

## **Personnel Committee**

**Wednesday, 03 October 2018 at 10:30**

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

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### **AGENDA**

1	Minutes of the last meeting held on 25 July 2018	3 - 4
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	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	5 - 8
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## **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 25 July 2018 (commencing at 10.30am)

## Membership

Persons absent are marked with an 'A'

## COUNCILLORS

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

A	Maureen Dobson	Sheila Place
	Errol Henry JP	Steve Vickers
	Bruce Laughton	Jonathan Wheeler
	Rachel Madden	Yvonne Woodhead
	John Ogle	

## OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director - Customers and HR
Gill Elder	Group Manager - HR
John Nilan	Team Manager Health & Safety

## TRADE UNION

James Minto  
Jonathan Rice

## 1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 23 May 2018, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

## 2. APOLOGIES FOR ABSENCE

Councillor Maureen Dobson (holiday)

Membership changes:

Councillor Bruce Laughton replaced Councillor John Handley and Councillor Rachel Madden replaced Councillor Helen-Ann Smith for this meeting only.

### **3. DECLARATIONS OF INTEREST**

None.

### **4. HEALTH AND SAFETY WEEK – PERSONAL SAFETY CAMPAIGN**

#### **RESOLVED 2018/26**

That the proposed Health and Safety campaign set out in the report be approved.

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

#### **RESOLVED 2018/27**

- 1) That the Committee receives further updates on the Workforce Plan on a quarterly basis.
- 2) That the Committee supported the further activities set out in the report and that no further actions were required at this time.

### **6. WORK PROGRAMME**

Marjorie Toward brought it to Members attention that the meeting of 13<sup>th</sup> March 2019 would be starting at a later time of 11.00am

#### **RESOLVED 2018/28**

That the Committee's work programme be accepted with no changes.

The meeting closed at 11.10am.

**CHAIRMAN**

**REPORT OF THE SERVICE DIRECTOR – GOVERNANCE, CUSTOMERS  
AND EMPLOYEES****BUSINESS MANAGEMENT SYSTEM (BMS) – CONTRACT AWARD FOR 2<sup>ND</sup>  
LINE SUPPORT PARTNER AS PART OF THE REVIEW OF EXTERNAL  
SUPPORT ARRANGEMENTS FOR THE COUNCIL'S BMS****Purpose of the Report**

1. To seek approval from Members to revise the approach to second line support arrangements for the Council's Business Management System to deliver additional savings effective during 2018/2019.

**Information****Background**

2. Nottinghamshire County Council implemented an integrated HR, Finance and Procurement system from one of the leading providers of such systems, SAP, in November 2011. This is known as the Council's Business Management System (BMS).
3. The Council's implementation partner was CGI, formerly known as Logica. CGI have provided second line support since the system went live. The current contract expires at the end of September 2018.
4. After nearly 7 years of operation BMS is now operating in a mature state. All BMS modules operated by the Council have been regularly upgraded in accordance with the supplier's requirements and are supported until 2025 or beyond.
5. When the Council implemented BMS, support was provided through a standard 3 tier support model which was provided by a combination of external partners and internal support teams.

External partners provide:

- a. Third line system maintenance. This relates to major, high priority, business critical issues.
- b. Second line support and maintenance and resolves any issues as part of a "break/fix" contract.

Internal support provides:

- c. First line support such as user access queries, password resets, configuration changes etc. through the BSC Competency Centre and the Council's ICT service.
6. Given the level of system maturity and in-house technical expertise which has developed since implementation, an end to end review has been undertaken to review the support model as a route to deliver future savings, ensuring the continued provision of the best possible value for money and improving the overall support arrangements whilst effectively managing risk and without comprising the available system functionality.

### **End to End review of support arrangements**

7. Phase 1 of the review resulted in an alternative third line support partner being appointed. Rimini Street were selected to deliver this service via the G Cloud framework and the contract commenced in January 2018. This new contract provides the Authority with a bespoke support model tailored uniquely to how the Council has implemented the system and provides greater flexibility. Service level agreements are a key component of the new contract and enable the Council to more effectively manage the contract and hold Rimini Street to account if required. This was not possible with the previous supplier.
8. The move to Rimini Street has enabled the BSC to re-scope the requirements of the contract for second line support as phase 2 of the review.
9. The BSC, supported by Corporate Procurement, undertook soft market testing via the Crown Commercial Services framework to identify the potential options open to the Council. A number of suppliers expressed an interest in receiving more information about the scope of the potential contract. From this 5 suppliers were invited to present their proposals. Two suppliers ultimately submitted a bid for the contract. Following review and scoring of the tenders CGI were appointed as the preferred supplier at a reduced cost from the previous contract.
10. The savings delivered from the re-scoped end to end support contracts have ensured that the BSC has fully delivered its savings target of £314,000 for 2018/19.

### **Other Options Considered**

11. The soft market testing exercise enabled the BSC to consider a range of second line support arrangements and through the evaluation of bids to determine the most appropriate level of quality, cost and best fit with the organisations requirements. This reflects the move to Rimini Street and the maturity of the Council's BMS system and in house support team's expertise.
12. The appointment of CGI also enables the continuity of the existing second line support arrangements which began over 7 years ago.

## **Reasons for Recommendation**

13. BMS has been live for nearly 7 years and is now operating in a mature state. The timing of the end to end review was appropriate given the level of maturity and the stable state of the system. The appointment of Rimini Street as the third line support partner in December 2017 and the appointment of CGI to provide second line support have enabled the BSC to deliver its savings target of £314,000 for the financial year 2018-2019.

## **Statutory and Policy Implications**

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

## **Data Protection and Information Governance**

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

## **Financial Implications**

16. The review of both the end to end support arrangements for BMS delivers the savings of £314,000 required for 2018/19.

## **Human Resources Implications**

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

## **RECOMMENDATION**

- 1) It is recommended that Members agree to the revised system support arrangements as set out in the report to deliver a total of £314,000 savings with effect from 1 April 2018 through the end to end review of BMS support arrangements.

**MARJORIE TOWARD**  
**SERVICE DIRECTOR – GOVERNANCE, CUSTOMERS AND EMPLOYEES**

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

Sarah Stevenson, Group Manager Business Support Centre on 0115 9775740 or  
[sarah.stevenson@nottsgov.uk](mailto:sarah.stevenson@nottsgov.uk)

### **Constitutional Comments (KK 12/09/18)**

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

### **Financial Comments (SES 12/09/18)**

19. The financial implications are set out in paragraph 16 of the report.

### **HR Comments (GME 17/09/18)**

20. The Human Resources implications are detailed in paragraph 17 of the report. The ability to achieve the savings target identified in paragraph 13 through effective procurement ensures that staffing levels are maintained for 2018-2019.

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

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

- None

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

- All

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****LAUNCH OF NEW CAREER DEVELOPMENT PORTAL****Purpose of the Report**

1. To update members on the launch details of a new career development portal for employee engagement.

**Information**

2. Members will be aware that the Council currently has a comprehensive learning and development offer available to employees to support their professional development which includes access to both face to face training and an e-learning platform. The introduction of an additional online Career Development Portal will further support employees and encourages a personal responsibility to develop their skills and knowledge.
3. The portal is considered a highly cost effective mechanism to enable the Council to maintain and expand its learning and development offer to the entire workforce. It is important to continue to invest in workforce development even in times of budgetary challenge to ensure employees have the necessary skills, knowledge and experience to deliver the services provided to the people of Nottinghamshire. Increasingly younger people joining the Council's workforce have highlighted the importance of new experiences and the opportunity to develop their careers both inside and outside of the Council as being a key feature in their decision to apply and work with us.
4. The career development portal has a number of features including interactive tools, videos, CV builders, self assessments, wellbeing information and a wealth of additional career support.
5. The portal will link up to the learning and development offer via the learning platform provided by Learning Pool and has been customised to reflect the Council's approach to developing employees and being an employer of choice in Nottinghamshire.
6. The portal will play a significant part in enabling the Council to recruit and retain talented employees as it supports the Council's commitment to managing and retaining talent within the organisation and will also help support the council's continued ambition to be an employer of choice. It will provide an additional tool to enable the Council to continue to engage its workforce in their personal development.

7. Members will be able to view how the portal works at the Health and Safety event to be held on 3 October 2018 where it will be used to show employees the information it contains and how it can support personal and career development.

### **Other Options Considered**

8. Consideration has been given to developing an in house portal however this would have significant resource implications and would not be as cost effective as implementing a readily available portal which benefits from regular updates to its content and provides wider context and perspective.

### **Reasons for Recommendation**

9. To seek approval to communicate the launch of the portal and to inform members that it can be viewed at the Health and Safety at work event taking place after Personnel Committee.

### **Statutory and Policy Implications**

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

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

11. The portal will be compliant with the relevant GDPR requirements.

### **Financial Implications**

12. The career development portal has been procured in line with the Councils financial regulations. The portal provides the best value for money has been purchased at the annual cost of £19,000.

### **Human Resources Implications**

13. These are outlined in the body of the report. The portal will allow employees to take responsibility for their own career and personal development. This gives employees the opportunity to self select their learning.
14. Trade union colleagues received a demonstration of the portal at the Central Joint Consultative and Negotiating panel meeting on 6 September 2018. They were very supportive of this on-line tool and approach being taken and have agreed to support and encourage staff take up.

15. The Council's Coaching Network and other staff groups have also received a demonstration of the portal and they all provided positive feedback. Further pop up shops will be held to showcase the portal at a series of events across the county.

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

16. 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.

### **Smarter Working Implications**

17. The portal will support the smarter working programme at the Council as employees will be able to access the portal from any NCC or their own mobile devices from home and work.

## **RECOMMENDATION**

- 1) That members approve the launch and associated internal communications related to the career development portal.

**Marjorie Toward**

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

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

Helen Richardson, Senior Business Partner - HR, Workforce and Organisational Development.  
[Helen.richardson@nottsc.gov.uk](mailto:Helen.richardson@nottsc.gov.uk) or 0115 9772070.

### **Constitutional Comments (KK 12/09/18)**

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

### **Financial Comments (SES 12/09/18)**

19. The financial implications are set out in paragraph 11 of the report.

### **HR Comments (GME 17/09/18)**

20. The portal will facilitate personal learning and development in a way which is more fitting for a modern public service organisation. It has received very positive comments from those who have had the opportunity to access the content and is a further tool in creating a more motivated, informed, flexible workforce.

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

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

- None

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

- All

**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****PROGRESS REPORT FOR THE COUNCIL'S NEW GRADUATE  
DEVELOPMENT PROGRAMME****Purpose of the Report**

1. The purpose of this report is to provide an update to Personnel Committee concerning the introduction of the Council's new Graduate Development Programme and seek agreement to continue to develop the in-house programme.

**Information****Background**

2. Personnel Committee on 7 March 2018 agreed to the introduction of a new Graduate Development Programme (GDP) bespoke to the County Council to replace the existing national graduate development programme (NGDP). The new programme has enabled the Council to:
  - develop a programme that is more flexible to meet the changing needs of its workforce
  - better attract and recruit talented, local graduates to its workforce
  - better align its graduate development activities to other organisational development initiatives as part of a wider talent management proposition
  - make use of the Apprenticeship Levy to fund graduate development opportunities.

**Introduction of the new programme**

3. The recruitment and marketing campaign for the new programme started on Wednesday 11 April 2018 and utilised social media and other digital routes to direct potential internal and external applicants to a dedicated webpage ([www.nottinghamshire.gov.uk/graduates](http://www.nottinghamshire.gov.uk/graduates)) where more information about the Programme and a link to the Council's job section were available. Activity was also co-ordinated with the Nottingham and Sheffield universities to attract local students and recent graduates. The application deadline was Wednesday 9 May and resulted in 198 applications being submitted of which 176 met the eligibility criteria.
4. Following shortlisting, 44 candidates attended four assessment centres on 20 and 21 June. The assessment centres were developed and run in conjunction with East Midlands Councils and utilised a range of activities (including a group exercise and individual presentation) to test and assess the relevant skills, attributes and behaviours needed for the Programme.

5. Further to the assessment centres, 14 candidates were invited to final interviews at County Hall from which six were offered positions as graduate trainees on the two-year programme to commence on Wednesday 26 September 2018.

### Recruitment and Marketing Activity

6. A key criteria of the new Programme was to attract local graduates into the workforce. Of the 176 eligible applications 71 were from Nottinghamshire while a further 93 were from Nottingham City. Of the six graduates who have been recruited to the programme three have home addresses in Rushcliffe, one in Newark and Sherwood with two in Nottingham City.

District/Location	Applicants	Assessment Centre	Interviewees	Appointed
Ashfield	9	4	0	0
Bassetlaw	4	0	0	0
Broxtowe	19	2	2	0
Gedling	3	1	0	0
Mansfield	9	2	0	0
Newark and Sherwood	8	3	1	1
Rushcliffe	19	5	3	3
Nottingham City	93	25	8	2
Non-Nottinghamshire	10	1	0	0
Unknown	2	1	0	0
<b>Total</b>	<b>176</b>	<b>44</b>	<b>14</b>	<b>6</b>

7. Another key element of the Programme was to attract students from local universities to the County Council. While 108 applications were received from those who were studying/recent graduates of the two Nottingham universities none were successful at obtaining a place on to the programme.

University	Applicants	Assessment Centre	Interviewees	Appointed
Nottingham Trent	63	14	1	0
Nottingham	45	11	3	0
Sheffield Hallam	7	0	0	0
Sheffield	2	0	0	0
Other	53	18	10	6
Unknown	6	1	0	0
<b>Total</b>	<b>176</b>	<b>44</b>	<b>14</b>	<b>6</b>

8. One aspect of the recruitment and marketing strategy that requires further development is how to attract a more diverse set of applicants. Of the 44 applicants invited to the assessment centre:

BME	LGBT	Gender	Disability
4	4	27 Female 15 Male 1 non-disclosure	2

Further work will be undertaken with the employee support networks to identify opportunities for marketing the programme amongst under represented groups and ensuring any specific support needs are identified and met.

## **Review of the Programme Implementation**

9. A review of the programme implementation has been conducted including analysis of the recruitment figures, feedback from candidates as well as feedback from partners including EMC, the two Nottingham universities and the internal marketing/communications team. The review has highlighted a number of positives concerning the implementation of the programme including:

- High levels of engagement and interest from the local graduate workforce – the number of applicants (198) was far in excess of what was anticipated
- Engagement and partnership working with local universities to attract local graduates – 108 of the 176 eligible applicants were from the two Nottingham universities
- High levels of candidate satisfaction with the recruitment process
- Development of a programme that enables applications from both internal and external candidates – one trainee recruited to the Programme was an internal candidate
- Use of social media to generate high levels of interest in a cost-effective manner
- Utilisation of the apprenticeship levy through integration of the Programme with a relevant apprenticeship standard leading to a management qualification
- Successful introduction of a bespoke graduate programme within specified timescales

10. All recruitment and marketing activity of any further iteration of the programme will be revised to take into account the findings from the review outlined above.

11. There were also some aspects of the programme implementation that will require further investigation to identify whether improvements can be made for future years. These will primarily focus on addressing a lack of diversity in those candidates recruited to the programme and understanding why no applicants from local universities were successful in obtaining a place on the programme.

## **Next steps for those recruited to the September 2018 co-hort**

12. After a three-day induction the graduates will start their first placement on Monday 1 October. Further work will take place over the coming months to embed the programme within the Council including attendance at committee meetings, commencement of their management and leadership learning activities and access to support mechanisms including an internal mentor and learning provider support.

## **Future Development of the graduate programme**

13. Due to the success of the introduction of the new Programme it is anticipated a new cohort of trainees will be recruited to the programme for September 2019. However, due to the requirement of the scheme to be able to 'flex' according to the Council's workforce requirements there are a number of options being considered that may build on the current scheme including how graduate development opportunities can be further integrated into a co-ordinated approach to talent management within the Council including recruiting students from specific disciplines on to a scheme which develops them in areas of work where there

are skills shortages, hard-to-fill positions or growth areas within the Council. Consideration is also being given to how local university students might be offered opportunities for a 'year in industry' placement with the Council to help develop their skills and experience and enable them to be more 'job-ready' by the end of their degree.

### **Other Options Considered**

14. The Council could revert to participation in the National scheme, however given the calibre of applicants to the in-house scheme this would appear a retrograde step.
15. It is therefore proposed to continue with the current iteration of the Programme and recruit local graduates for September 2019 while exploring the feasibility of other graduate initiatives that can build on and/or complement the existing programme.

### **Reasons for Recommendation**

16. To seek approval for continuing to run an in-house graduate development programme that takes account of the learning from initial implementation and remains responsive to the needs of the business.

### **Statutory and Policy Implications**

17. 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**

18. The requirements of the General Data Protection Regulations were considered as part of the recruitment process and will be taken account of as part of the induction of new starters on the graduate scheme.

### **Financial Implications**

19. The costs associated with the new scheme are comparable to that of the previous national scheme and no additional budget has been requested. Some departments have funded additional places on the programme which has allowed the Council to recruit to 6 posts rather than the original aim of 3. The learning provider costs will be covered by the apprenticeship levy.

### **Human Resource Implications**

20. The graduate trainees will continue to be managed internally under the existing arrangements.

## **Public Sector Equality Duty Implications**

21. 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**

It is recommended that Members:

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

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

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

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[helen.richardson@nottsc.gov.uk](mailto:helen.richardson@nottsc.gov.uk)

## **Constitutional Comments (KK 12/09/18)**

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

## **Financial Comments (SES 12/09/18)**

23. The financial implications are set out in paragraph 19 of the report.

## **HR Comments (GME 17/09/18)**

24. The Human Resources implications are set out within the body of the report. The importance of continuing to develop our relationships with the local universities is critical to enabling the Council to attract talent across a range of hard to recruit to professional roles. The positive experience applicants reflected in their feedback contributes to our ambition of becoming an employer of choice and in retaining and developing the talent of local graduates.

## **Background Papers and Published Documents**

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

- None

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

- All

**REPORT OF 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 30<sup>th</sup> June 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.
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.

## Performance Monitoring and Trend Analysis

6. The Infographic in the **Appendix D** to this report illustrates in executive summary the situation as at 30<sup>th</sup> June 2018, when the headcount of direct NCC employees was 7,523 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.
7. **The average level of sickness per employee per annum at the end of quarter 1 was 8.43 days overall.** This is a decrease of 0.11 percentage points compared to the previous quarter when it stood at 8.54 days. This reflects the fact that absence has reduced slightly in all departments except Chief Executive's where it has remained at the same level.
8. **Appendix B** to this report illustrates that stress and related conditions remain the most prevalent overall reason for absence across the Council and has increased by 0.76 percentage points since the previous quarter currently standing at **20.2%** of all reported absence.
9. 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 **22.09%** and **23.31%** respectively.
10. Specific research work has been commissioned from Public Health colleagues to analyse the available evidence to identify and understand in more detail the underlying causes of stress in the social care workforce in particular and then develop a targeted plan of specific actions to address these. The intention is to pilot this activity in Adult Social Care and Health with a view to rolling out the approach and any learning across Children's Social Care. This work will be informed by the employee Health checks undertaken in both departments.
11. The Council is also looking to work with Healthy Working Futures and have contributed to a bid for national funding from the Work and Health Unit Challenge Fund. We are currently awaiting the outcome of the bid. In addition, we have a workshop planned for late September to look at introducing Mental Health First Aiders and are developing additional training for managers around this issue.
12. Stress has also been the most significant reported reason for absence in the Chief Executive's department over recent quarters, currently standing at **23.45%**, which is a slight reduction from 23.79% last quarter. This was possibly as a result of uncertainty for employees around the Corporate Services Review. The new arrangements for the Chief Executive's department have been in place since 1<sup>st</sup> July 2018 and therefore there will be greater clarity for those impacted in the first quarter of 2018/19. This will hopefully result in an overall improvement in this Department moving forward.

