

Personnel Committee

Wednesday, 18 November 2020 at 10:30

https://youtu.be/lhT3k26X_To

AGENDA

- | | | |
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| 1 | Minutes of the last meeting held on 16 September 2020 | 1 - 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 | Health and Safety Six Monthly Update | 5 - 14 |
| 5 | Progress Report Regarding the Council's Graduate Development Programme | 15 - 22 |
| 6 | Nottinghamshire County Council Apprenticeship Update | 23 - 32 |
| 7 | Nottinghamshire County Council Workforce Availability and Support to Maintain Employee Health and Well-Being | 33 - 54 |
| 8 | Workforce Resilience and Recovery Strategy and Action Plan - Autumn 2020 to September 2021 | 55 - 78 |
| 9 | Work Programme | 79 - 82 |

Notes

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

Customer Services Centre 0300 500 80 80

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

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

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



Minutes

Meeting PERSONNEL COMMITTEE

Date Wednesday 16 September 2020 (commencing at 2.30pm)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

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

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

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Head of Human Resources
Sarah Stevenson	Group Manager, Business Support Centre and Employee Service Centre

TRADE UNION IN ATTENDANCE

Karen Eddy	UNISON
James Minto	UNISON
Adrian Morgan	UNISON
Cheryl Pidgeon	UNITE

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 8 July 2020, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

The following apology for absence was received:

- Councillor Maureen Dobson (other reasons)

3. DECLARATIONS OF INTEREST

None.

4. NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE AVAILABILITY AND SUPPORT TO MAINTAIN EMPLOYEE HEALTH AND WELLBEING

RESOLVED 2020/15

- 1) That the Committee agreed the further progress work with Public Health colleagues in areas of domestic abuse, the winter flu vaccination programme and health promotion opportunities to effect lifestyle changes to reduce obesity and encourage smoking cessation.
- 2) That the Committee agreed to receive a report on further information on the reasons for the links between flexible working, reduced absence and workforce availability at January 2021.
- 3) That the Committee agreed to receive a further report on the workforce's engagement and actions with recovery at November's Committee meeting.

5. NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE PROFILE INFORMATION 2020

RESOLVED 2020/16

- 1) That the Committee considered the actions set out in the report and no additional actions were required at this time.
- 2) That the publication of the annual Workforce Information Report 2020 on the Council's public website in compliance with the Council's statutory public sector duty be approved.
- 3) That the Committee agreed to receive an annual update report setting out the situation as at April 2021 and would be included in the work programme.

6. UPDATE REPORT ON ACTIONS TO SUPPORT THE COUNCIL'S BLACK WORKFORCE

RESOLVED 2020/17

- 1) That the actions identified in the Draft Equalities (Support for Black Employees) Action Plan be agreed.
- 2) That the Committee agreed to receive an update on progress made towards meeting the actions at January 2021 Committee meeting.

7. STAFFING RESOURCES FOR THE MCCLOUD JUDGMENT PROJECT

RESOLVED 2020/18

- 1) That the establishment of a temporary post of Project Manager, Band B for a period of two years and that the costs would be funded by the Pension Fund be approved.
- 2) That the Committee agreed to receive a further report on the proposed resource requirements of a McCloud project team.

8. WORK PROGRAMME

RESOLVED 2020/19

That the work programme be updated according to recommendations made during this meeting and the work programme be approved.

The meeting closed at 15.35pm.

CHAIRMAN

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

1. To update Members on and recognise health and safety team activity in support of the Covid 19 response.
2. To share health and safety lessons learned to date.

