Wellbeing and Sickness Absence Performance quarterly update at 30.06.17 (Quarter 1 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 30.06.17 (Quarter 1 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
29 November 2017				
Employee Health and Wellbeing and Sickness Absence Performance quarterly update at 30.09.17 (Quarter 2 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 30.09.17 (Quarter 2 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
31 January 2018				
14 March 2018				
Employee Health and Wellbeing and Sickness Absence Performance quarterly update at 31.12.17 (Quarter 3 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.12.17 (Quarter 3 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
Apprenticeship – Update Report	Update report	Performance Reporting	Marje Toward	Claire Gollin

Work Based Coaching – Update as at 31.12.17	Update report	Update on Progress	Marje Toward	Claire Gollin
18 April 2018				
23 May 2018				
Employee Health and Wellbeing and Sickness Absence Performance quarterly update at 31.3.18 (Quarter 4 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
Nottinghamshire County Council Workforce Planning Information quarterly update at 31.3.18 (Quarter 4 - 2017/18)	Update report	Performance Reporting	Marje Toward	Claire Gollin
25 July 2018				