13. The Place department continues to be the exception where the most prevalent reported reason continues to be muscular / skeletal injury which currently stands at **22.22%** compared to stress at **16.24%**.
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, comprising of **22.30%** of all absence across the sector nationally and **22.40%** for comparable Councils.
15. At **20.2%** 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 decreased to **16.01%** from **16.24%** at the previous quarter.
17. Muscular / skeletal conditions are the third most reported reason but have fallen again this quarter from **12.42 % to 12.22%**.
18. Absence due to Flu shows a decrease this quarter having moved from **10.49%** to **9.85%** since the previous quarter. As noted previously, the previous increase was predicted due to the strains of Flu prevalent across the UK early in the New Year.

### **Benchmarking:**

19. Despite the recent increase, 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:**

20. The ongoing challenge of preventing and significantly reducing stress and stress related absence and enabling employees to improve their resilience and mental wellbeing therefore continues to be a priority of the Council's employee health and wellbeing action planning and delivery, supported by a range of existing initiatives. Members of Personnel Committee received detailed information on the progress made in promoting good mental health in the workplace at a previous meeting on 29<sup>th</sup> November 2017 with an action plan which continues to seek ways of proactively managing absence and supporting employees to maintain their attendance at work.
21. The focus on mental health at work will continue to be a key area on which to focus activity and we continue to work closely with the recognised trades unions to identify and test the effectiveness of the various initiatives in place and develop new approaches and activities to further improve employee health and wellbeing and reduce absence. This includes reviewing the current action plan.
22. The Council has also invited Professor Farmer, Chief Executive of Mind and co-author of the Stevenson-Farmer Report, to work with the Council's Extended Leadership Team to identify further actions to further improve in this area.
23. The refreshed employee support package on the platform of the Wellbeing intranet page launched in April 2018 provides additional information including how to access the new workplace Buddies and the Chaplaincy service. An update report on these will be presented to the January 2019 meeting of this Committee.
24. Recent feedback received as part of the consultation on a revised package of terms and conditions has highlighted a number of interesting points around how people are feeling and their view of working for the Council. It is considered important to listen to this information and to provide employees with a further opportunity to express their views. A series of employee workshops has commenced led by the Chief Executive. Information shared and ideas suggested by employees will be used to further inform the action plan.

## **Other Options Considered**

25. 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**

26. 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**

27. 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**

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

## **Financial Implications**

29. 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**

30. 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 including joint training and guidance and have commented very positively on joint working with management and the impact of this on staff absence levels.
31. Trades union colleagues welcome the range of services available to help support employees in their roles and prevent ill health developing. However, they have previously expressed concerns that levels of absence continue to rise, particularly in social care.
32. A workshop is planned for late September to fully understand and identify actions arising in the Stevenson-Farmer report following the independent review into workplace mental health some of which are contained in the action plan. We are also actively considering having volunteer mental health first aiders to add to the existing support package of counselling, workplace buddies, coaching, and the workplace chaplaincy as well as developing further guidance for managers.

## **Public Sector Equality Duty implications**

33. 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 second quarter of 2018/19 at November's 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](mailto:gill.elder@nottsc.gov.uk)

### **Constitutional Comments (KK 12/09/18)**

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

### **Financial Comments (SES 12/09/18)**

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

### **HR Comments (BC 17/09/18)**

36. The human resources implications are set out in the body of the report. Significant activity has been undertaken to develop a comprehensive support package for employees experiencing periods of both physical and mental ill health and this is subject to ongoing review to ascertain the impact of individual measures and the overall package. Where possible if business/service needs allow, employees are actively encouraged to work more flexibly to enable them to have an element of choice in how and when they work which can assist with the management of long term health conditions.

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

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

- None

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

- All



## Appendix A

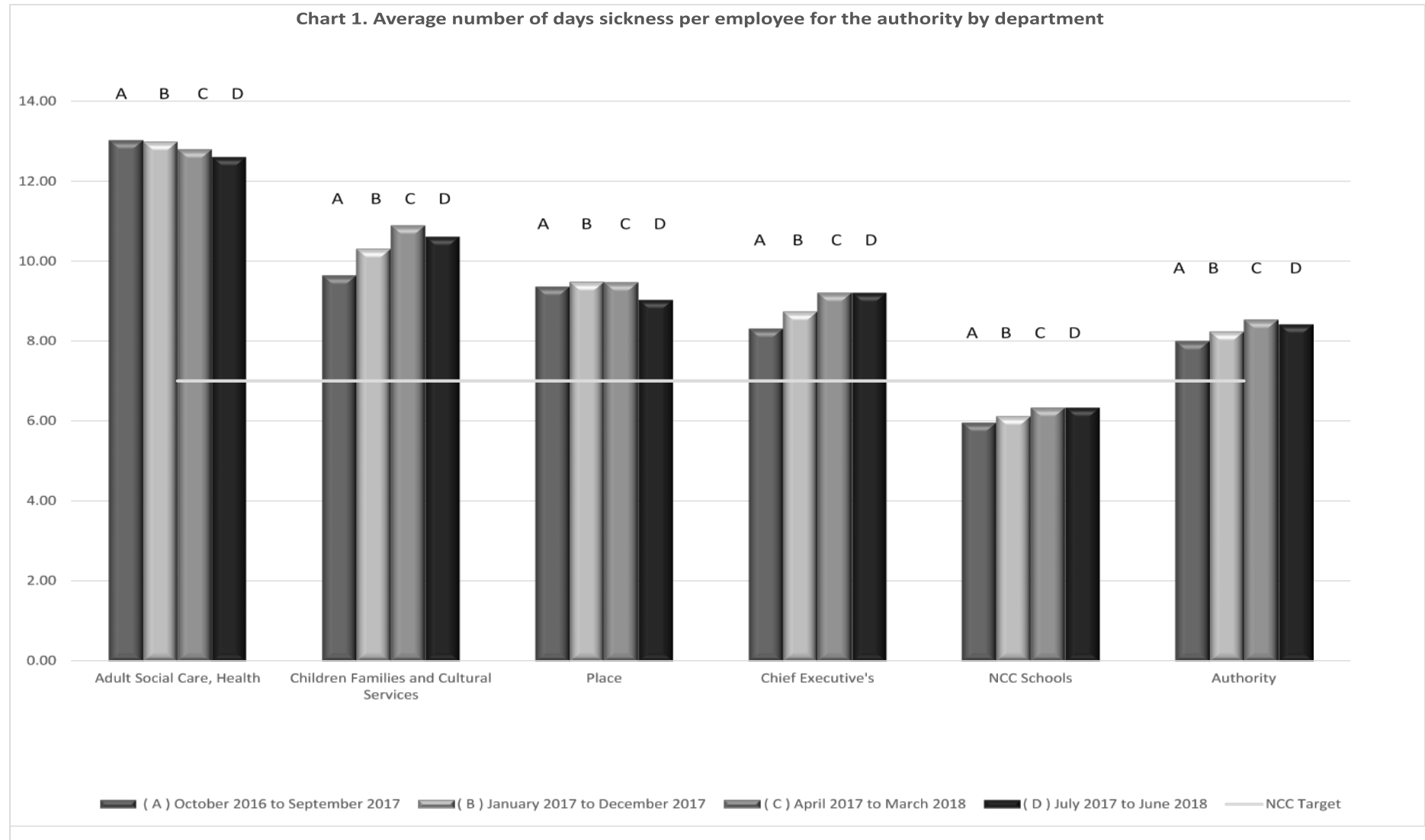
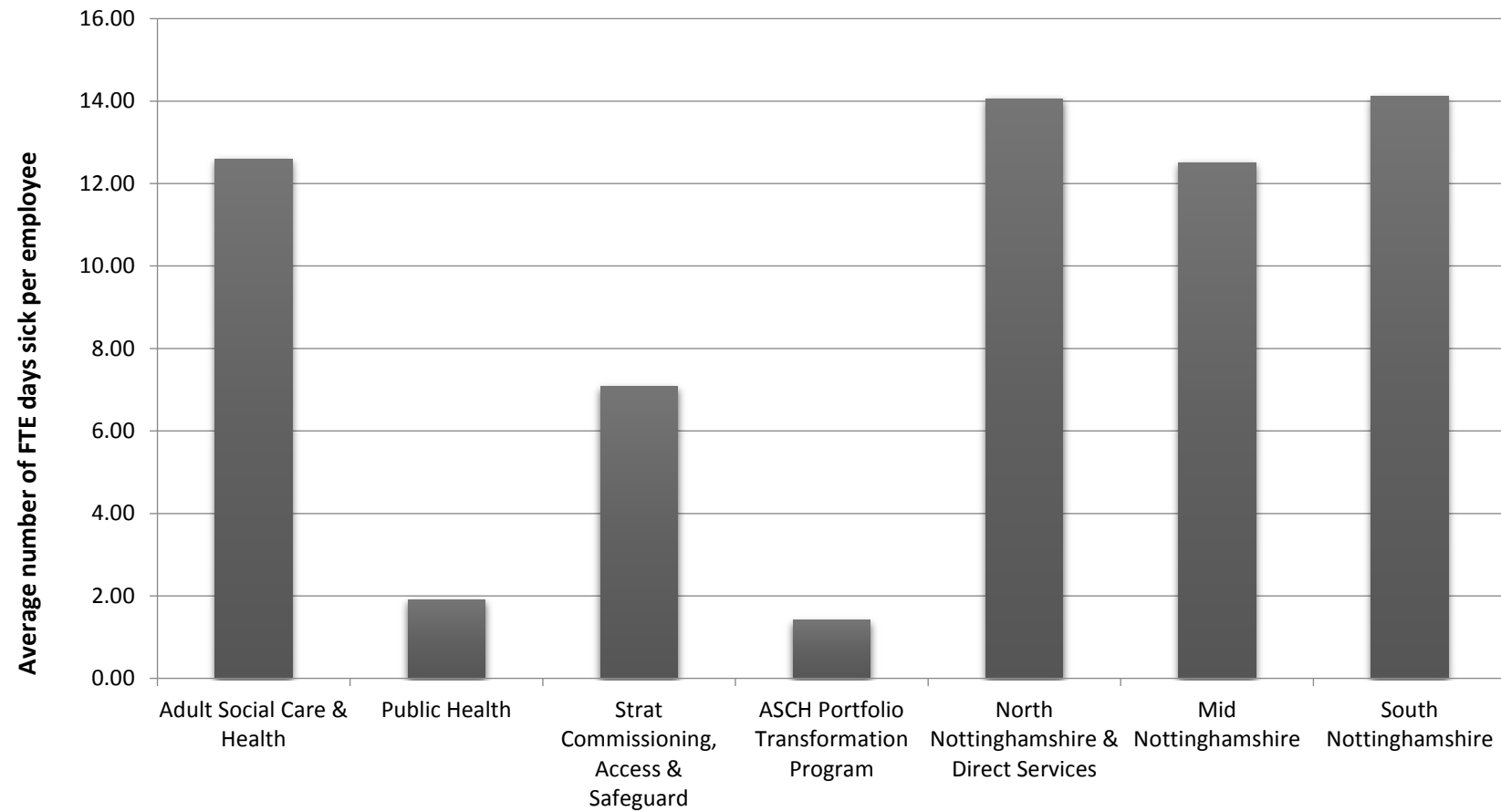
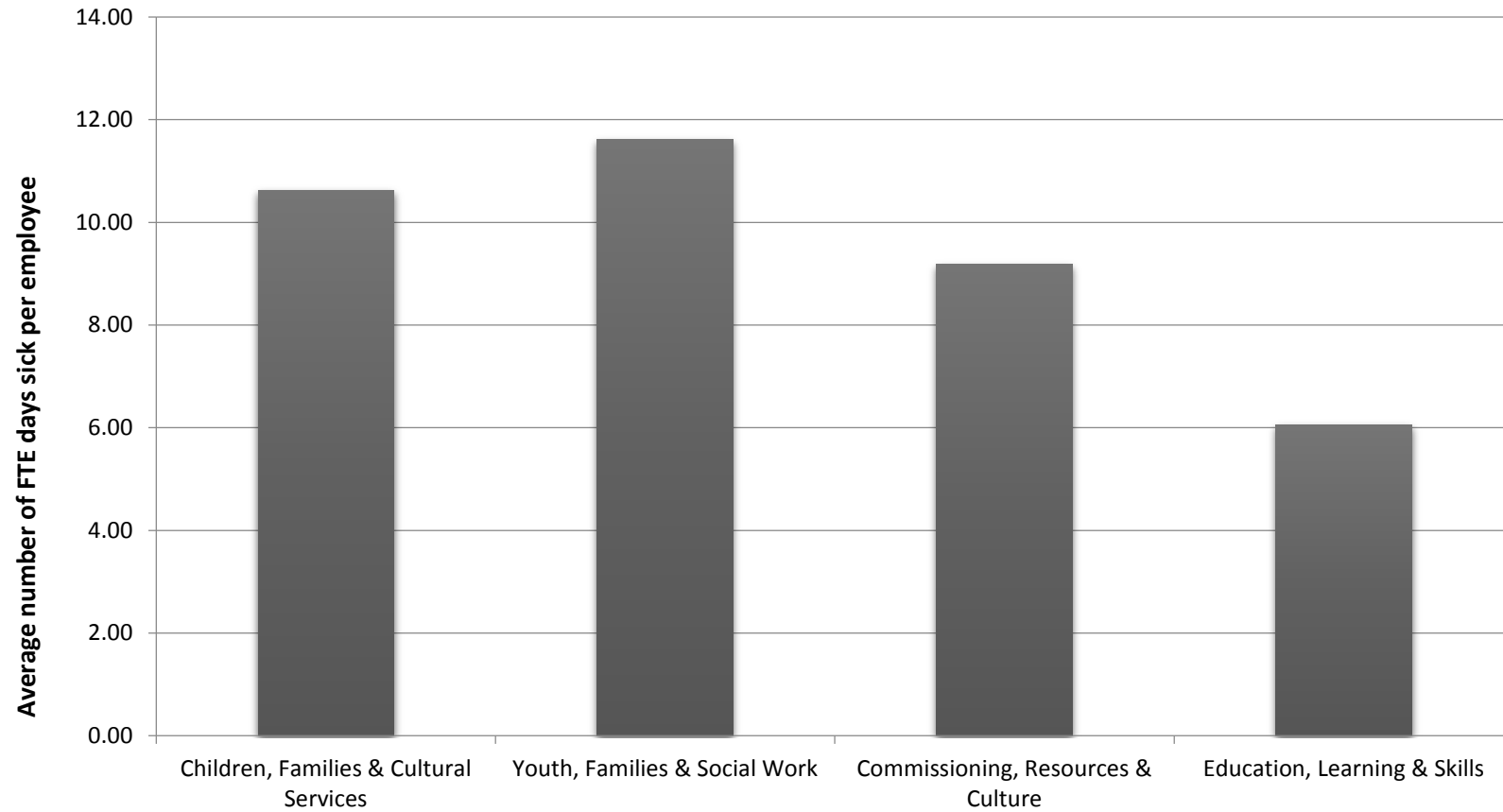


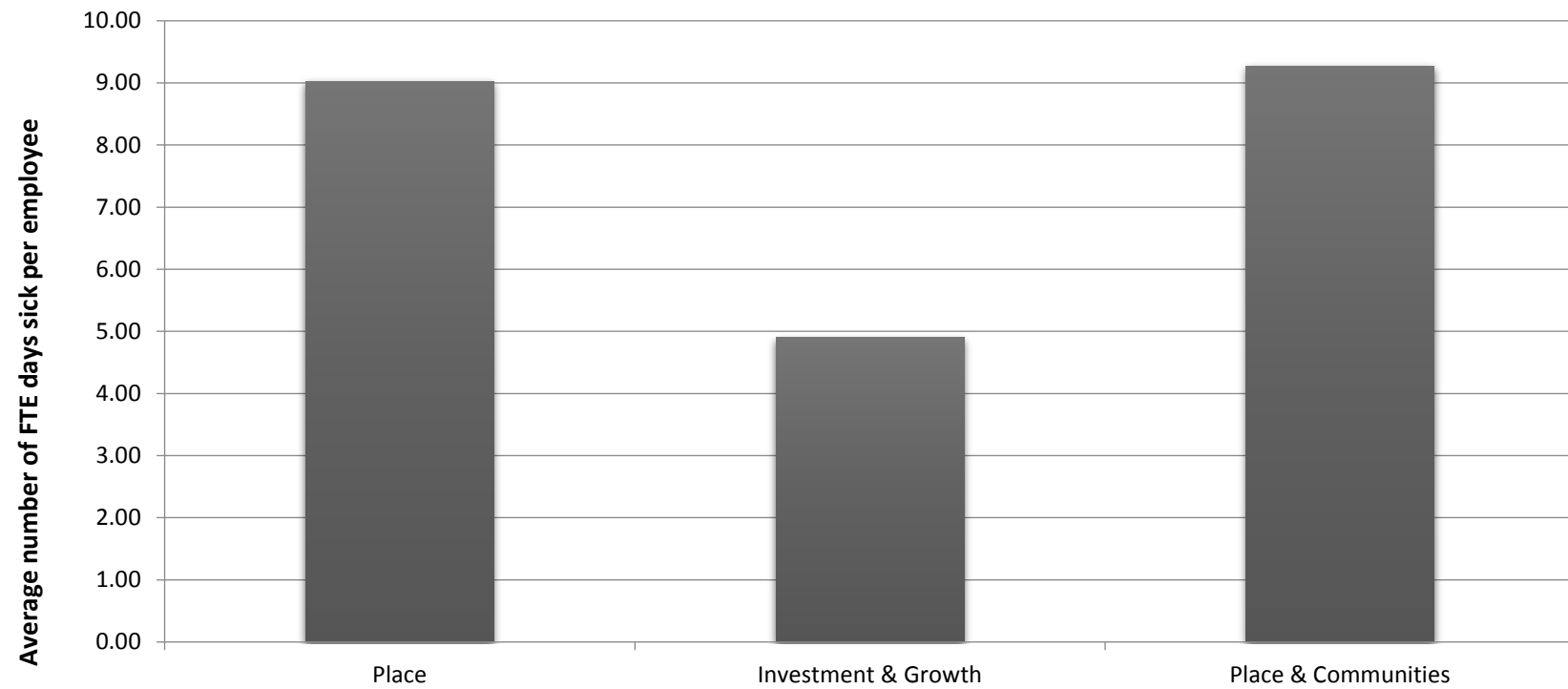
Chart 2 ASCH July 2017 to June 2018



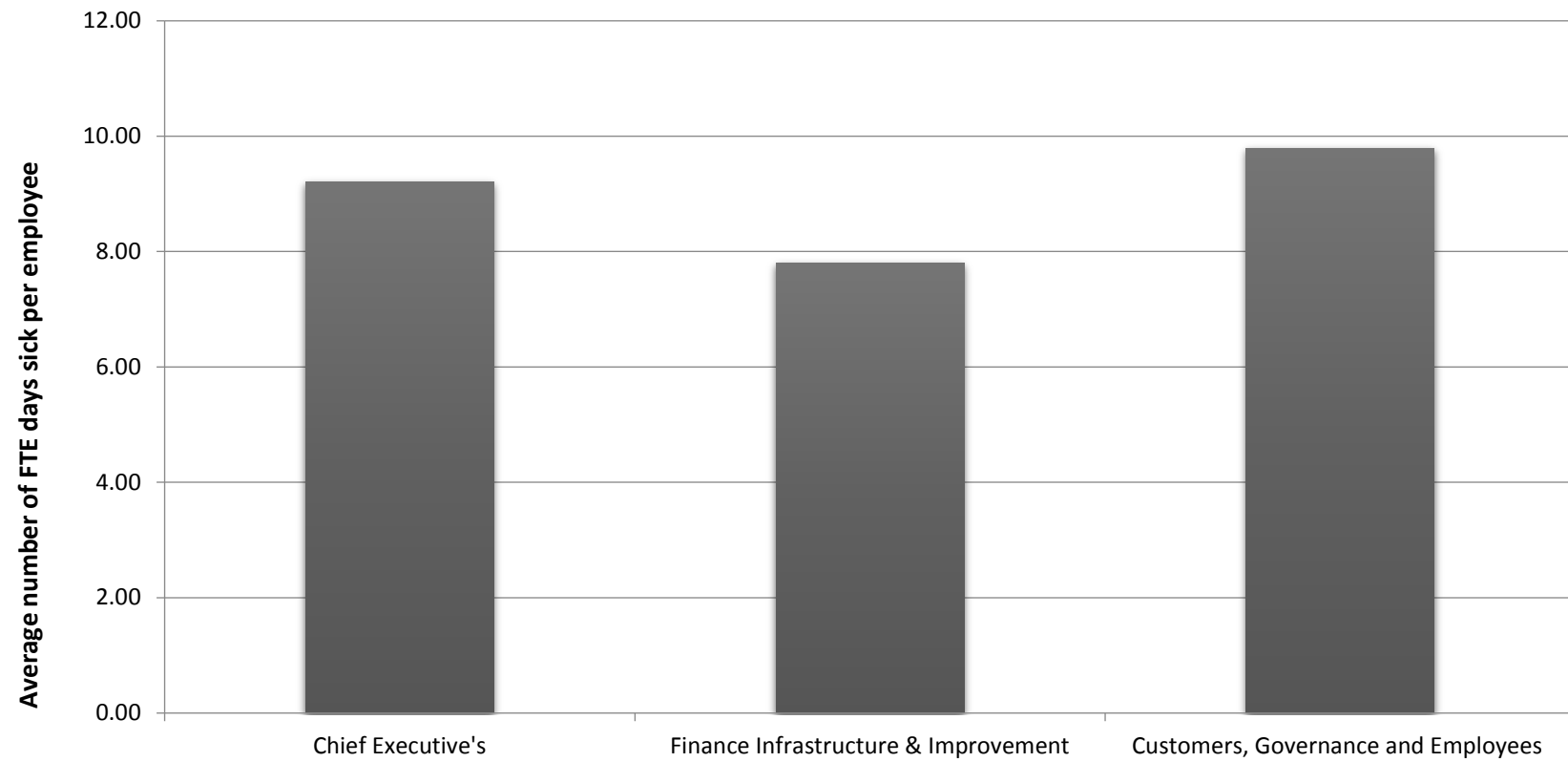
**Chart 3 Children, Families and Cultural Services July 2017 to June 2018**