Information**Health and Safety team response to Covid 19**

3. Since March 2020 the focus of health and safety team activity has been on the Covid 19 response, this report builds on the update provided to this committee on 8 July 2020.
4. Support continues to be delivered through the existing Risk, Safety and Emergency Management Board (RSEMB) and Risk, Safety and Emergency Management Groups (RSEMG) structure with closer operational support for managers and staff.
5. Since the easing of the former national lockdown the key focus has been on ensuring we have Covid 19 secure council premises and schools and that working procedures comply with national guidance and are supported by robust risk assessments.
6. Enhanced monitoring of compliance is in place, working with colleagues in both corporate property and facilities management, with risk assessments receiving detailed review. This additionally ensures a consistent approach is taken across all sites.
7. A site-based monitoring form has been produced confirming the practical application of control measures and staff and visitor behaviours and compliance with procedures for example signing in and out, use of sanitisers, social distancing and use of designated areas.
8. An emerging area of concern has been building ventilation and the balance between the provision of adequate natural ventilation and maintenance of a reasonable and legal minimum temperature. This will no doubt be an ongoing issue through the winter period

but to support best practice, guidance has been produced. Recirculating ventilation and air condition remain advised against using.

9. We last reported the establishing of a face fit testing capability for those requiring higher level of respirator for specific aerosol generating procedures (AGPs). We have continued to develop support in this area working closely with the special educational needs lead and public health colleagues with specific support assessing facilities to undertake AGPs, risk assessment and personal protective equipment (PPE).
10. To date over 250 face fit tests have been undertaken supporting vulnerable persons return to schools, council social care facilities and enabling private SEN transport providers to operate where AGPs are required.
11. We have engaged with the police and fire service to ensure the central PPE storage facility operates safely and security of the facility is maintained. Regular checks on PPE suitability continue prior to distribution.
12. An interactive online homeworking form has been developed in order to capture key homeworking arrangements information. This combined previous paper forms and looks at workstation set up, IT equipment and safety, working environment, data protection and wellbeing. Automatic forwarding of user concerns is picked up by the relevant supporting teams. This is becoming increasingly important as the Covid period lengthens.

Lessons learned to date

13. Appendix 1 to this report captures initial findings from a health and safety team perspective. The document is intended to be updated and for eventual debrief purposes.
14. Additionally, as we move forward combating Covid 19, reviewing procedures and implementation of the lessons learned will be key to a more effective response and used to shape the way we support services.

Other Options Considered

15. No other options have been considered.

Reasons for Recommendation

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

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

Financial Implications

19. Whilst there are no financial implications arising directly from this report, members should note that the opportunity to generate income from training and sold services has been impacted upon by Covid 19.

Human Resources Implications

20. These are outlined in the body of the report. The health and safety support provided in line with government guidance aims to ensure the continued health safety and wellbeing of staff.

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.

RECOMMENDATIONS

It is recommended that Members:

- 1) Acknowledge the work of the health and safety team in supporting the Covid 19 response to date.
- 2) Agree that the lessons learnt as set out in Appendix 1 be used to develop the Council's response during the second phase of the pandemic.
- 3) Agree to receive a further Health and Safety update in six months or sooner if appropriate.

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

For any enquiries about this report please contact:

John Nilan, Team Manager – Health & Safety john.nilan@nottsgov.uk or 0115 8040380

Constitutional Comments (KK 26/10/20)

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

Financial Comments (RWK 26/10/20)

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

HR Comments (JP 02/11/20)

24. The Council has an ongoing commitment to managing Health and Safety. Planning and performance review are key requirements of the Health and Safety Management System.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

Health and Safety Management during Covid-19 – lessons learnt to date

1. Introduction

This document aims to capture thoughts on how Covid-19 has impacted on health and safety management within the Council.

Whilst not based on objective evidence, it captures the views of safety professionals within the corporate health and safety team and maps comments against the key elements of the ISO45001 standard.

It is intended that this document will be supplementary evidence of how we adapted the corporate management system during Covid-19 and will be presented at a future ISO45001 continuing assessment audit.

2. Key findings against ISO45001 elements

2.1 Context of the organisation

ISO45001 requires consideration of stakeholders and partners and the Councils interaction regarding safety management, this period has seen additional arrangements established not mapped in the management system.

Working relationships for health and safety have proven to be in areas not previously foreseen i.e. CCG s, the private care sector, transport providers and internally with public health.

Those areas where joint working was expected have realised minimal contact i.e. district councils.

Notts risk management group other than at an early stage has had minimal contact between members.

The boundaries for providing safety advice and support was and remains unclear, particularly with private sector care.