**Chart 4 Place July 2017 to June 2018**



**Chart 5 Chief Executive's July 2017 to June 2018**





## Appendix B

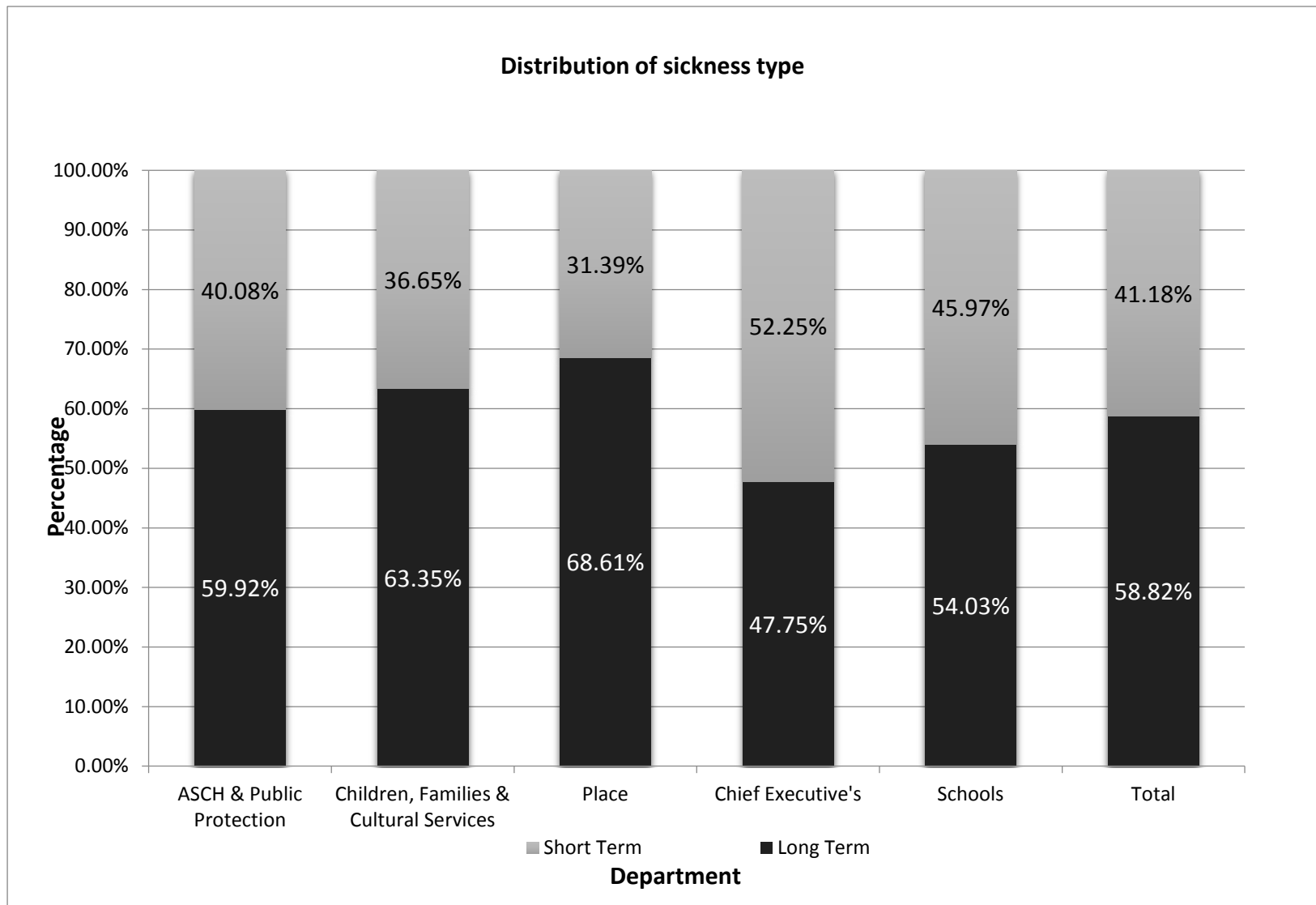
Table 1. Sickness Levels over rolling 12 month basis by Department

<b>Adult Social Care, Health &amp; Public Protection</b>	<b>October 2016 to September 2017</b>	<b>January 2017 to December 2017</b>	<b>April 2017 to March 2018</b>	<b>July 2017 to June 2018</b>
<b>Children Families and Cultural Services</b>	13.03	12.99	12.79	12.60
<b>Place</b>	9.65	10.32	10.89	10.61
<b>Chief Executive's</b>	9.37	9.49	9.47	9.03
<b>NCC Schools</b>	8.32	8.75	9.21	9.21
<b>Authority</b>	5.97	6.13	6.34	6.34
<b>Adult Social Care, Health &amp; Public Protection</b>	8.01	8.25	8.54	8.42

	Back Problems	Cold/Flu/ Sore Throat	Headache/ Migraine	Heart/ Circulation	Infection	Muscular / Skeletal	Op/Post Op Recover y	Other	Pregnanc y Related	Respirator y	Skin Disorder	Stomach/ Digestion	Stress/ Depressio n	Terminal Illness	Not assigned
ASCH & Public Protection	5.80%	9.10%	1.71%	3.59%	3.38%	11.04%	11.97%	15.47%	1.71%	3.24%	0.30%	8.00%	<b>22.09%</b>	0.19%	2.42%
Children, Families & Cultural Services	4.43%	8.76%	2.14%	1.22%	3.03%	13.98%	13.85%	15.13%	1.99%	4.47%	0.27%	5.74%	<b>23.31%</b>	0.33%	1.34%
Place	4.62%	5.31%	1.26%	4.30%	3.11%	<b>22.22%</b>	16.02%	13.88%	0.64%	3.64%	1.66%	6.54%	16.24%	0.00%	0.58%
Chief Executive's	5.36%	15.49%	2.51%	0.36%	1.66%	7.16%	16.88%	13.37%	0.62%	1.52%	1.77%	8.37%	<b>23.45%</b>	0.00%	1.48%
Schools	4.03%	11.74%	2.10%	1.36%	4.79%	8.03%	18.38%	15.20%	1.43%	2.30%	0.11%	10.71%	<b>19.68%</b>	0.12%	0.02%

<b>Totals</b>	<b>4.63%</b>	<b>9.85%</b>	<b>1.89%</b>	<b>2.27%</b>	<b>3.69%</b>	<b>12.22%</b>	<b>16.01%</b>	<b>14.82%</b>	<b>1.33%</b>	<b>2.97%</b>	<b>0.62%</b>	<b>8.50%</b>	<b>20.20%</b>	<b>0.13%</b>	<b>0.87%</b>
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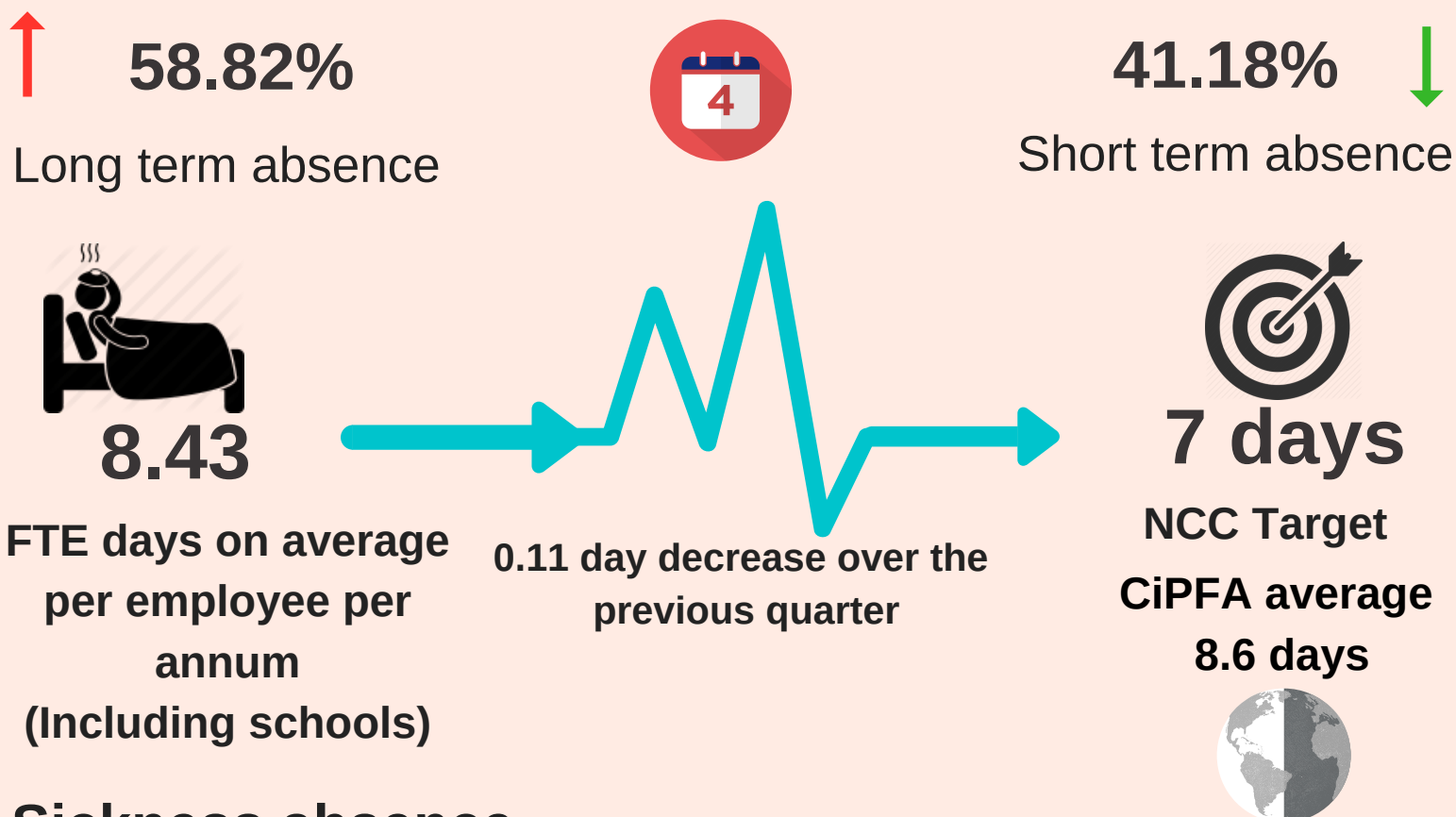
## Appendix C: Long and Short Term Sickness





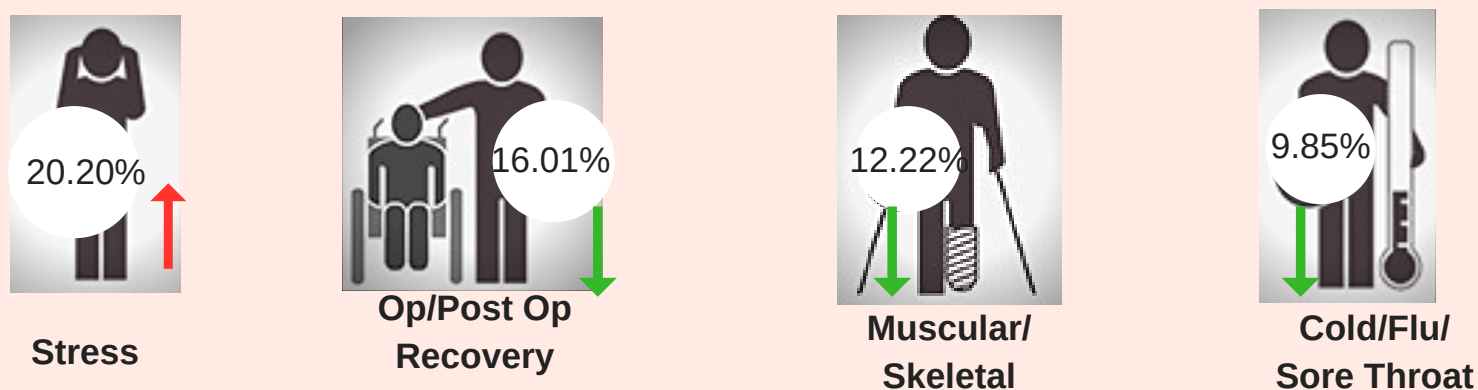
## Employee wellbeing and sickness absence performance Q1 2018 - 2019

Corporate performance July 2017 to June 2018



## Sickness absence

The most common top four causes and trend indicators



**Main cause for absence  
by dept.**

**STRESS:**



C Exec



CFCS



ASCH

MUSCULAR/  
SKELETAL :



Place



**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****UPDATE ON NOTTINGHAMSHIRE COUNTY COUNCIL'S PARTICIPATION IN  
THE LEONARD CHESHIRE CHANGE 100 INTERNSHIP PROGRAMME 2018****Purpose of the Report**

1. To provide Members with an update on the Council's second year of participation in the Leonard Cheshire Change 100 Internship Programme and seek approval to consider options for the future delivery of internships for disabled graduates.

**Information**

2. As part of the Council's continued aspiration to be an employer of choice, and to contribute to the fulfilment of the commitments in the Council Plan, the Council participated for a second year in the internship programme aimed at graduates and students with a disability which is managed by Leonard Cheshire, called Change 100.
3. Participation in the national Leonard Cheshire Change 100 scheme enables the Council to contribute to Commitment 4 of the Council Plan (Nottinghamshire has a thriving jobs market) and to offer paid 3 month placements to talented disabled students and graduates from across the country.
4. The Council continues to seek to improve inclusivity across the workforce and to ensure that the Council meets the requirements of the Disability Confident scheme by attracting people with a disability, specifically those in the age range 16-24 years, and encourage them to consider employment with the Council in the future.
5. The national scheme has grown year on year with more organisations participating in the scheme, which enables higher numbers of opportunities for candidates to apply for.
6. This year, the Council increased the allocation of placements to 4, which enabled each department to host a placement with deployment as outlined below:
  - Place - Conservation Team
  - ASCH – Transformation Team
  - Chief Executive's - Programmes & Projects Team
  - CFS - Commissioning & Contracts Team
7. Each intern has been allocated a mentor and a placement manager with additional support available from the programme manager based within the Human Resources, Workforce &

Organisational Development (HRW&OD) team. The interns also benefit from support available through Leonard Cheshire.

8. Each intern has been involved in specific time limited projects which have enabled them to utilise and further develop their skills and the service areas they are placed in have benefited from the additional capacity and ideas the interns have contributed.
9. Placements commenced on 18 June and were completed by 14 September. Each intern has provided feedback to evaluate the placement they have participated in which in turn, enables the Council to continually improve the delivery of the placements for any future involvement in the programme. Verbal feedback will be presented at the Committee meeting.

### **Future Developments**

10. As part of the Council's aspiration to be an employer of choice, it is proposed that work is undertaken to consider a variety of options regarding widening participation through an internship offer within the Council.
11. Consideration could be given to undertaking a variation to the current scheme either by developing an in-house version similar to the newly introduced graduate scheme or by working with Leonard Cheshire on a more localised offer.

### **Other Options Considered**

12. This report seeks approval from Personnel Committee to undertake research into other options for the delivery of such a scheme in the future.

### **Reasons for Recommendation**

13. To seek approval from Personnel Committee to undertake work to develop the current format of the scheme and to receive a further report on future options for delivery.

### **Statutory and Policy Implications**

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

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

15. The data in this report cannot be attributed to individual employees and therefore protects their privacy.

### **Financial Implications**

16. The Council's involvement in the Change 100 programme required a placement fee to be paid to Leonard Cheshire of £3250 per intern. As this is a paid internship programme, the costs of salaries and on costs for the four interns were paid at the National Living Wage Foundation rate as required of employers by Leonard Cheshire to participate in the programme. The host department's budgets have been used to fund the placement costs.

### **Human Resources Implications**

17. The responsibility for managing the internship programme sits with the HRW&OD team.

18. Participation enables the Council to promote itself as an employer of choice to encourage under represented groups into the Council and the wider public sector. Involvement in a scheme specifically targeted at graduates with disabilities also contributes to the recruitment of younger employees into the Council as part of its wider refocussed talent management strategy.

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

19. Participation in the Change 100 programme supports compliance with this duty.

## **RECOMMENDATION**

- 1) That Personnel Committee consider the progress of the scheme and agree to receive a further report on the options for delivery of an internship programme at the Council.

**Marjorie Toward**

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

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

Helen Richardson, Senior Business Partner on 0115 9772070

Helen.richardson@nottscc.gov.uk

### **Constitutional Comments (KK 12/09/18)**

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

### **Financial Comments (SES 12/09/18)**

21. The financial implications are set out in paragraph 16 of the report.

### **HR Comments (GME 17/09/18)**

22. It is important to promote the Council as an inclusive employer prepared to remove barriers to employment for young people with disabilities, to enable them to fulfil their potential and contribute to the economic success of Nottinghamshire.

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

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

- None

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

- All

**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****REPORT ON PROGRESS ON DISABILITY CONFIDENT ACCREDITATION****Purpose of the Report**

1. To seek approval for ongoing work towards Nottinghamshire County Council's formal accreditation to the national Department of Work and Pensions (DWP) "Disability Confident" employer standard.

**Information**

2. It was agreed by Members of Personnel Committee on 7 March 2018 that the Council would undertake the self-assessment process to identify required actions to become an accredited Disability Confident employer. The Disability Confident scheme replaces the former "Two Ticks" Positive About Disabled People government employer scheme.
3. It is considered important to demonstrate active commitment to becoming a recognised Disability Confident employer providing a focus for the further development of the existing range of procedures, provisions and guidance available to support the Council's managers to recruit, develop and retain people with disabilities.
4. It is important for this commitment to be recognised and understood by prospective employees so that they feel comfortable in applying for jobs with Nottinghamshire County Council in the knowledge that we aim to be an inclusive employer, seeking to support and enable people to access work opportunities. The Council acknowledges and celebrates the positive contribution that people with physical and/or mental disabilities make to its overall talent pool, it seeks to welcome them into its workforce and aims to be an exemplar employer by modelling good practice and promoting these benefits to other local employers.
5. The Council has identified certain skills gaps in its workforce and aims to maximise attraction rates from the widest recruitment pool alongside retaining existing talented employees with disabilities.
6. There are three progressive Disability Confident levels – Disability Committed, Disability Confident and finally Disability Confident Leader. As reported back in March, the Council was able to register as Disability Committed on the basis of current employment practices in relation to recruitment, available support at interview, willingness to make reasonable adjustments, and support for existing employees who acquire a disability to remain in work.