Consideration has been given to the extent of advice that can be provided externally and clarity on professional indemnity sought from Risk and Insurance.

Partners in a specific case were unable (expired certificates) or unwilling (risk averse) to support face fit testing. This was previously an inhouse capability.

2.2 Leadership and worker participation

The framework for safety governance established under 18001 proved flexible with increased frequency of Risk, Safety and Emergency Management Board (RSEMB) and Risk, Safety and Emergency Management Groups (RSEMGs) providing an effective conduit for safety planning and communication.

During the initial stages of the response the feeling was that the health and safety team was underutilised, and key safety decisions at times being made without supporting advice, mainly related to personal protective equipment (PPE) use, storage of LRF supplies and newly developed training.

This was soon rectified as the Health and Safety team became embedded within working groups, cells and regular Covid-19 risk management meetings.

Consultation on safety matters has been maintained throughout with the Trade Unions, a key area being schools-based risk assessment and worker vulnerabilities assessment.

2.3 Planning

Government guidance issued specifically for Covid-19 was used as a benchmark for providing safety advice but at times legal status unclear - some being derived from new legislation and others only guidance status.

Health and Safety Executive (HSE) guidance on Covid-19 was not evident, with only web site additions to respiratory protection and RIDDOR reporting notable.

The HSE did not relax standards for PPE even during shortages needing a risk based approach and balance between compliance and continued PPE supply.

A specific issue with self-made, donated or non-CE marked items and pressure to issue during extreme shortages.

We noted that managers in the main focussed on the government and Public Health England guidance, often overlooking existing HSE Regulation on the same, particularly PPE. An example being trained for face fit RPE requirements.

Much of the early Covid-19 guidance was aimed at clinical settings requiring a degree of adaptation for the workplace.

Differences in procedures for clinical and non-clinical settings at times presented sites with conflicting advice.

The pace of changing guidance made it difficult to keep pace with and to ensure advice given was current, something that continues to be problematic with increasing complexity.

2.4 Risk Assessment

Much of the health and safety advice given related to risk assessment and the need to revise existing assessments adding Covid-19 controls rather than just developing new Covid-19 Risk Assessments. Important not to lose focus on existing residual risks.

Managers in some cases introduced new risks e.g. fire doors propped open to avoid touching or bulk storage of flammable materials (hand sanitiser 70% alcohol) in unsuitable areas.

Since Covid-19, an increased volume of risk assessments have been revised or produced raising awareness at all levels of benefit and practical application of risk assessment.

Whilst risk assessments have been produced in quantity, it's been evident that some managers didn't fully understand the process particularly the control hierarchy and supporting guidance has been provided including 10-point checklist.

Additionally, dynamic assessment is now better understood by all – 'when should I distance or wear a mask' at its basic level.

2.5 Support – competence and awareness

Skills required to respond to Covid-19 required new training, much delivered online. Where this is practical and skills based, online learning should be supported by supervised practice in the workplace, noted in relation to donning and doffing PPE.

Online courses rapidly developed (PPE -Social Care) did not meet the requirements set out in PPE Regulations, an example where early safety advice would have been beneficial.

The potential for 'skills fade' during lockdown and expired certification should be accounted for in risk assessment with refresher training sessions planned. Particularly first aid, fire awareness, evacuation and any complex machinery operation.

2.6 Operation

The risks of long-term building closure was something new and not previously considered, mechanisms for ensuring statutory inspection, maintenance and start up risks (legionella, lifting equipment, alarm systems etc) have proved to be effective.

Areas of difficulty remain regarding ventilation, both natural and mechanical and air recirculation systems with little existing guidance. Something more problematic as we move towards winter and have to balance with suitable workplace temperatures.

Buildings configured for smarter working – open plan, shared space and touchdown proved contrary to the requirements of segregated, distanced and a non-sharing environment.

Situations health and safety had not experienced relating to counterfeit or unregulated PPE brought the need to work with trading standards and highlighted the complexities of certification and approval processes.

Previous focus would be for that made under PPE Regulations but now includes medical devices and General Product Safety Regulations.