7. The Council aims to go beyond the minimum statutory requirements set out in the Equality Act 2010 and in preparation for the completion of the self assessment has undertaken the following actions:
- Reviewed how employees share information around their disability (disabilities) and any required adjustments/adaptations with a view to streamlining how information is conveyed. This is currently badged as the “disability passport” but will eventually be included in a wider piece of work around how employees’ personal information is collected and stored to comply with new data protection requirements. A joint workshop with the trades unions was held in August 2018 to determine how this work would be developed
  - As mentioned in the Workforce Profile report, we are encouraging employees to disclose any protected characteristic they may have including disability. The Council aims to foster a climate of inclusiveness and trust where employees feel comfortable about sharing this personal and intimate information.
  - The Council is working with Healthy Working Futures in making a bid for funding from the Work and Health Unit Challenge Fund to undertake further research using a holistic Bio-Psycho-Social model.
  - A review of all the major employment procedures was undertaken and published earlier this year. This provided the opportunity to review their application across the whole workforce including any employee with a disability
  - We have refreshed management guidance on a range of subject areas including supporting employees with mental health issues, terminal illness and dyslexia.
  - Promote the Council to new graduates through our work with the Leonard Cheshire Change 100 Internship Programme, in our apprenticeship offer and graduate programme
8. It was initially suggested that a report be brought back after the self assessment was submitted, however it was considered important to have Members’ support to be included as part of the assessment process as further evidence of our ongoing commitment to the scheme.

### **Other Options Considered**

9. The Council already aims to be legally compliant with its statutory obligations towards people with disabilities as required by the Equality Act 2010. However we are seeking to build on our existing commitments and aim to be a fully inclusive employer so that if we achieve the Disability Confident standard it will have genuine meaning for our existing and future workforce.

### **Reasons for Recommendations**

10. The achievement of the Disability Confident standard will demonstrate real commitment to our workforce in attracting and retaining talented individuals from all areas of the community and highlights the Council’s community leadership role as being an exemplar employer in relation to the employment of people with disabilities.

### **Statutory and Policy Implications**

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

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

12. The report contains no personal information to ensure privacy of individuals. The new requirements under GDPR will inform and underpin the work required toward accreditation and that already being undertaken around the “disability passport”.

### **Financial Implications**

13. Participation in the Disability Confident scheme is free of charge. The retention of talented employees with a disability may reduce recruitment costs and positively impact on turnover over time.

### **Human Resources Implications**

14. The Human Resources implications are contained within the body of the report. It is important for the Council to be seen as an employer of choice and to act as a community leader in this respect. It is however crucial that there is real commitment and action attributed to the Council seeking Disability Confident accreditation to demonstrate genuine inclusivity and a willingness to be flexible in how work is undertaken to maximise the opportunities for anyone with a disability.

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

15. The proposals in this report would reaffirm the Council's existing commitment to meeting and wherever possible exceeding the statutory requirements of the Equality Act 2010.

## **RECOMMENDATIONS**

It is recommended that Members:

- 1) Agree to their commitment to becoming an accredited Disability Confident employer being included in the self-assessment process
- 2) Receive 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

**Marjorie Toward**

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

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

Gill Elder, HR, Workforce and Organisational Development Group Manager on 0115 9773867 or email [gill.elder@nottsc.gov.uk](mailto:gill.elder@nottsc.gov.uk)

**Constitutional Comments (KK 12/09/18)**

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

**Financial Comments (SES 12/09/18)**

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

**HR Comments (BC 17/09/18)**

18. The Human Resources implications are contained within the body of the report. It is important for the Council to be seen as an employer of choice and to act as a community leader in this respect. It is however crucial that there is real commitment and action attributed to the Council seeking Disability Confident accreditation to demonstrate genuine inclusivity and a willingness to be flexible in how work is undertaken to maximise the opportunities for anyone with a disability.

**Background Papers and Published Documents**

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

- None

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

- All

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

1. To provide Members with an update on the review of flexible working arrangements for Council employees and to seek approval to continue to develop the work currently being undertaken with Timewise.

**Information**

2. A report came to Personnel Committee on 23 May 2018 providing members with an update on the negotiations on a revised package of terms and conditions for the Council's directly employed workforce. The report specifically mentioned work being undertaken with Timewise, an award winning social business providing consultancy services to help identify, encourage adoption of and share best practice on flexible working.
3. Employees were advised that the work around flexible working would continue over the summer months whilst a series of employee workshops led by the Chief Executive took place and inviting them to provide ideas and suggestions to further inform future actions. Employees unable to attend the workshops were provided the opportunity to email their comments, ideas and feedback to a confidential email address and these have been added to the information already gathered from the sessions which have taken place.
4. Following on from an initial scoping meeting with managers, the trades unions and Timewise, there have been ongoing discussions with Timewise about the Council's existing flexible working provisions with the intention of developing an action plan. This will enable the Council to become part of the growing network of local authorities taking a leadership role on flexible and agile working which will help ensure that the Council has the workforce it needs now and for the future.
5. The very positive initial discussions with Timewise, managers and trades union colleagues began to look at different approaches and best practice as we work to become a Timewise accredited employer. It is recognised that working flexibly is something many colleagues value and that it can also benefit the Council and people for whom we provide services.
6. This Council is committed to the principles of working flexibly where service needs allow. We have made significant investment in new technologies to enable and facilitate more flexible

ways of working where this is an option. In seeking to review the Council's overall approach to flexible working, we will ensure that we make the best use of the available opportunities to support service delivery.

7. The feedback from the employee workshops is invaluable in shaping the ongoing work around flexible working with Timewise. Clearly many colleagues value the opportunities it presents but in some places there is an issue around what working flexibly actually means. For some areas it is viewed simply as a way to alter start and finish times of work. However there is a much greater range of options for services to consider from revised working patterns, remote working, compressed hours to more fundamentally how jobs are designed to reflect the different ways some parts of our workforce can now operate.
8. Employees have also highlighted some key issues around isolation, a concern over the loss of team working and personal safety which will be addressed as part of this ongoing work. Our work on flexible working supports our ambition to be an Employer of Choice and better places us in the race for talent. Further work to analyse the feedback received to date is required to understand if there are particular options which work better in different services and with different groups of employees.
9. Having undertaken the initial scoping work with Timewise and provided them with copies of our existing flexible working provisions, we are now well placed to develop our action plan and to seek accreditation as a Timewise employer.

### **Other Options Considered**

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

### **Reasons for Recommendations**

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

### **Statutory and Policy Implications**

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

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

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

### **Financial Implications**

14. The Council has paid the Timewise fee of £8,000. It is considered value for money to use their nationally gained expertise to support the Council as it continues to develop its flexible working arrangements.

### **Human Resources Implications**

15. The work to develop the Council's flexible working solutions is led by Human Resources with key input from Smarter Working colleagues. Gathering information from employees, managers and the recognised trades unions continues through the Employee Workshops and in the existing consultation and negotiating panels and follows our existing, agreed employee consultation process.

### **Smarter Working Implications**

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

## **RECOMMENDATIONS**

That Members agree:

- 1) The continued working with Timewise to ensure the Council can maximise the positive outcomes provided by flexible working opportunities.
- 2) To the production of an action plan which will enable the Council to continue to work towards accreditation as a Timewise employer.
- 3) For a further update report to be provided to Personnel Committee in March 2019.

**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, Workforce and Organisational Development on 0115 9773867 or [gill.elder@nottsc.gov.uk](mailto:gill.elder@nottsc.gov.uk)

### **Constitutional Comments (KK 12/09/18)**

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

### **Financial Comments (SES 12/09/18)**

18. The financial implications are set out in paragraph 14 of this report.

### **HR Comments (GME 03/09/2018)**

19. Any changes to the existing provisions for flexible working will be widely discussed with employees, managers and the recognised trades unions to ensure there are clear business reasons for how work is delivered. Requests will be fairly and consistently considered in accordance with existing legislation, service imperatives and where these align with individual preferences.

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

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

- None

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

- All

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS,  
GOVERNANCE AND EMPLOYEES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PROFILE  
INFORMATION 2018****Purpose of the Report**

1. The purpose of this report is to provide Personnel Committee with an updated annual summary of the diversity profile of the direct workforce of Nottinghamshire County Council by their “protected characteristics” and to seek approval to publish the information as part of the Council’s public sector duty under the Equality Act 2010.

**Information****Background**

2. Since 2011 public sector employers with 150 or more employees have had a specific statutory duty to collect and publish annually relevant, proportionate, information about the profile of their direct workforce defined by their “protected characteristics”, that is age, gender (including gender reassignment), race/ethnicity, disability, religion/belief and sexual orientation.
3. In compliance with this duty the Council reports on and compares the current profile of its workforce at April each year.
4. External comparison is made, where relevant data is available, in order to benchmark the diversity profile of the protected characteristics of the Council’s workforce against that of:
  - The overall community of the population of the whole of Nottinghamshire using data drawn from the most recent (2011) national Census.
  - The Local Labour Market (LLM) of working age people (age 16-64) of Nottinghamshire as defined by the most recent Office of National Statistics (ONS), survey 2018.
5. The intention of the report is to provide the public with the information they need to hold public bodies to account for their performance on equality in employment and to enable the Council to set specific, measurable equality objectives.

6. Collecting this information has facilitated the Council to undertake a year on year trend analysis, using comparable data which provides an evidence base to inform how it assesses its equality performance as an employer and to benchmark its performance against other comparable local authorities.
7. The workforce profile information is used to help ensure that the Council's employment practices and services are free from discrimination and prejudice and to identify any necessary remedial action.
8. It will also be used to inform the review and development of actions to support the delivery of the Council's wider workforce planning priorities, including succession planning and talent management, to ensure that it has a flexible and diverse workforce which provides the skills base to enable it to deliver its future service priorities.

### **Basis of reporting**

9. The data in the **appended** report has historically been generated through the Council's Business Management System (BMS), based on the Full Time Equivalent (fte) occupancy of posts, rather than headcount. The retrospective trend data reflects the most recent 5 year period, that is 2014 to 2018 and reporting on the basis of full time equivalent (fte) has been maintained in order to enable meaningful year on year comparison.
10. In addition, the use of full time equivalent data is a better measure of the relative impact of multiple employments which are consolidated, reflecting the complexity of working arrangements across the Council. It also provides a standard measure to enable the Council to compare our performance with other County Council's through the CIPFA Value for Money reporting regime (see **paragraph 30**).
11. The latest annual workforce information for Nottinghamshire County Council (NCC) is **as at April 2018** when the overall workforce of centrally employed permanent and temporary staff, many of whom are part time employees, stood at **5466.85 fte**.
12. The nature of the authority's current relationship with schools means that it is unable to directly influence their recruitment, promotion and retention practices or associated action plans for improvement. As there is also no statutory obligation on a local authority to include data relating to employees of controlled schools, their employees are therefore not included in this data set. Previous analysis has demonstrated that to include schools' data would introduce a significant variance in the percentage representation of employees by all protected characteristics when compared with the direct County Council workforce and it is therefore excluded. Not including schools is also consistent with other County Councils which in the main also exclude school based employees from the scope of their own direct reporting.
13. Data in respect of the successful candidate for each NCC job vacancy is entered into the Council's Business Management System (BMS) at the point of

recruitment. Comparison with previous years enables trends to be identified and reflects the degree to which the County Council's workforce has changed over time in relation to the representation of protected characteristics.

14. The full implementation of an e-recruitment portal now enables the Council to report on the profile of applicants from 2017 onward for the majority of its advertised vacancies which are now processed through this facility.
15. A breakdown of applicants, individuals shortlisted for interview and those appointed into post is set out in **section 5** of the appendix to this report.
16. Certain protected characteristics, including an employee's disability status, may change during the course of their employment and can be updated direct by the employee on the Employee Self Service facility of the BMS system. Managers of those front line employees without direct access to BMS are encouraged to liaise with individual employees with due sensitivity to update their personal information and ensure that it is completed on their behalf.
17. In order to continue to improve on levels of disclosure frequent reminders are issued to encourage individual employees to complete and update their personal information. These communications promote the positive business reasons for collecting diversity data and provide reassurance that the information will be treated with utmost confidentiality.
18. Areas for ongoing improvement identified in this current report will form part of the detailed action plans which will be developed to support the delivery of the Council's People Strategy.

### Key trends

19. The current workforce profile data is presented in detail in the **Appendix** to this report and sets out the position in relation to:
  - a. Disclosure rates and comparison with previous years
  - b. Overall NCC workforce profile in relation to the protected characteristics of individual employees and comparison with previous years
  - c. A breakdown of workforce profile by service department in relation to protected characteristics and comparison with previous years
  - d. Comparator community and LLM data where this is available
  - e. Profile of NCC employees by grade in relation to their protected characteristics
  - f. Recruitment profile of, applicants, shortlisted candidates and appointees by protected characteristics.
20. Underpinning this data is the ongoing impact on the Council's workforce numbers of service review and redesign in response to organizational transformation and budget pressures, including headcount reduction, transfers out to other employers and natural turnover, all of which have led to an incremental reduction in the Full Time Equivalent (FTE) number of people employed by the Council overall.

21. The current data illustrates that this ongoing trend of reduction has not in itself had a direct or negative impact on the overall diversity profile of the remaining workforce.

### **Commitment to Continuous Improvement**

22. The Council's People Strategy sets out its strategic workforce planning priorities in response to the challenges it faces over the coming years and the workforce transformation needed to deliver these priorities.
23. One of the four themes of the Workforce Strategy reflects the Council's strategic aspiration to be an **Employer of Choice**, this includes adopting good employment practice that is fair and equitable and acting as a role model to other employers who contribute to the economy of Nottinghamshire in this respect.
24. Treating people fairly is a key priority under the **Healthy Organisation** theme and acknowledges that a healthy organisation is a diverse organisation committed to inclusivity which provides fair and equal access to employment and opportunity to ensure that the Council maximises its people potential.
25. Key areas for action under this theme include:
- a. Ensuring that the Council maximises and sustains its workforce capacity by creating a workforce drawn from across the wider labour market which is properly representative of all the communities in Nottinghamshire
  - b. Evaluating and removing any identified barriers in the Council's recruitment and on-boarding strategy which might deter under-represented groups from joining the council's workforce and ensuring that associated processes are modern, accessible and inclusive
  - c. Evaluating barriers to under-represented groups being in leadership positions, maximising potential and reflecting this in the identification of future leaders and senior managers
  - d. Promoting diversity across the Council's workforce and ensuring it is reflective of the community served using national standards to improve practice and ensuring the Council models good practice
  - e. Reviewing reporting mechanisms to ensure the Council publishes and acts on information on its Gender Pay Gap in line with legal requirements from April 2018 onward
  - f. Continuing to create an inclusive working environment by encouraging and supporting employees to respect and value others, treat others with fairness and honesty and challenge bad behaviour.

### **Priority actions for improvement during 2018/19**

26. Working as appropriate in conjunction with managers, employees, self- managed employee groups, trades unions and partner organisations priorities for action identified to date include:

- a. Embedding the review of Council's key employment policies published in January 2018 ensuring that they are fully compliant with all of the statutory requirements of the Equality Act 2010 and inclusive to all employees. This includes using gender neutral language and, where reference is made to an employee's partner/spouse that this applies to both heterosexual and same sex couples.
- Assessing the level of diversity of background, experience and perspective across the leadership and management cohort to identify and eliminate the barriers to under-represented groups being in leadership positions and reflect this in the identification and development of leaders for the future.
  - Addressing the under representation of women, in the most senior posts in the Council by equipping them for more senior leadership roles through the next phase of the Council's Leadership Development Programmes and access to career development support. Staff workshops are being organized to consider this issue in more depth.
  - Offering learning and development opportunities to support existing line managers to progress their careers as well as enabling aspiring managers to develop the skills to take on their first management post.
  - Continuing to review our workforce profile to ensure that under-represented groups are encouraged to consider employment with the Council and are not disadvantaged in doing so. This will include considering how to develop the pilot of the Leonard Cheshire Change 100 initiative through which the Council has taken on 4 disabled under-graduates and graduates on paid internships in services across the Council.
  - Actively encouraging all managers to identify and make full and creative use of any reasonable adjustments, including redeployment, to recruit and support disabled people in work and retain them in employment wherever possible. This includes ongoing work to identify additional mechanisms to support employees experiencing stress and poor mental health.
  - Continuing to develop appropriate managerial guidance and tools to support employees with a disability, to enable them to maximise their potential and be able to remain in work is a priority. Since the previous annual report specific management guidance, developed in conjunction with the trade unions, on supporting employees diagnosed with a Terminal Illness and guidance on supporting employees with Dyslexia have been developed and promoted.

- Using Stonewell's criteria as a model for good practice continuing to improve the Council's engagement with its LGBT workforce. Since the previous annual report new guidance for managers on supporting Trans employees has been developed and launched, a Proud Allies scheme introduced which enables all employees to show their visible support for LGBT colleagues and a booklet and video produced in partnership to showcase LGBT role models working in public services in Nottinghamshire. Actions for further improvement have been identified with the aim of further improving this ranking for 2018. The submission for evaluation was submitted at the beginning of September.
- Encouraging and supporting employees from all under-represented groups in the existing workforce to maximise their potential, remain in the Council's employment and progress their careers. Extending the workplace "Allies" initiative to BaME and Disabled employees is under active consideration through the Corporate Equalities Group to support this.
- Increasing the percentage of younger employees in the Council's workforce by reviewing, expanding and refreshing the Council's approach to offering work based learning opportunities, including Apprenticeships, Graduate Traineeships and Work Experience as part of a refocussed talent management strategy.
- In compliance with its Public Sector Duty to comply with the national Apprenticeship Levy introduced from 1 April 2017, the Council has revised and extended its Apprenticeship Programme and apprentices will now be directly employed, a significant proportion of whom will continue to be young people aged 16-24.
- Identifying how to better engage with and maximise the skills and experience of older workers, support them to embrace change and new ways of working and retain their talent in key areas. This will be supported by the launch of the new Career Development Portal and staff workshops.
- Further improving disclosure rates of protected characteristics by continuing to encourage existing employees to declare and update as necessary their personal data relating to their protected characteristics to provide a more robust baseline for the ongoing analysis of workforce profile data.

27. The Council has a well-established network of employee support groups for its Black and Minority Ethnic; Lesbian, Gay, Bisexual and Transgender and Disabled employees which report into the Council's Corporate Equalities Group (CEG) and will be involved through this forum in identifying and developing these actions under revised Terms of Reference to identify additional actions for further improvement.

## Performance Benchmarking

28. The Council is performing well against the most recently published relevant indicators compared with the other County Councils in its Chartered Institute of Public Finance (CIPFA), benchmarking group:

Indicator	Nottinghamshire County Council (April 2018)	CIPFA average (31.3.17)
% of women in leadership posts (*CIPFA definition spinal column point 47 and above on NCC pay scale)	66.9%	49%
% of employees who consider themselves to have a disability (*declared)	5.26%	3.7%
% of employees aged <b>50</b> or over	45.8%	38%
% BaME employees (*declared)	8.92%	5.5%

29. The County Council subscribes to the annual national Stonewall Workplace Equality Index which measures the efforts of a wide range of public and private sector organisations in tackling discrimination and creating an inclusive workplace for LGBT employees. The Council improved its ranking by 28 places to 22nd in the 2018 top 100 employers listing, out of over 430 submissions. This placed the Council as the highest performing County Council and second in the whole Local Government sector.