2.7 Performance evaluation

Early stages of Covid-19 and lockdown brought a reduction in the ability to monitor compliance and evaluate safety performance. Initially no inspection or audit activity was taking place.

Some evaluation on risk assessment suitability evolved particularly schools and reoccupation of the corporate estate.

We recognise the increasing need to focus on behavioural compliance and have accounted for this in the site monitoring SR115 process.

The new area for consideration is how to monitor compliance for home working arrangements.

2.8 Improvement

Accident and incident reporting on Wellworker has significantly reduced during Covid-19 lock down. This was expected with less exposure to workplace risks.

No homeworking incidents have been recorded, this prompts consideration of a reminder that all 'at work' accident and incidents should be reported irrespective of the location.

Additional thought is required on the management and reporting of psychological risks resulting from Covid-19 and prolonged homeworking.

3. Key points summary

- Overall there appears to be a greater recognition of the importance of good safety management and support.
- More safety advice given during Covid-19 has been operationally focussed.
- A greater emphasis on protecting health than safety (accident prevention).
- Managers should engage early with health and safety.
- Remain aware of HSE regulatory requirements and don't just focus on new guidance produced from other sources.
- Revise existing risk assessments regularly in line with new guidance.
- Control new and emerging risks but be mindful of introducing additional hazards into the process.
- Ensure training is suitable and sufficient and back up with 'on the job' practice as appropriate.

- The capability of others contracted to deliver safety related support should be regularly checked.
- In addition to workplace risk, the long-term effects on health and wellbeing from homeworking including ergonomic risk needs to be accounted for.
- A clear need for regular communication between all agencies providing safety and risk management advice with known points of contact.

John Nilan, Team Manager - Health and Safety
Revised 16/10/2020

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

1. The purpose of this report is to provide an update to Personnel Committee and to seek approval to further actions concerning the continued development of the Council's in-house Graduate Development Programme.

Information**Background**

2. Personnel Committee agreed to the introduction of a new in-house Graduate Development Programme (GDP) bespoke to the County Council to replace the previous National Graduate Development Programme (NGDP) on 7 March 2018. In summary this enables the Council to:
 - develop a programme that is more flexible in meeting the changing needs of the Council's workforce
 - better attract and recruit talented, local graduates
 - better align 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.
3. The last update report was presented to Personnel Committee on 27 November 2019 when it was agreed that further recruitment to the programme should continue in 2020.

Update for Cohort 1 (2018) trainees

4. Six trainees were recruited in September 2018 to Cohort 1 of the programme. In January 2020 one trainee left to join the Greater London Authority. The remaining five trainees had their contracts extended until 31 December to enable them to complete their qualifications which had been delayed due to the impact of the Covid-19 pandemic. A decision was also taken to delay the recruitment process to this year's programme (please see below). Three of the initial cohort have now left the programme – one has joined Midlands Engine as a Project Officer while two have secured permanent posts within the Council, in the Place department; one as a Developer Contributors Practitioner and another as Cultural Services Commissioner. Work to identify appropriate career opportunities within the Council to facilitate the retention of the two remaining trainees continues. Trainees have been supported to complete their level 5

apprenticeship as an Operations/Departmental Manager and in October all five passed their apprenticeship with Distinction. Additionally, all have passed their ILM level 5 diploma in Leadership and Management.

Update for Cohort 2 (2019) trainees

5. In September 2019, five further trainees were recruited to the programme as Cohort 2. Despite the impact of Covid-19, all have continued to experience different placement opportunities within the organisation as well as continued working towards their ILM qualification. Placements have often been in areas of importance within the context of re-prioritised work as a result of Covid-19. All trainees remain on the scheme and work has now started to identify appropriate career opportunities within the Council to facilitate their retention within the organisation.

Recruitment of Cohort 3 (2020) trainees

6. Applications for this year's programme were planned to open on 18 March in anticipation of selection activities taking place during June, in readiness for a late September start. However, due to the fast moving developments concerning Covid-19 in March, the launch was delayed before new timescales were identified in order to open the recruitment later in the year. Revised timescales saw applications open in late April and, as with previous years, marketing and promotional activity used social media and other digital routes to attract potential internal and external applicants to a dedicated webpage (www.nottinghamshire.gov.uk/graduates). This provides more information about the programme and includes a link to the Council's job vacancy page. Social media activity was also co-ordinated with the Nottingham and Sheffield universities to promote the programme and this built on previous campus-based activities that had been initially conducted for the March launch. These included attendance at jobs and career fairs and presentations to students (including Q&A sessions). Virtual presentations were conducted for students at the University of Nottingham in June to further promote the scheme. The deadline for applications was 6 July and we were delighted to receive 444 applications. This was a 54% increase on the 288 applications received in 2019 and a 124% increase on the 198 applications received in 2018.
7. Following shortlisting, 37 candidates attended four assessment centres which were run virtually via Microsoft Teams on 14 and 15 September. As with previous years, the assessment centres were developed and run in conjunction with East Midlands Councils (EMC) and utilised a range of activities (including a group exercise and individual presentation) to test and assess candidates for the relevant skills, attributes and behaviours which indicated a good "fit" with the Council and suitability for this development programme. All candidates invited to the assessment centres were given the opportunity to attend a technical drop in sessions during week commencing 24 August, to ensure they were able to access the upcoming assessment centre. They were also provided with technical 'tip' sheets to reduce the possible barriers associated with accessing the sessions remotely. While a number of contingencies were identified to deal with potential issues, all the sessions ran smoothly and all candidates were able to participate fully.
8. Further to the assessment centres, 15 candidates were invited to final interviews, again held virtually. The standard of candidates was extremely high and six candidates have accepted provisional offers of traineeships to the programme and are expected to start in mid-January 2021

Statistics

9. Recruitment breakdown by district

District/Location	Applicants	Assessment Centre	Interviewees	Appointed
Ashfield	20	1	1	1
Bassetlaw	8	1	0	0
Broxtowe	43	4	1	0
Gedling	36	2	1	0
Mansfield	18	1	1	1
Newark and Sherwood	31	4	1	1
Rushcliffe	55	7	1	0
Nottingham City	154	14	8	3
Non-Nottinghamshire	79	3	1	0
Total	444	37	15	6

10. Recruitment breakdown by university

University	Applicants	Assessment Centre	Interviewees	Appointed
Nottingham Trent	139	5	1	1
Nottingham	112	14	7	3
Sheffield Hallam	7	0	0	0
Sheffield	15	4	2	1
Other	151	14	5	1
Unknown/Ineligible	20	0	0	0
Total	444	37	15	6

11. Work continues to encourage applications from a diverse range of candidates to the programme. Utilising feedback and learning from previous years, there appears to have been an overall increase in the diversity of applicants selected for the assessment centres (Note: where known, non-disclosures are shown in brackets. Non-disclosures are also taken into account when calculating the percentage figures).

Year	Attendees	BAME	LGBT	Gender		Disability
				Female	Male	
2018	44	4 = 9.1%	4 = 9.1%	27 = 61.4%	15 = 38.6%	2 = 4.6%
2019	41	5(3) = 13.2%	5(4) = 13.5%	24 = 58.5%	17 = 41.5%	7(2) = 18%
2020	37	6(1) = 16.7%	7(2) = 20%	22 = 59.5%	15 = 40.5%	2(1) = 5.9%

Review of the Programme Implementation

12. Due to the revised timescales to this year's recruitment, there has not been the time to conduct a full review of activities to date. However, a number of candidates have spontaneously fed back on their positive experiences of the recruitment process reflecting how much they enjoyed it and how well run the process was. This has corresponded with positive comments received from internal staff involved in helping run the assessment centres and interviews including that from colleagues at East Midlands Councils who were also involved in the assessment process.

13. Initial feedback indicates some continued positives regarding the programme, including:

- Increased levels of engagement and interest from the local graduate workforce – the number of applicants (444) saw an increase of 54% from the previous year (288 applicants) and a 124% increase from 2018 (198 applicants)
- Continued engagement and partnership working with local universities to attract local graduates
- Continued high levels of candidate satisfaction with the recruitment process to be confirmed by more detailed analysis
- Use of social media increasingly generates high levels of interest in a cost-effective way
- Continued utilisation of the Apprenticeship Levy through integration of the programme with a relevant apprenticeship standard and management qualification
- Increased diversity of applicants resulting in a more diverse cohort recruited to this year's programme.