## Other Options Considered

30. The County Council regularly reviews the way it presents this type of statistical information with the aim to make it as clear and as concise as possible.

## Reason for Recommendation

31. The County Council has a statutory duty to publish workforce information on an annual basis. It is important that elected members are aware of this information when determining the strategic direction of the County Council and other related policies.

## Statutory and Policy Implications

32. 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 Implications**

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

## **Human Resources Implications**

34. The human resource and equality implications are implicit within the body of the report. The Corporate Equalities Group will consider how to successfully implement the actions identified at its next meeting. Trades union colleagues will also be engaged at Central Joint Consultative and Negotiating Panel to encourage their members to disclose this information and to contribute to the further development of the identified actions.

## **Public Sector Equality Duty Implications**

35. The publication of this Workforce Information Report ensures that the County Council complies with its statutory duty under the Equality Act 2010. Actions undertaken by the Council to address any potential inequalities identified from the data as set out in the report would further support compliance with this duty.

## **Implications for Service Users**

36. This information will be made available to Service Users and the general public via the County Council's public website.

## **RECOMMENDATIONS**

It is recommended that Members:

- 1) Agree the actions set out in paragraph 26 and consider whether there are any other actions they require in relation to the information and issues contained within the report.
- 2) Approve 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.
- 3) Agree to receive an annual update report setting out the situation as at April 2019 and that this be included in the work programme.

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

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

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### **Constitutional Comments (KK 12/09/18)**

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

### **Financial Comments (SES 12/09/18)**

38. There are no specific financial implications arising directly from the report.

### **HR Comments (GME 03/09/2018)**

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

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

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

- None

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

- All





# **Workforce Profile Information 2018**

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This report has been produced by the County Council's Human Resources team which is part of its Chief Executive's department. Any additional information or queries should be directed to the email address: [david.holmes@nottscc.gov.uk](mailto:david.holmes@nottscc.gov.uk).

If you would like to receive this report in an alternative format or language please contact us on the above email address.

# Part 1 – Introduction

The purpose of this report is to provide an annual summary of the profile of the workforce for Nottinghamshire County Council by its protected characteristics as defined under the Equality Act 2010.

All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its directly employee workforce on a regular annual basis. The latest workforce information for Nottinghamshire County Council (NCC) is based on data at April 2018.

The Council's Business Management System (BMS), was introduced in December 2011, resulting in the workforce information being analysed in terms of full time equivalents (fte), whilst in previous years, it was based on headcount. Whilst this development set a new baseline for year on year performance reporting it continues to make meaningful comparison to historical data prior to 2012, very difficult.

The report shows how NCC's workforce has changed over the most recent five years, 2014–2018 and relates to gender, age, ethnicity, disability, sexual orientation and religion/belief which are the protected characteristics covered by the Equality Act (2010). This data underpins the Council's commitment to ensuring that its employment practices and services are free from discrimination and prejudice and fulfil the core statutory duty placed on all public sector employers, including local authorities, to:

- monitor the profile of their workforce by the protected characteristics
- publish the relevant data on a regular basis (annually)
- identify any negative trends or issues and take any necessary action to address these.

The report also analyses how this data

- changes over time
- compares with the community we serve
- compares with the local labour market

Comparisons of the NCC workforce against the local community (Nottinghamshire county population) and the local labour market (LLM) are also shown where meaningful comparator data is available.

Whilst it is a legal requirement to publish relevant information about the workforce, the information is also used to inform the ongoing development and delivery of the County Council's Workforce Strategy. The Council uses the Chartered Institute for Public Finance and Accounting (CIPFA) Value for Money Indicators as its standard

benchmark measures. Where possible, data definitions in this report match the CIPFA definitions to ensure consistency and thereby facilitate comparisons between reports produced by the Council and other County Councils in its benchmarking group.

The most current Workforce Information Report is made available to members of the public as well as Council employees through the Council's public website.

### **Disclosure Rates**

An analysis of disclosure rates can be found in section 3.

## Data collection and definitions: as at April 2018

Topic or Acronym	Definitions	Notes
Who's included	Permanent NCC employees	Direct employees of NCC only
	Temporary NCC Employees	
Who's not included	Relief workers	
	Casual workers	
	Agency Workers	
Protected characteristics analysed	Gender	Data self-validated by employees on an on-going basis
	Ethnic group	
	Age	
	Disabled status	
	Sexual orientation	
	Religion/belief	
Heads/headcount	Number of individual employees	
FTE	The employees full time equivalent (FTE) occupancy of any posts to which they are employed to account for the many employees who work less than full time	All data is based on full time equivalent (fte) unless otherwise stated. For example, 1.0 fte = 37 hours worked per week; 0.5 fte = 18.5hrs worked per week.
Posts/incumbencies	If an employee holds more than one post (incumbency) they will be counted for each post they hold	Many of the County Council's posts are part time. Therefore some employees have more than one post
Community we serve	All Nottinghamshire residents (excludes City)	From most recent (2011), census
Local labour market (LLM)	Households reflecting entire adult population (aged 16+) of Nottinghamshire plus Nottingham City	Office of National Statistics Annual Population Survey 2017 (Jan 2017 – Dec 2017)
BaME	All ethnicity categories other than British/English/Scottish/Welsh/N.Irish	
Disabled	Individuals who consider themselves to be disabled under the Equality Act 2010	
NCC	Nottinghamshire County Council	
ASCH&PP	Adult Social Care and Health and Public Protection	
CFCS	Children's, Families and Cultural Services	
<b>Period/Year</b>	<b>Source of workforce profile data</b>	
April 2012 onwards	Business Management System	

## Part 2 – Executive summary

### Basis of reporting:

- Nottinghamshire County Council's direct full time equivalent workforce (FTE) as at April 2018 was 5466.84 fte
- As at April 2018, the proportion of employees disclosing their personal information from which this report is derived is 100% for both gender and age.
- As indicated in Part 3, disclosure rates for sexual orientation and religion remain lower than for the other protected characteristics although they have risen again since April 2016.
- The initiative to further encourage employees to declare and update their personal data is regularly refreshed.
- Disclosure rates for Disability, Ethnicity, Religion and Belief and Sexual Orientation have all improved since April 2016
- The graphs in Part 4 section a) summarise overall performance across the whole council workforce
- Section b) of Part 4 separates out this data by department, as well as providing relevant Community and Local Labour market comparison
- Part 4 section c) breaks the data down by grade

### Key Trends:

#### Age

- The County Council's workforce overall has an increasingly ageing workforce, with just over 64.5% of its workforce now being aged 46 or over, compared to just under 62% in 2016.
- There is a direct correlation between age and experience, employees aged 46 to 55 continue to be more likely to be in the most senior posts
- The highest percentage of older workers, aged 56 plus, are in the lowest paid frontline posts
- The proportion of NCC employees overall who are aged under 25 years has again reduced slightly from 2.64% to 2.54% in the last 12 months
- Community and Local Labour Market (LLM) comparators for young people aged 16-25 do not allow for meaningful comparison as a significant majority of this cohort remain in full time education or training.

## Ethnicity

- The proportion of NCC employees that classify themselves as Black and Minority Ethnic has increased from 8.38% to 8.92%
- The BaME group most represented at 3.18% is employees who identify as Black British
- This compares favourably with the current representation in the community served which is 7.36% (based on 2011 census).
- Representation of BaME employees in the NCC workforce is lower than the 10.4%% in the Local Labour Market (LLM)
- The highest representation of BaME employees is in mid-graded posts at professional and first line management level.

## Disability

- The proportion of employees overall, including, those who classify themselves as having a disability has again increased from 5.14% in April 2017 to 5.26% in April 2018
- This is significantly lower than the percentage of people with a declared disability, as defined by the equality Act 2010, in the LLM which is now 22.1%.
- There is no meaningful Community Comparator as the national census definition of disability is not based on the Equality Act definition
- The highest representation of disabled employees is also in mid-level professional and line management posts.

## Gender

- Women make up the significant majority of the overall NCC workforce at 73.57%, compared with 73.43% in 2017, compared to 50.8% in the Community and the LLM
- Proportionate to their overall representation in the wider work force, men continue to be more highly represented in the most senior posts at and above Group Manager level where they make up 32.07% of all employees on these grades
- Women continue to be proportionately most highly represented in lower paid front line posts reflecting the large numbers of women employed part time in directly provided front line services, including Catering and Cleaning and non-managerial grades where the representation of women is most reflective of the workforce gender split as a whole

## **Religion and Belief**

- At 43.67% the percentage of NCC employees who have declared that they have no religion or belief is higher than that in the local Community which is 31.48%
- The significant majority of those employees who have declared a religion or belief, 50.63%, are Christian
- No LLM comparator data is available.

## **Sexual Orientation**

- Of those employees who have declared their sexual orientation 3.22% are Lesbian, Gay, or Bisexual (LGB) compared to 3.17% in April 2017
- No LLM or Community comparator data is available.

## **Commitment to improvement:**

As part of its Workforce Strategy, the Council has a range of measures in place to ensure that it continues to attract, develop and retain a diverse workforce appropriately drawn from across the Local Labour Market which is reflective of the community served and to offer equal opportunity for career progression.

The Council will continue to identify action to address the under-representation of any protected characteristic where this is evidenced by the data in this report.

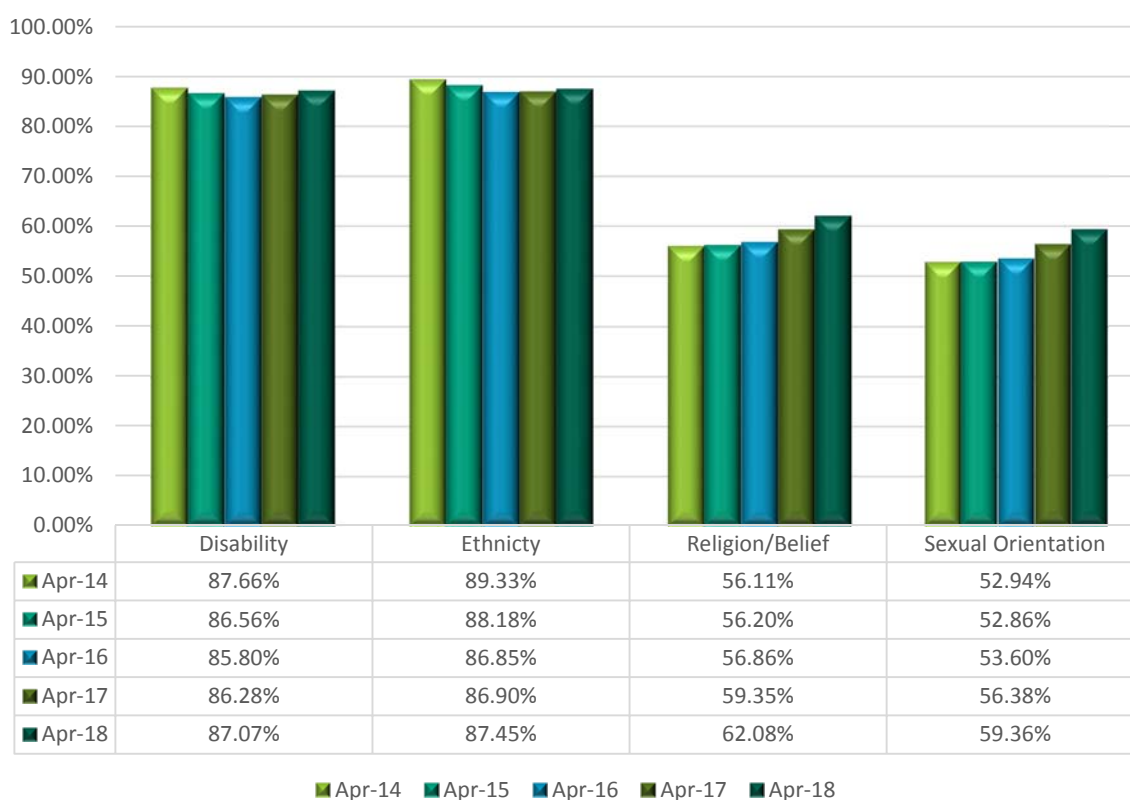
## Part 3 – Disclosure Rates

### 3a Disclosure rates

Disclosure rates for gender and age can be extrapolated from payroll data and are therefore 100%. Those for disability, ethnicity, religion/belief and sexual orientation have all risen from the last year. Whilst disclosure rates for sexual orientation and religion/belief continue to improve, the level of non-disclosure remains a factor when interpreting the data. Since the introduction of the BMS system in November 2011, NCC employees have been able to update their own personal data using the Employee Self Service (ESS) facility on the Business Management System (BMS).

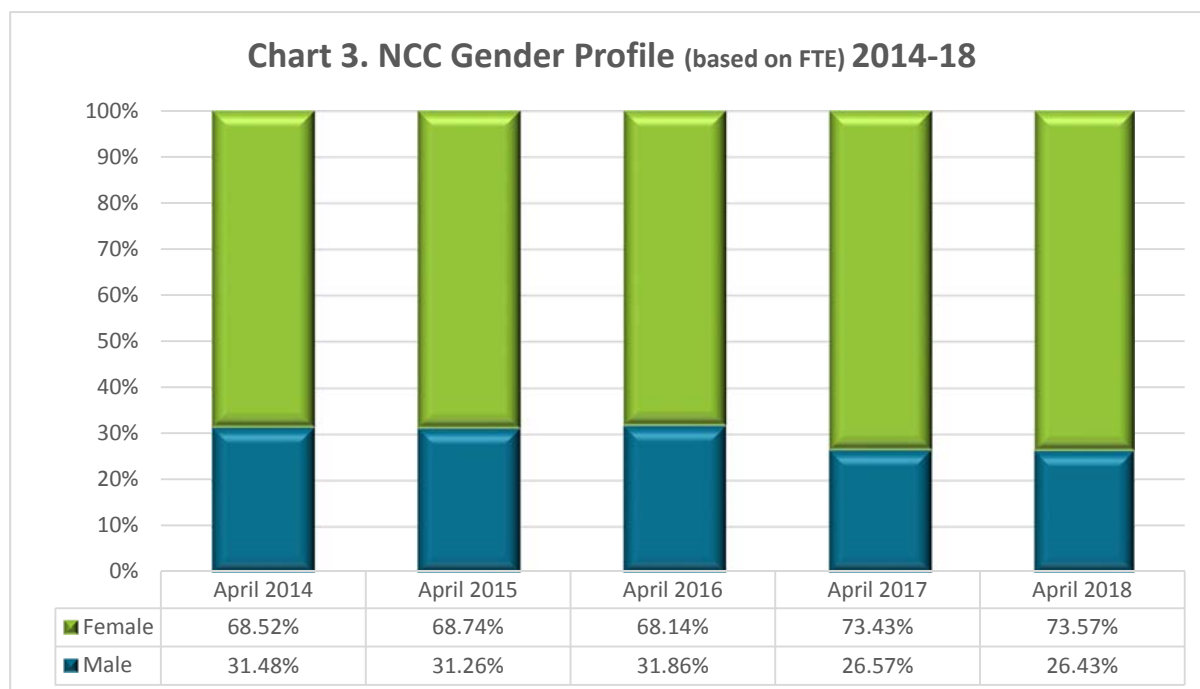
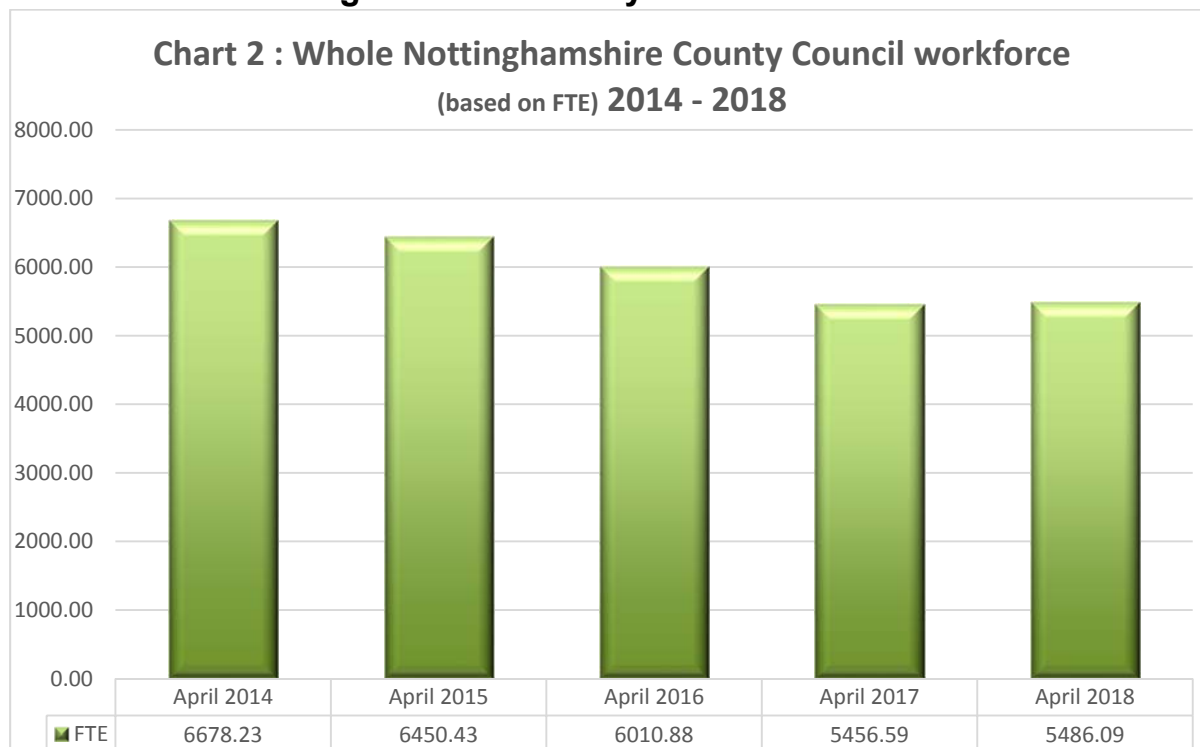
Communications aimed at engaging with staff to explain the positive reasons for holding this information and to encourage them to update their personal details are issued via the NCC intranet, at regular intervals. This continues to be discussed with the recognised trades unions and staff support groups on how this can be further improved. Disclosure rates for all protected characteristics have been improving since 2016. But it remains a matter of personal choice whether people provide this information.

**Chart 1 : Disclosure rates 2014 - 2018**



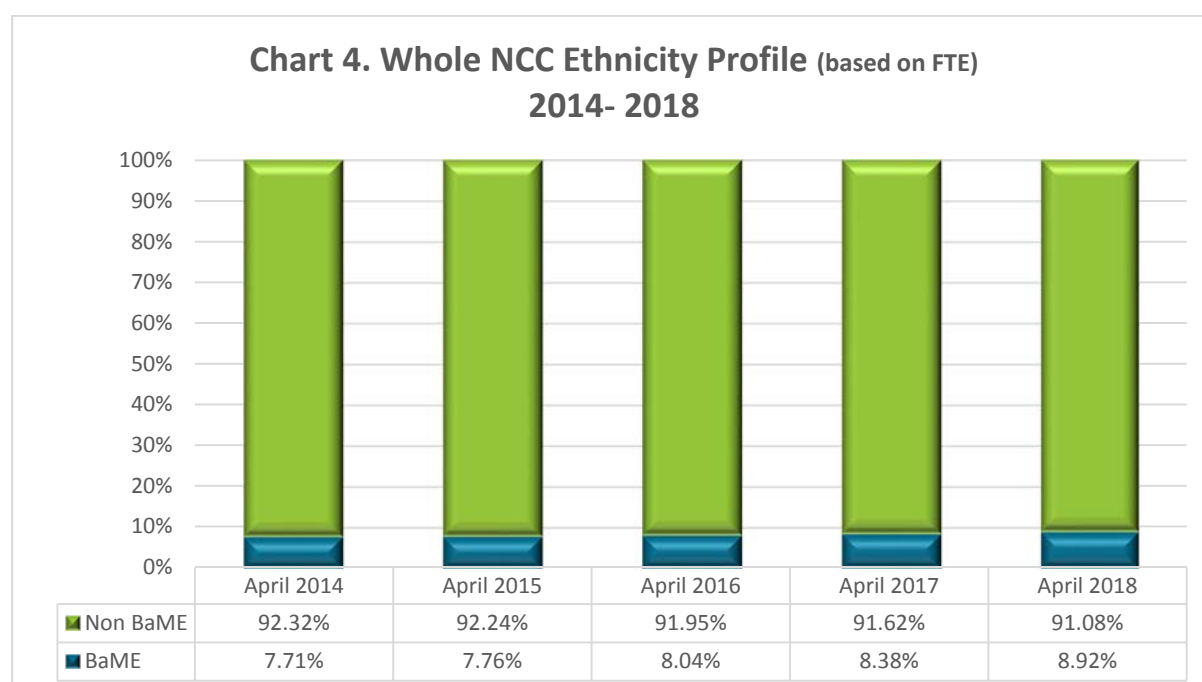
## Part 4 - Workforce Profile

### 4a - Profile of Nottinghamshire County Council over time.



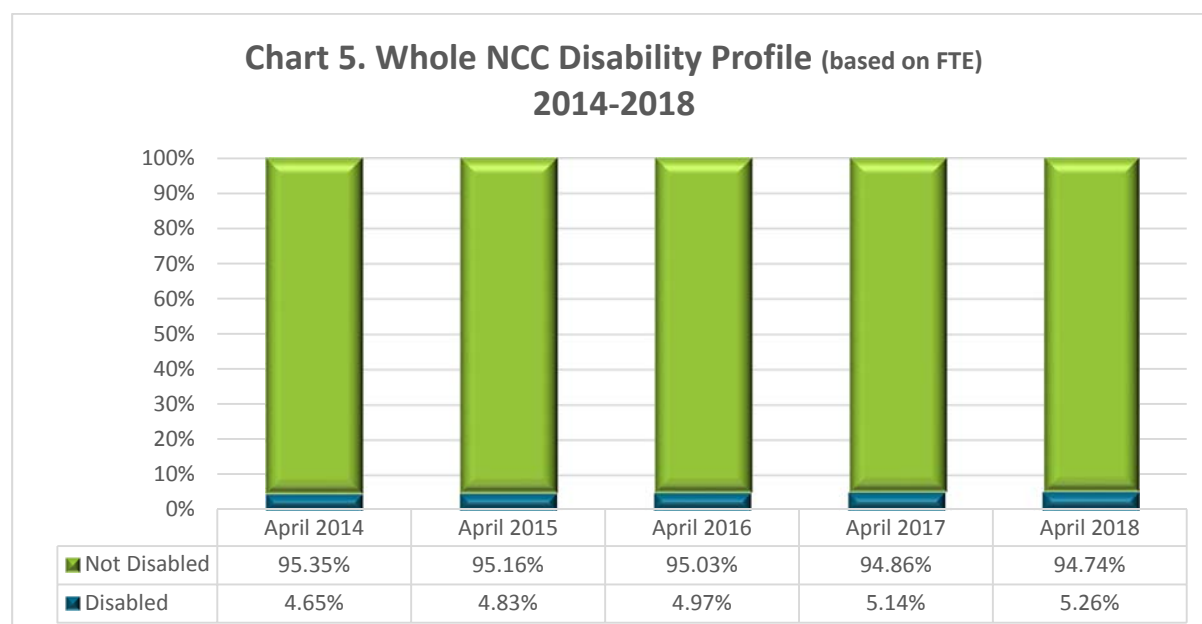
The above chart shows the gender profile of male and female staff only. In 2018, there were 15 members of staff who stated they had a different gender to that they

had been assigned at birth. Unfortunately, this number is too low for significant representation on the chart so is not included



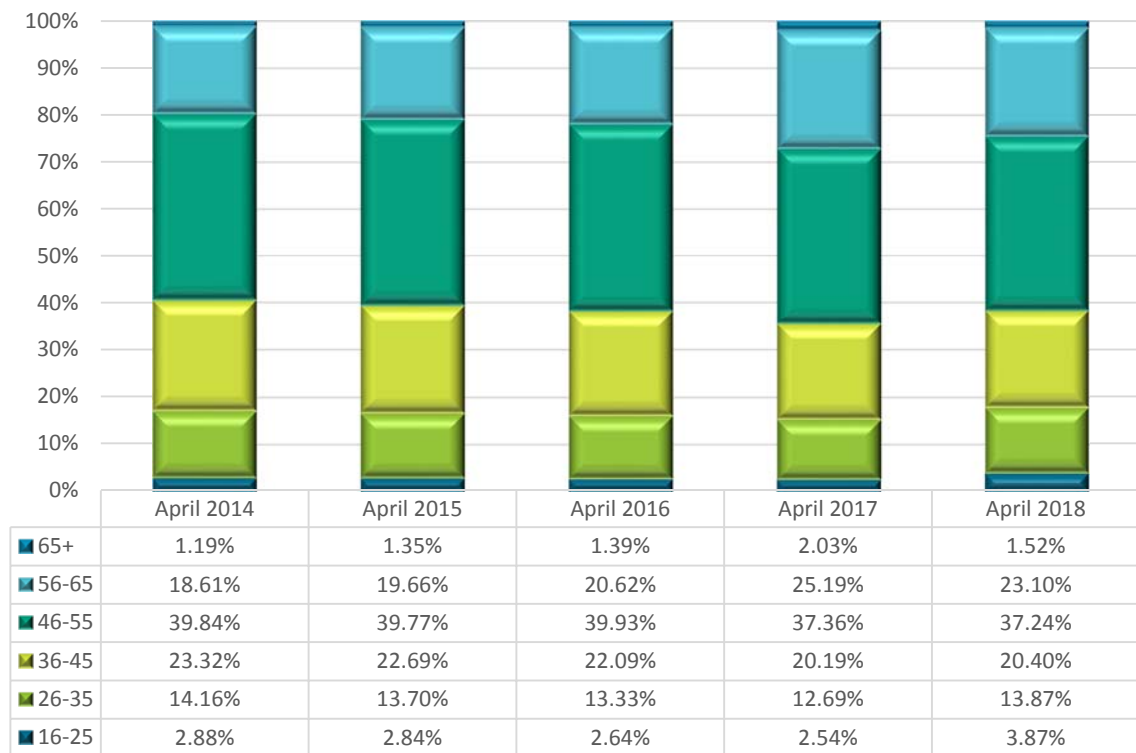
Non-disclosures are removed when calculating %. Overall disclosure rate for ethnicity in 2018 is 87.45%.

BaME definition is anyone who has not declared themselves as 'White British / English / Scottish / Welsh / N.Irish'.



Non-disclosures are removed when calculating %. Overall disclosure rate for disability in 2018 is 87.07%.

**Chart 6. Whole NCC Age Profile (based on FTE) 2014-18**

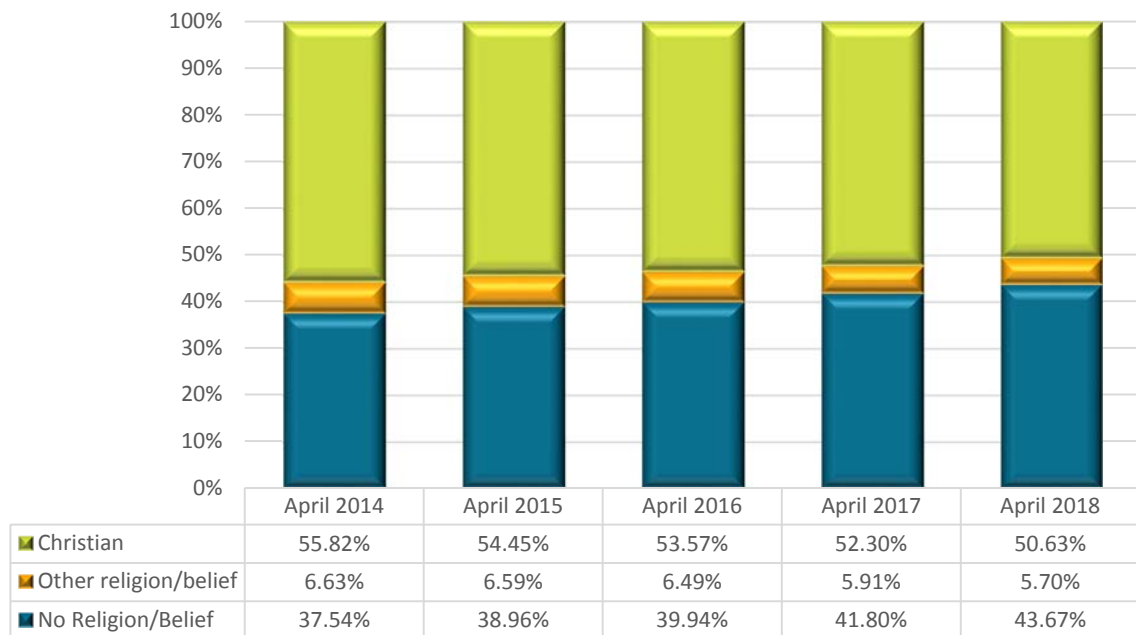


**Chart 7. Whole NCC Sexual Orientation Profile  
(based on FTE) 2014-18**



Non-disclosures are removed when calculating %. Overall disclosure rate for sexual orientation in 2018 is 59.36%

**Chart 8. Whole NCC Religion/Belief Profile**  
(based on FTE) 2014-18

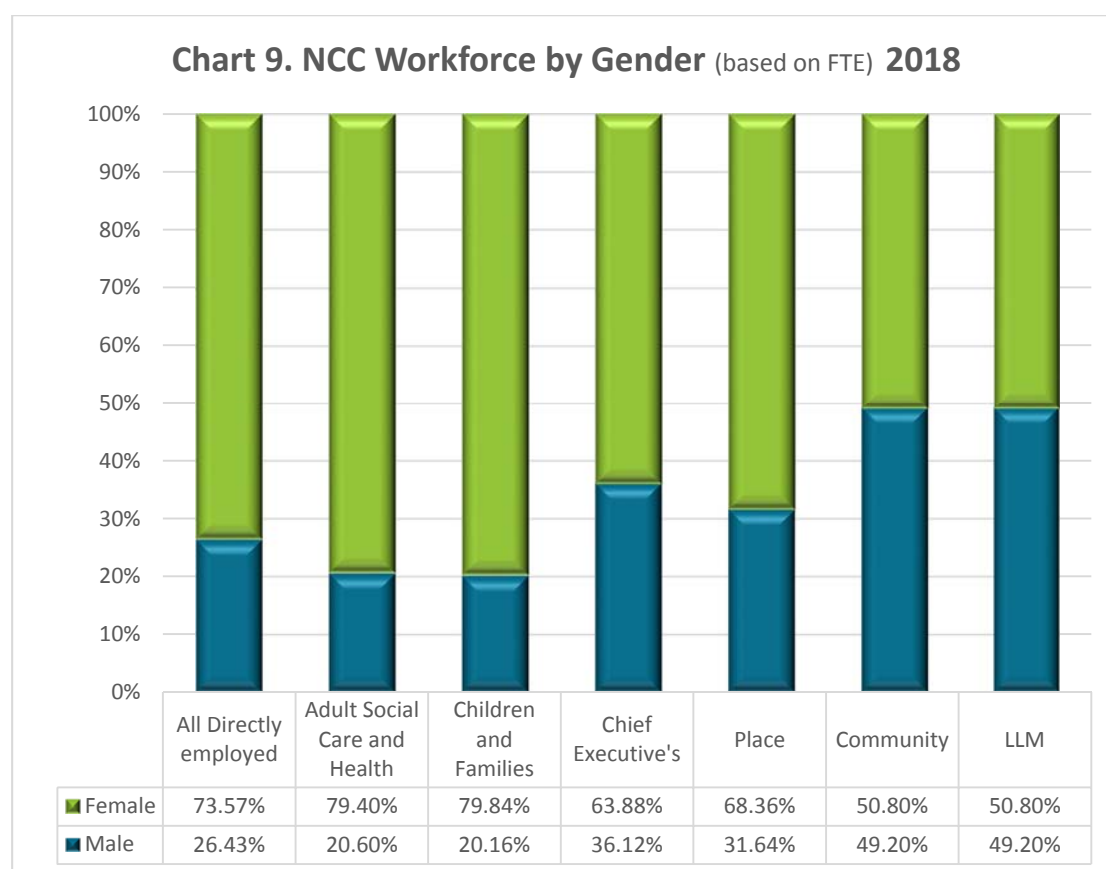


Non-disclosures are removed when calculating percentage Overall disclosure rate for religion/belief in 2018 is 62.08%

## 4b - Profile of NCC employees broken down by department compared with the community and local labour market

### Workforce Profile of Nottinghamshire County Council (NCC) 2018

Table 1	FTE	Positions
All Directly employed	5466.84	8176
Adult Social Care and Health	1697.13	2087
Children and Families	1288.74	1957
Chief Executive's	1123.23	1290
Place	1357.74	2842



In 2018, there were 15 members of staff who stated they had a different gender to that they had been assigned at birth. Unfortunately, this number is too low for significant representation on the chart so is not included.

**Chart 10. NCC Workforce by Ethnicity (based on FTE) 2018**

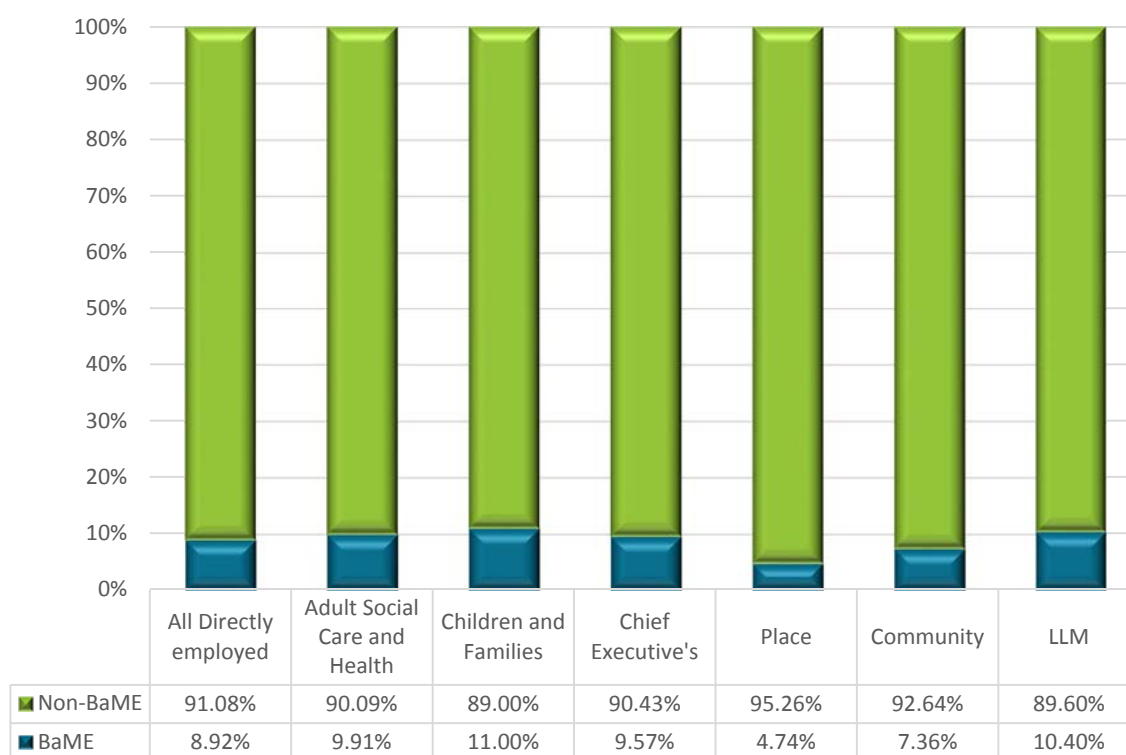
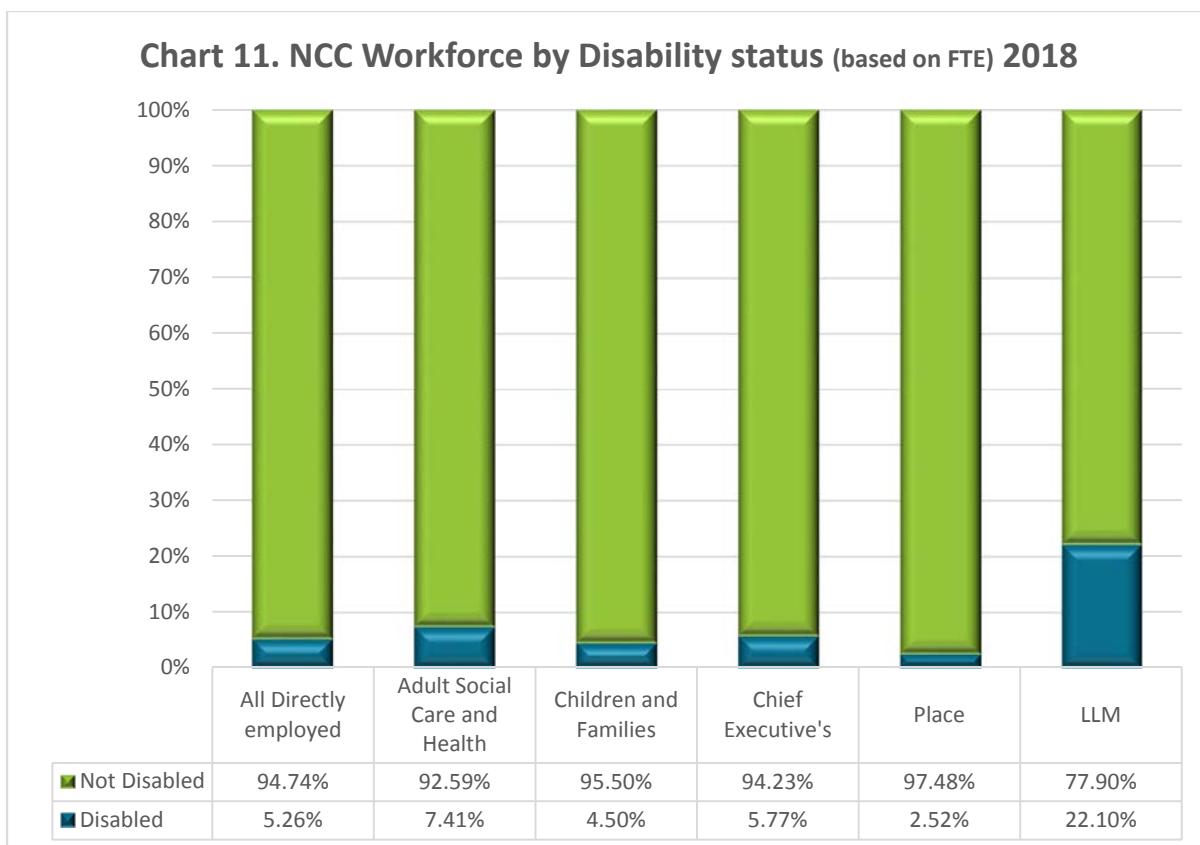


Table 2		
Based on FTE	Directly employed	Community
Non BaME (White British)	91.08%	90.50%
Asian/Asian British	2.05%	3.30%
Black/Black British	3.18%	3.10%
Mixed	1.28%	0.60%
Other Ethnic Group	0.20%	2.50%
Other White	2.21%	