Next steps for trainees

14. Work continues with the two remaining trainees from Cohort 1 to facilitate their retention within the organisation.
15. Cohort 2 trainees are now in their second year and continue to be supported to work towards their management qualification as well as preparing for their final End Point Assessment (EPA) for summer 2021 as part of the apprenticeship standard. There is now an increased focus on identifying appropriate job opportunities with a view to retaining the graduates within the organisation after completion of their traineeship in late September 2021.
16. The new intake of Cohort 3 trainees will start in mid-January when they will immediately commence their apprenticeship standard, ILM qualification and first placements. It is anticipated that they will initially work remotely and plans are in place to support this through their induction to starting their first placement by way of ensuring a successful introduction into the organisation.
17. The process of identifying appropriate placements for January 2021 for both Cohort 2 and Cohort 3 trainees is progressing and there has already been a very positive response from services across the Council.

Future Development of the Graduate Programme

18. The developing success of the programme demonstrates the importance of building our relationships with the local universities and early engagement with under-graduates. We are seeking to plant the notion of a career with the Council at the forefront of their minds, particularly in areas where the Council has known skills gaps, at the earliest stage of their studies. We continue to explore how this can be further developed through appropriate work placements. We are seeking Members' agreement to continue with the programme and recruit a new cohort of trainees in 2021. Despite the continued uncertainty with Covid-19, it is anticipated that the recruitment timetable will return to that of previous years, with an anticipated start date of September 2021 for Cohort 4.

Other Options Considered

19. The Council could revert to participation in the National Graduate Development Programme (NGDP). However, given the continued increased interest in our own scheme, the work that has already taken place with developing links with local universities and the continued high calibre of local graduates to the in-house scheme, this would appear to be a retrograde step. Alternatively, the Council could choose not to be part of a graduate scheme. This would also appear to be a retrograde step and would potentially lead us to miss out on a rich pipeline of graduate talent who are keen to remain living locally, and who are choosing to build their careers and in future, raise their families in Nottinghamshire.
20. It is therefore proposed to continue with the current iteration of the in-house programme subject to this Committee's approval and to once again recruit local graduates for September 2021.

Reasons for Recommendation

21. The current scheme has proved highly successful in identifying and developing new talent. It also gives us significant intelligence on the graduate market more widely and we aim to ensure every candidate has the most positive of experiences, whether successful or not. It is important that this happens to ensure that those graduates who develop their careers elsewhere, recall their positive experiences with Nottinghamshire when considering whether to apply for future roles.
22. It is also important for a large employer like the Council, to have close working relationships with our local universities so we can work together on areas of current and future skills shortages and develop programmes of work which assist and support local businesses and the overall economy.

Statutory and Policy Implications

23. 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

24. The requirements of the General Data Protection Regulations have been taken into account as part of the induction of new starters on the graduate scheme and no personnel data is available in this report.

Financial Implications

25. The costs associated with the new scheme are comparable to that of the previous national scheme. One department has funded an additional place on the programme and two places have been identified that can be funded from contingency funds. The cost per trainee for two years is £77,000 which means a total cost of £154,000 for two trainees from January 2021 to January 2023. This has allowed the Council to recruit to six posts rather than the original three. The learning provider costs are covered by the Apprenticeship Levy.

Human Resource Implications

26. The graduate trainees will continue to be managed internally under the existing resources and effective support arrangements.

Public Sector Equality Duty Implications

27. 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) Agree to the continuation of the in-house graduate scheme for 2021.
- 2) Approve the establishment of two additional graduate trainee posts to accommodate the additional two trainees identified from the assessment centre to bring the total of this year's cohort to six, to be funded from Contingency. Request Finance and Major Contracts Management Committee to approve allocations from contingency of £19,000 in 2020/21, £77,000 in 2021/22 and £58,000 in 2022/23. Receive a further update report in 12 months' time.