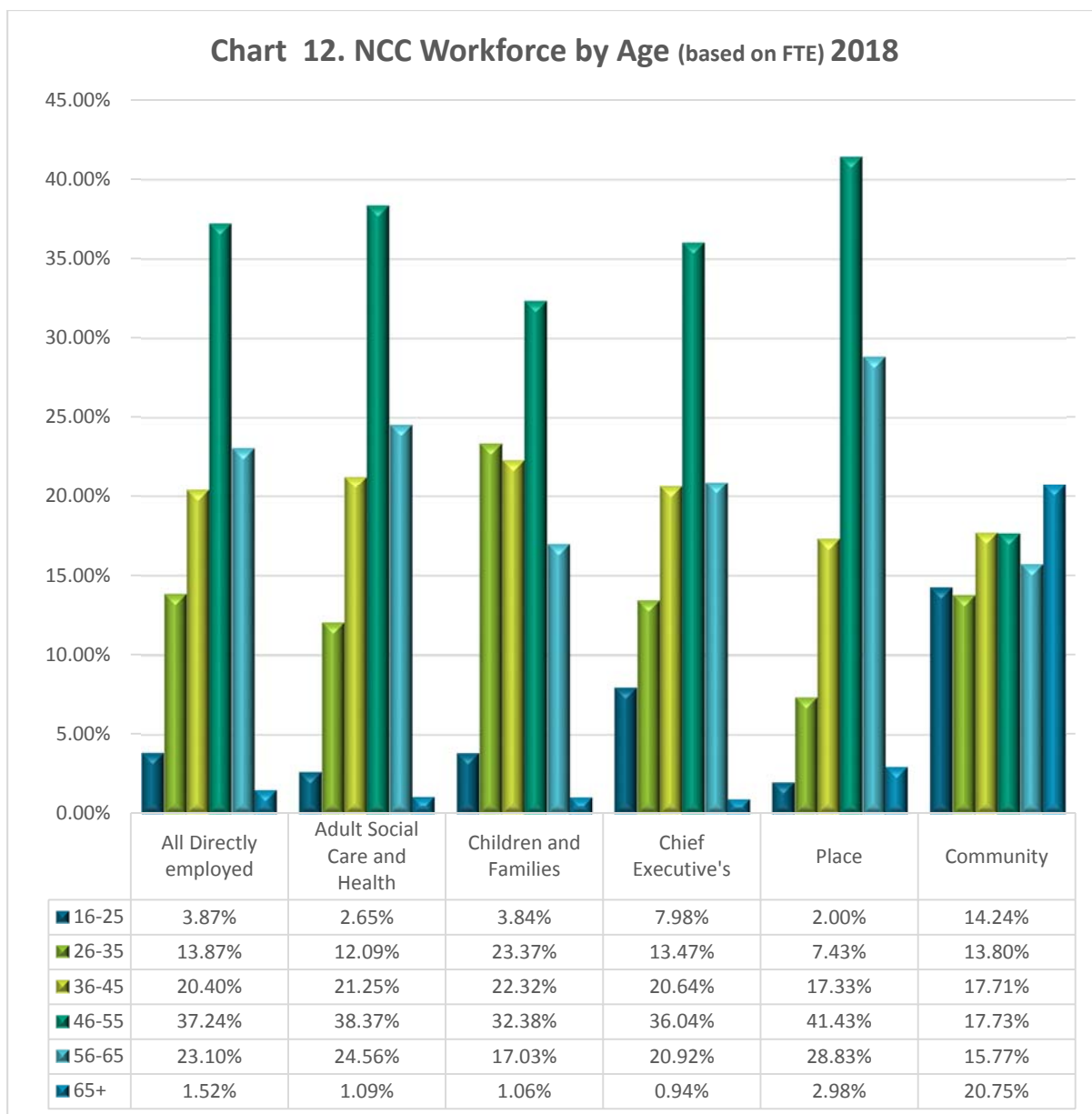
Non-disclosures are removed when calculating the percentages

BaME definition is anyone who has not declared themselves as 'White British / English / Scottish / Welsh /N.Irish'.



Data is not available for the community comparative, as disability figures collected via the census are not based on the Equality Act (2010) definition.

Data for the LLM is based on the Equality Act (2010) and is defined as EA Core disabled, meaning - those who have a long-term disability which substantially limits their day to day activities. This matches the Council's application form definition which is used to collate data at the point of recruitment.



The LLM data uses different age group categories and is not comparable.

**Chart 13. NCC Workforce by Sexual Orientation (based on FTE)  
2018**

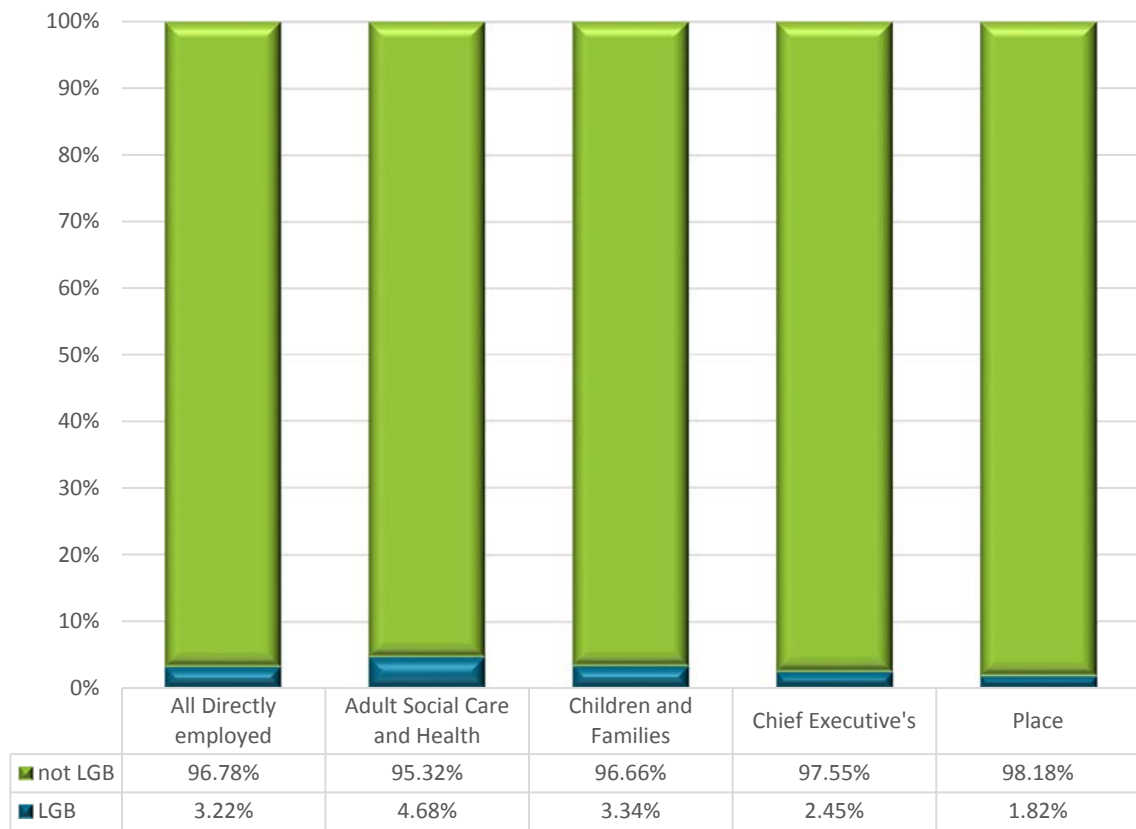


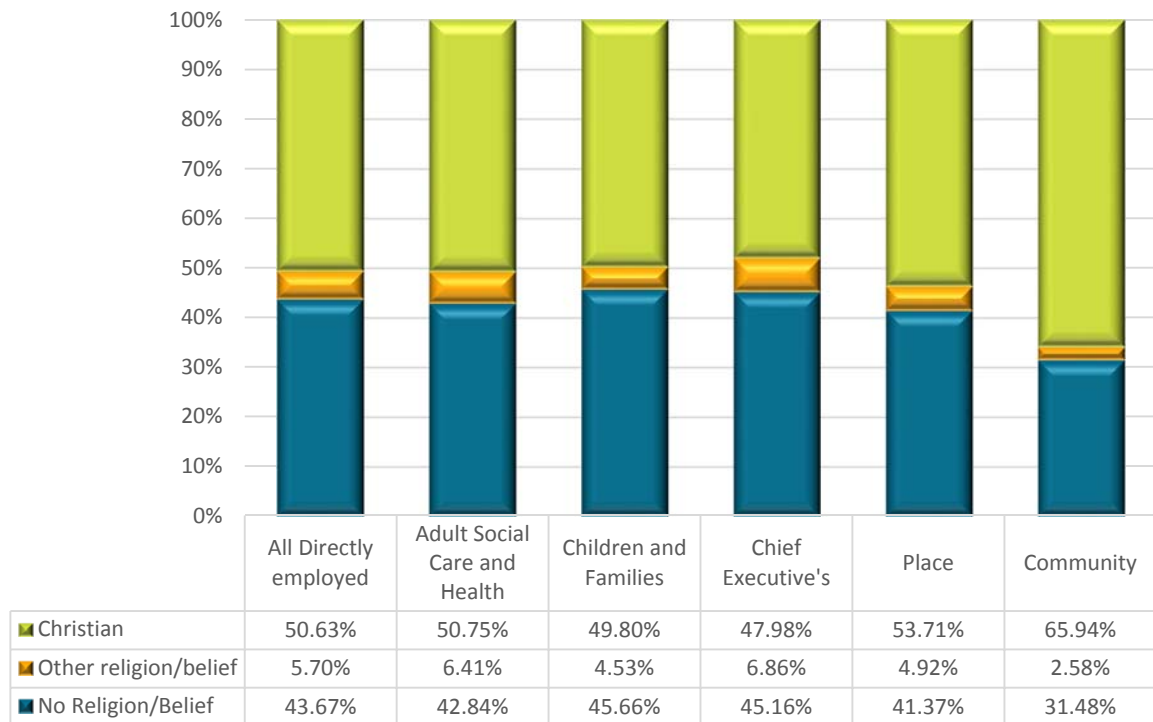
Table 3	Based on FTE
Bisexual	0.90%
Gay man	1.28%
Heterosexual	96.78%
Lesbian	1.04%

Non-disclosures are removed when calculating %.

No data was collected on sexual orientation for the LLM or 2011 census.

The relatively low NCC disclosure rate of 59.36% for LGB is likely to impact on the quality of this data.

**Chart 14. NCC Workforce by Religion/Belief (based on FTE) 2018**



No data was collected on religion for the LLM. Chart 14 above groups together all religions/beliefs other than Christian. These are shown in greater details in table 4.

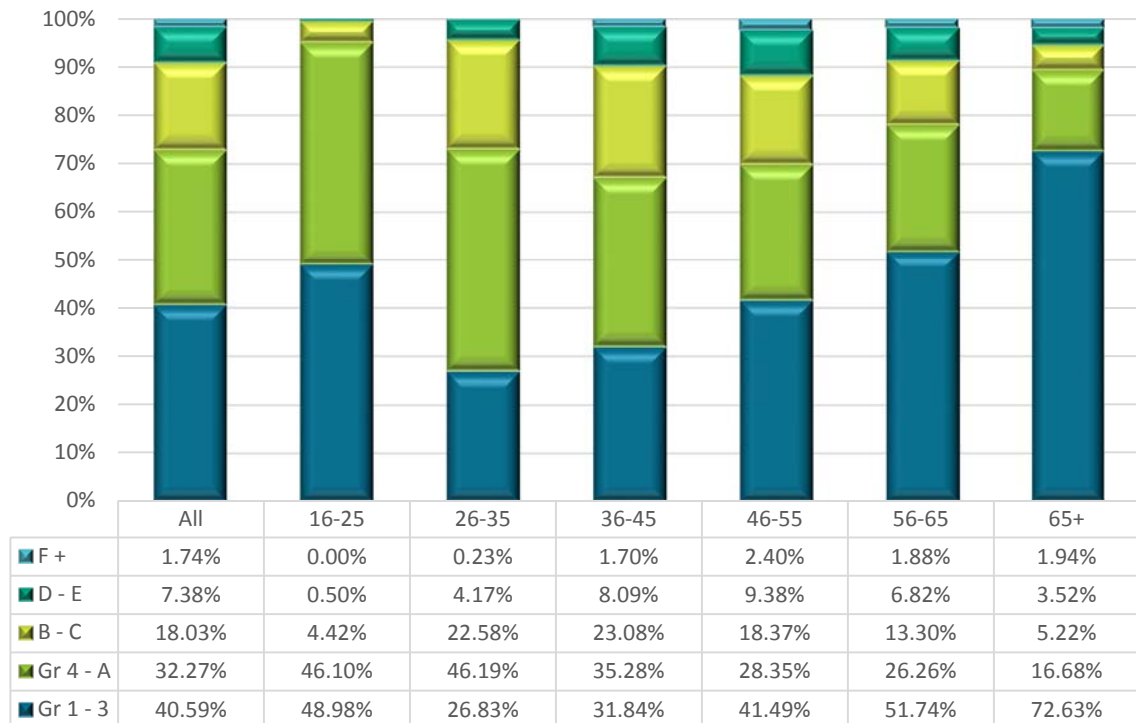
Non-disclosures are removed when calculating %

The relatively low NCC disclosure rate of 62.08% for Religion/Belief is likely to impact on the quality of this data.

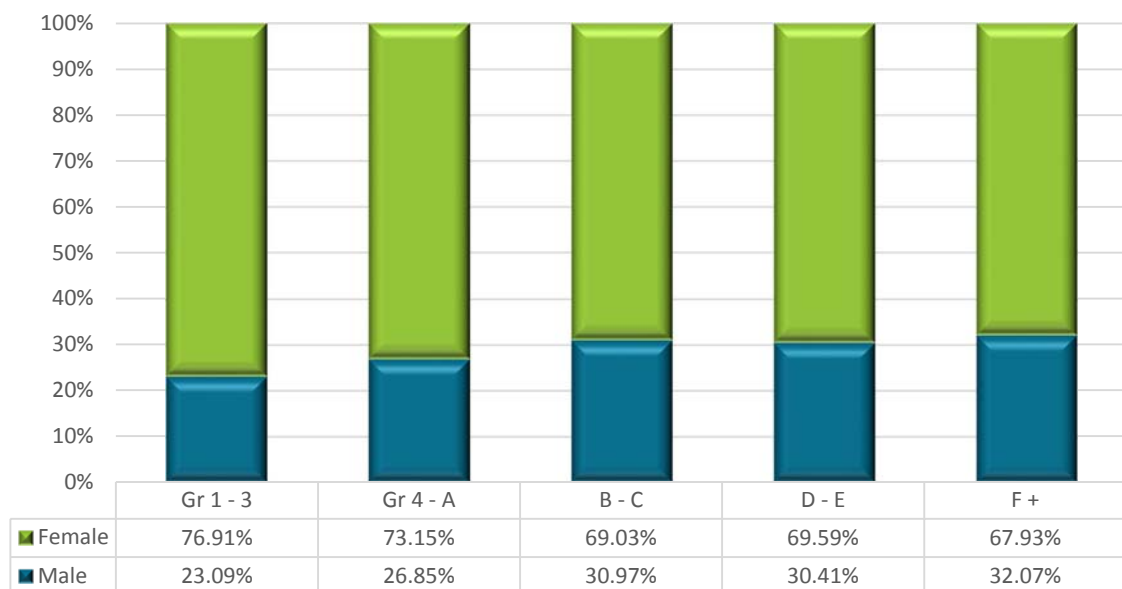
Table 4		
	NCC Directly employed	Community
Buddhist	1.20%	0.25%
Christian	50.63%	65.94%
Hindu	0.53%	0.48%
Jewish	0.03%	0.10%
Muslim	1.05%	0.95%
Other belief	0.84%	0.37%
Other religion	1.45%	
Sikh	0.60%	0.43%
No religion/belief	43.67%	31.48%
Disclosure rate	62.08%	93.02

#### 4c - Profile of NCC employees by grade of post (Non-declarations are excluded in all cases)

**Chart 15. Age Profile by Grade 2018**

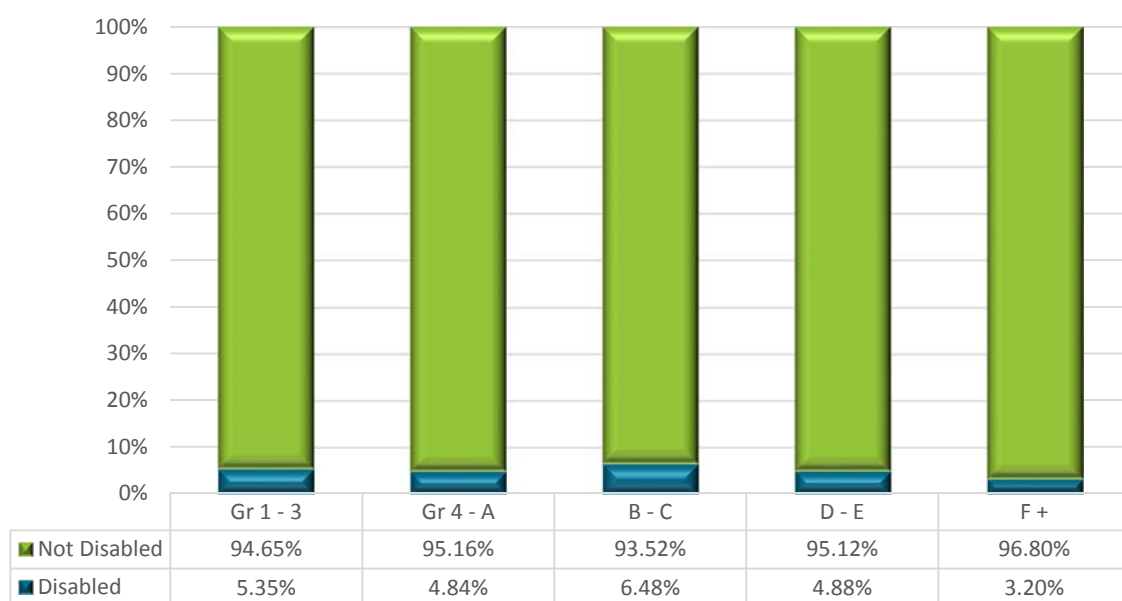


**Chart 16 Gender Profile of Grades 2018**



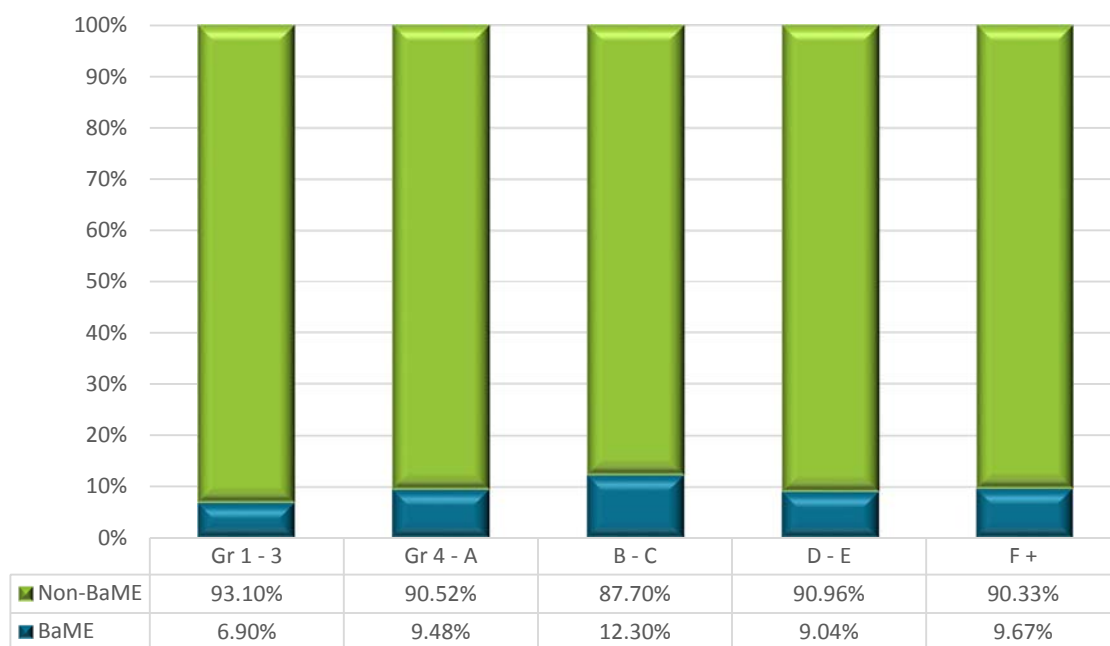
All data is based on fte. NCC gender profile is male 26.57%, female 73.43%

**Chart 17 Disabled Profile of Grades 2018**



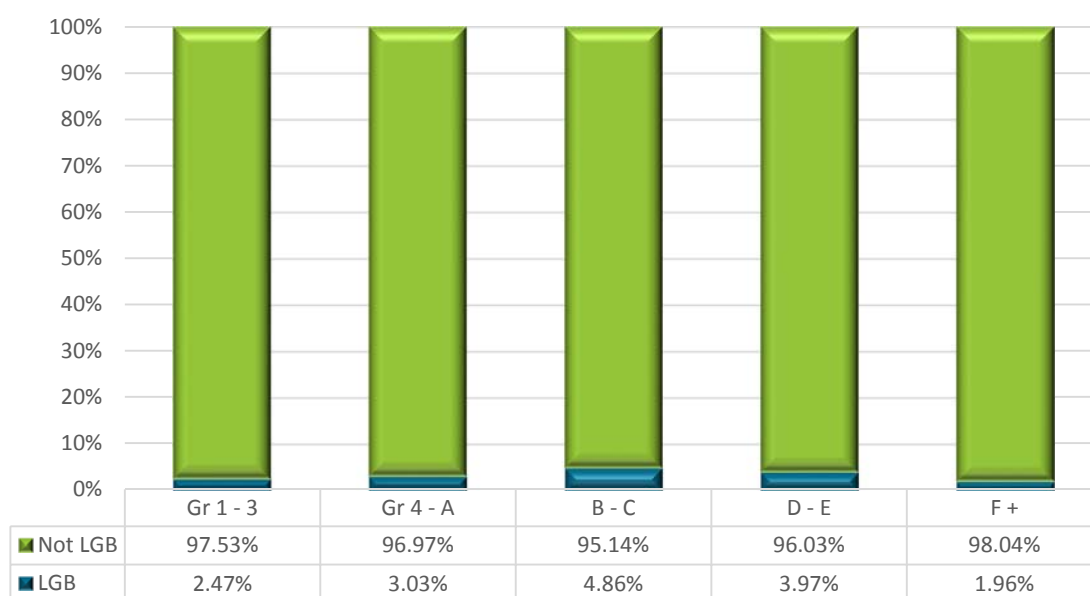
All data is based on fte. NCC profile is Disabled – 5.14%, Not disabled – 94.86%

**Chart 18 Ethnicity Profile of Grades 2018**



All data is based on fte. NCC profile is BaME – 8.38%, non BaME – 91.62%

**Chart 19 Sexual orientation by grades 2018**



All data is based on fte. NCC profile is LGB – 3.17%, Not LGB – 96.83%. The relatively low NCC disclosure rate in this area is likely to impact on the quality of this data.

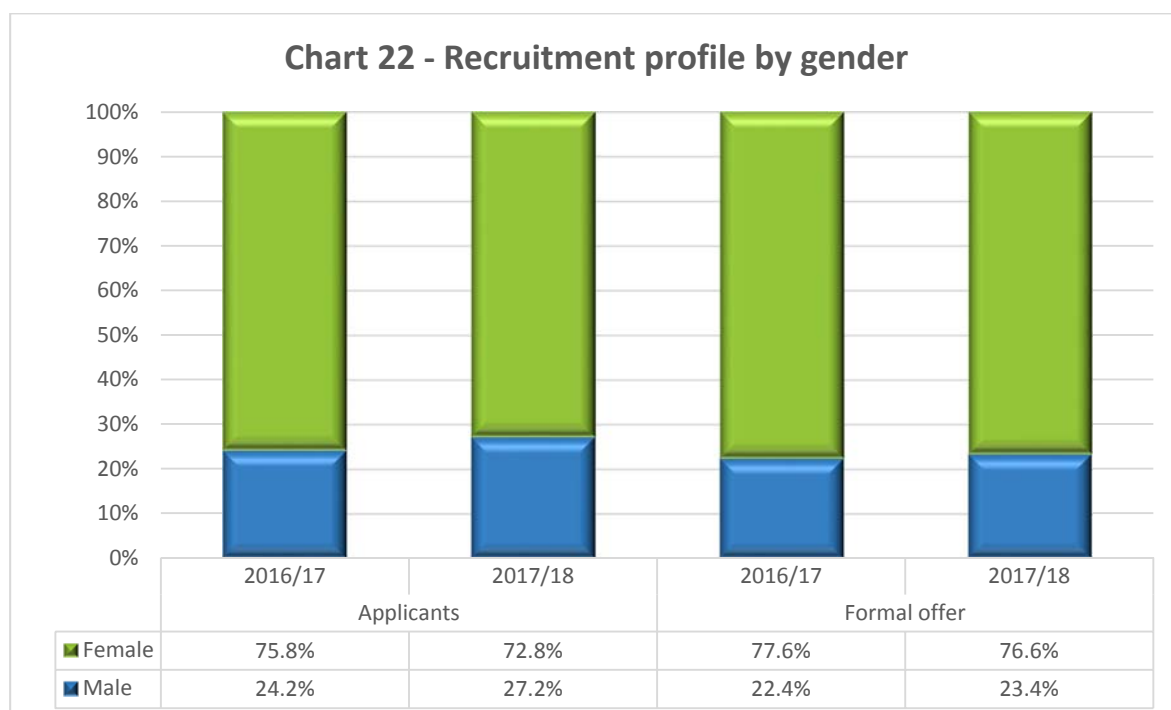
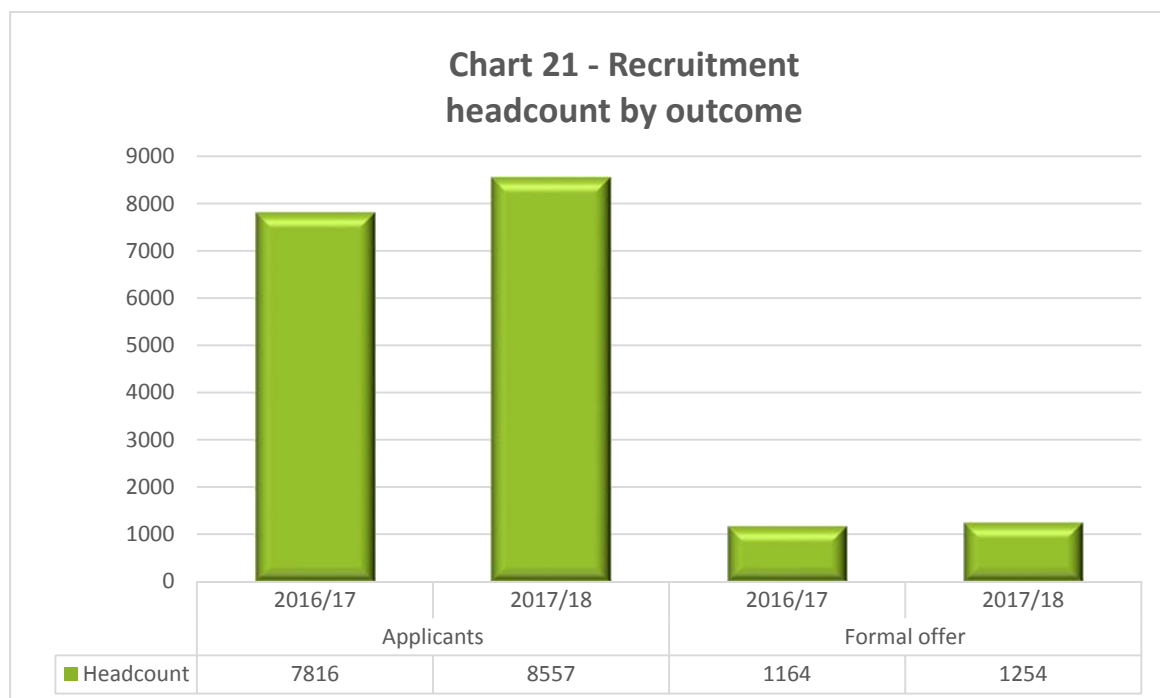
**Chart 20 Religion/Belief by grade 2018**



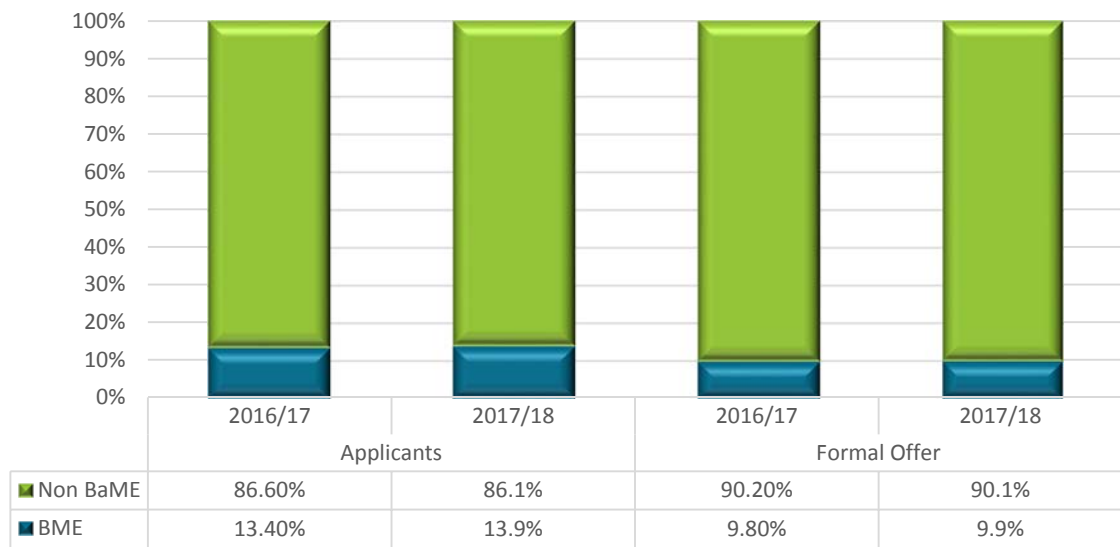
All data is based on fte.

NCC profile is No Religion/Belief – 41.8%, Other Religion/Belief –5.91%, Christian – 52.3%. The relatively low NCC disclosure rate in this area is likely to impact on the quality of this data.

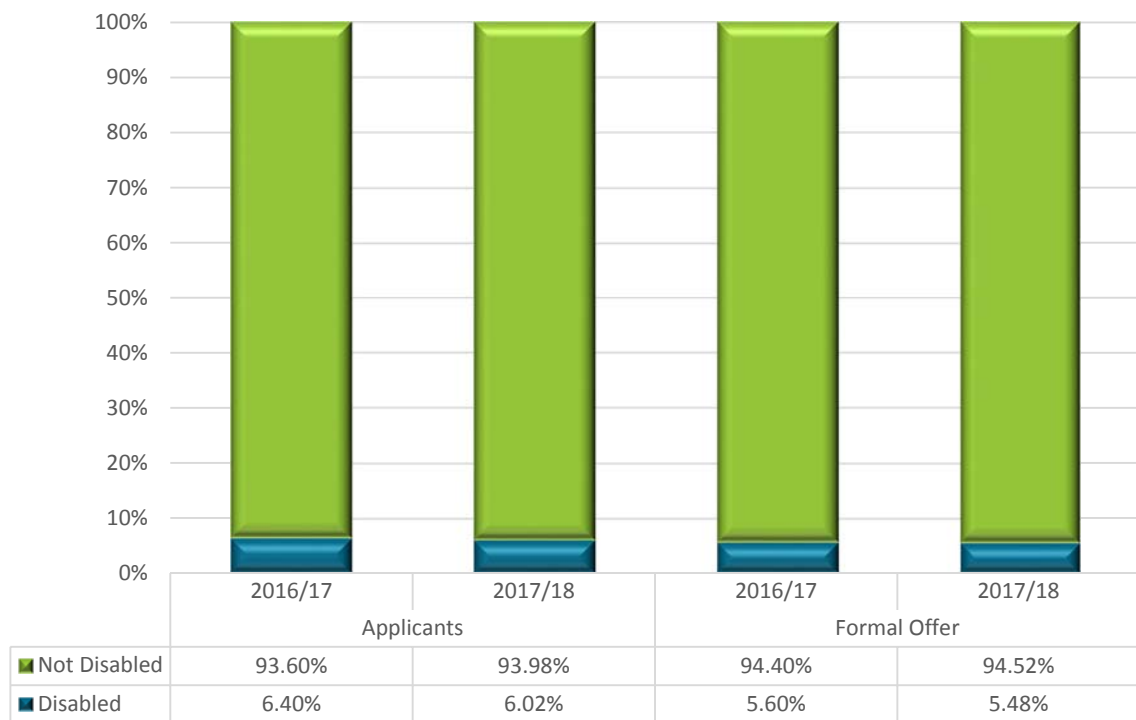
## Part 5 – Recruitment profile



**Chart 23 - Recruitment profile by declared ethnic origin**



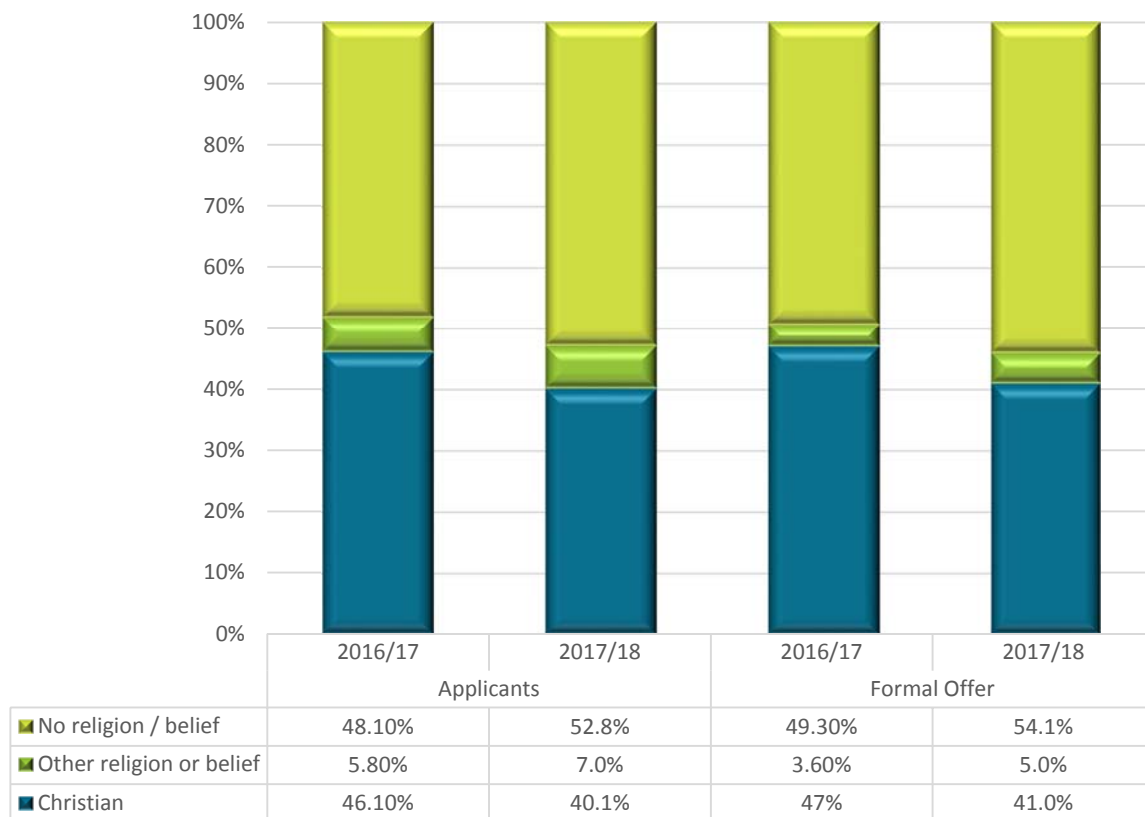
**Chart 24 - Recruitment profile by disability**



**Chart 25 - Recruitment profile by sexual orientation**



**Chart 26 - Recruitment profile by declared Religion/Belief**



**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****WORKING WELL TOGETHER EVENT****Purpose of the Report**

1. To seek Members' approval for the hosting of the Working Well Together Event on 29 November 2018 focusing on raising awareness on Health & Safety matters.

**Information**

2. Working Well Together (WWT) is a construction based health and safety advisory group set up in 1998 by the Construction Industry Advisory Committee (CONIAC). This is a joint industry wide/Health and Safety Executive (HSE) initiative.
3. WWT runs safety and health awareness days on a variety of subject including the legal implications of non-compliance with health and safety legislation in the form of 'mock' trials replicating HSE enforcement in court cases.
4. The East Midlands branch of WWT facilitated by Robert Woodheads Ltd have approached Nottinghamshire County Council (Health and Safety Team) following last year's Safety Week and offered to hold an event at County Hall in the Council Chamber and Assembly Hall.

**Council's Participation in Working Well Together Event**

5. It is proposed that the event planned for 29 November 2018 will replicate a mock trial following a fictional reportable high voltage cable damage and subsequent operator injury. This would be one of a series of three events over the 12 months. These events are designed to support the effective identification and management of risk to provide a safer environment and working practices for the industry, council employees and ultimately our citizens.
6. The event would include information stands provided by participant organisations including the HSE to support the active learning experience. By joint working with key partners and stakeholders, good practice and learning will be shared. In addition, the council as a host of the event will receive positive publicity in terms of being a key participant in such an important Health & Safety event.
7. All planning and administration costs are met by Robert Woodheads Ltd. Invitations to the event will be extended to key individuals of participating organisations.

## **Reasons for Recommendation**

8. This report seeks the approval from members for the plan of Working Well Together Event as outlined in the report. This will raise council's profile through a recognised safety initiative. The council was approached to host this event, therefore no other alternatives were considered.

## **Statutory and Policy Implications**

9. 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**

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

## **Financial Implications**

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

## **Human Resources Implications**

12. These are outlined in the body of the report. Attendance at these events supports raising safety & health awareness of the workforce and embed good Health & Safety standards and practices across the whole council.

## **Public Sector Equality Duty implications**

13. 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**

The members to:

- 1) Approve the plan for publicity and actions of the Working Well Together Event 29 November 2018.
- 2) Receive further information regarding the two remaining events as yet to be confirmed.

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

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

John Nilan, Team Manager – Health & Safety

[john.nilan@nottsgov.uk](mailto:john.nilan@nottsgov.uk) or 0115 8040380

**Constitutional Comments (KK 20.09.18)**

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

**Financial Comments (NR 20.09.18)**

15. The financial implications are indicated in paragraph 12.

**HR Comments (GME 20.9.18)**

16. The council has an ongoing commitment to raising awareness and eradication non-compliance with all matters relating to Health & Safety. The profile of such an event provides evidence of the importance council places on this key area.

**Background Papers and Published Documents**

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

- None

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

- All



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

1. To consider the Committee's work programme for 2018 / 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
<b>28 November 2018</b>			
Apprenticeships - Update report	Update on completion of LGA self-assessment and approval of future actions	Marje Toward	Helen Richardson
Careers Outreach Events	Review and learning from previous events to inform future programme of activity	Marje Toward	Helen Richardson
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 2 - 2018/19)	Quarterly update, review and approval of actions	Marje Toward	Gill Elder
Health and safety – six monthly report and approval of actions	Update on progress and approval of next steps	Marje Toward	John Nilan
Next phase of Business Services Centre savings	Approval of next phase of Business Services Centre savings	Marje Toward	Sarah Stevenson
Nottinghamshire County Council's People Strategy	Approval of the Council's People Strategy 2018-2021 and action plan	Marje Toward	Gill Elder
<b>30 January 2019</b>			
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

<b>13 March 2019</b>			
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
<b>22 May 2019</b>			
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
<b>24 July 2019</b>			
Workforce Strategy – update report	Update on progress and approval of further actions	Marje Toward	Gill Elder