Marjorie Toward

Service Director – Customers, Governance and Employees
Chief Executives Department

For any enquiries about this report please contact:

Helen Richardson – Senior Business Partner WPOD on 0115 9772070
helen.richardson@nottsgov.uk

Constitutional Comments (KK 26/10/20)

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

Financial Comments (RWK 09/11/20)

29. The report proposes the continuation of the in-house graduate scheme for 2021 with 6 graduates to be recruited. The costs of 3 of the graduates will be met from within the existing budget provision for the scheme, a fourth will be funded by another department from within its existing budget allocation, and a further 2 graduates will be funded from the corporate contingency. Finance and Major Contracts Committee will be requested to approve allocations from Contingency of £19,000 in 2020/21, £77,000 in 2021/22 and £58,000 in 2022/23.

Human Resources Comments (GME 19/10/2020)

30. The Graduate Trainee Programme has demonstrated significant success over the previous three years and provides a valuable source of future talent. Over time, as our relationships with the universities matures, we will continue to build on the positive work undertaken to date to assist with future workforce planning and skills analysis.

31. Our graduates report being well supported and effectively developed and their satisfaction with the programme is reflected in the retention of the graduate trainees beyond the end of the programme as they secure permanent roles with the Council.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****NOTTINGHAMSHIRE COUNTY COUNCIL APPRENTICESHIP UPDATE****Purpose of the Report**

1. To inform Elected Members of the actions taken to ensure continued support to existing apprentices during the Covid-19 pandemic and the impact the pandemic has had on the Council's apprenticeship programme. This report also contains information on the 2019/2020 Public Sector Target for Apprenticeship starts and an update on the transfer of the Council's unspent Apprenticeship Levy to support local communities and businesses in developing the skills of Nottinghamshire residents.

Information

2. The delivery of apprenticeship training to employees has continued with minimal disruption during the pandemic due to the relaxation to the guidelines on the methods of delivery to include remote and distance learning. Contract management meetings have been held with all training providers to ensure that apprenticeships can continue and when required, new enrolments have taken place. The Institute for Apprenticeships have also been working with End Point Assessment Organisations to adjust assessment methods in order that apprentices can complete to the original timeline as much as possible. There has been only four apprentices out of the Council's 213 apprentices that have been placed on a temporary break in learning until such time that the assessing body can conduct their exams.
3. The majority of our apprentices are existing employees undertaking their apprenticeship as part of their continuing professional development so the adjustments to the ways of working have not had a significant impact on their learning opportunities. There were a number of appointments to the Business Administrator level 2 apprenticeship that started between November 2019 and January 2020 who in the main are younger apprentices (aged 17 to 21) many of whom are in their first employment. For these apprentices a number of support mechanisms have been put into place which includes additional pastoral support from the training provider, the offer of mentoring from another more senior apprentice and discussions with line managers around the option of extending contracts of employment for a further few months to ensure they have an opportunity to consolidate their learning before moving into further employment. The coaching offer remains available for all apprentices.

4. The Covid-19 pandemic has impacted on the numbers of apprenticeships the Council has been able to recruit to and numbers of apprenticeship starts are significantly reduced in comparison with the same period last year:

Period	Corporate	Schools	Total
Apr-Oct 2019	53	24	77
Apr-Oct 2020	18	7	25

5. These figures have also been affected by the Government's withdrawal of the old Apprenticeship Frameworks which came into force on 31st July, the biggest impact of this being the Business Administration Level 2 and Teaching Assistant Level 2.
6. There has been a significant change in how apprenticeships are being viewed across the Council, with more teams identifying skills gaps and converting vacancies to include an apprenticeship to meet this need and opening opportunities to existing staff to build on their skills and continue their professional development. These apprenticeships all fall into the higher/degree level category.
7. Apprenticeships that have been commissioned this year include:
- Internal Audit Professional Level 4 – two vacancies created in the audit structure, advertised externally, apprentices started in September
 - Social Worker Degree Level 6 – one vacancy created within Adult Social Care and Health – currently recruiting internal candidates (Children and Families also intending to create a number of vacancies)
 - Occupational Therapist Degree Level 6 – two vacancies created within ASCH – currently recruiting internal candidates
 - Learning and Development Professional Level 5 – two internal employees enrolled July
 - HR Level 5 – one internal employee currently undergoing enrolment
 - Senior Leader Level 7 – three Head Teachers currently undergoing enrolment
 - Data Scientist Degree Level 6 – progression for an apprentice who has successfully completed Level 4 Data Analyst – currently enrolling with Keele University
 - Commercial Procurement and Supply Level 4 – seven internal employees within the corporate procurement team and in other procurement roles - currently undergoing enrolment.
8. There has been a significant increase in the number of relief care workers appointed during the Covid-19 pandemic. These workers are usually exempt from undertaking an apprenticeship due to the nature of their contract of employment. However, after negotiations with the training provider that delivers the Level 2 and Level 3 Adult Care Worker apprenticeships, we are now able to offer an apprenticeship to any relief worker that has been employed for at least six months and can evidence the hours worked over those six months meets the average required. For all other relief workers, a route has been identified where they can undertake a Level 2 Diploma at no cost to the Council. A claim to the Workforce Development Fund can be made for qualifications in Adult Social Care. In May 2020, a total of £14,300 was successfully claimed and transferred into ASCH finances.

9. The government have introduced a new incentive payment to employers in England of £2,000 for each new apprentice they hire aged under 25, and £1,500 for each new apprentice they hire aged 25 and over. These payments are for any **newly recruited** apprentices that start their employment between 1st August 2020 to 31st January 2021. These payments will be in addition to the existing £1,000 payment the government already provides for new 16-18 year-old apprentices, and those aged under 25 with an Education, Health and Care Plan where that applies. In order to benefit from these incentives, planned recruitment for a number of apprentices that are additional to the staffing established will take place in November for a January start. Apprenticeship opportunities have currently been identified in ASCH Direct Services and Maximising Independence teams and Children's Residential Homes – The Big House, Minster View and Caudwell House.

10. Public Sector Target reporting

Public sector bodies with 250 or more staff in England have a target to employ an average of at least 2.3% of their workforce as **new apprentice starts** over the period 1st April 2017 to 31st March 2021. Bodies in scope must have regard to the target. The Government considers the duty to 'have regard' to the target to mean: that in making workforce planning decisions, apprenticeships should actively be considered for either new recruits or as part of career development for existing staff. Apprentices will only count towards the target as 'new apprentice starts' in the year in which they begin their apprenticeship.

11. An annual report has to be made to Central Government within six months of the end of each reporting period, that is, by the 30th September each year from 2018 to 2021. The report is in two parts:

- **Data Publication**

The data publication includes figures which will enable the Government, the public and wider stakeholders to understand the Council's headcount and the number of apprentices they employ.

- **Apprenticeship Activity Return**

The apprenticeship activity return includes both information on the Council's progress against the target and information to assess actions taken towards, and challenges faced in, meeting the targets.

12. The report has been submitted to HMRC in line with the guidance declaring the Council's percentage for 2019/2020 and a full description of our Workforce Development plan for apprenticeships that demonstrates our regard of the target. The table below shows how our percentage has increased since the implementation of the Apprenticeship Levy:

Reporting period (Apr-Mar)	% of Apprenticeship starts (PST)	Apprenticeships % of total headcount
2017/18	0.51%	0.47%
2018/19	0.74%	1.17%
2019/20	0.86%	1.25%

13. There is a requirement to publish the data but not the accompanying narrative. Government is not being prescriptive about where the information should be published but it must be easily

accessible to the public “for example on the internal and external facing website of a public sector body”.

14. Apprenticeship Levy Transfer

An agreement is in place between the Council and Impact Apprenticeships Limited which is the Apprenticeship Training Agency arm of Futures. This agreement is in line with the proposal presented to Personnel Committee in October 2019 for the priority target groups :

- Nottinghamshire County Council looked after children or care leavers to enable them to undertake an Apprenticeship in a local business/organisation
 - Nottinghamshire Young People 16 to 25 who are in contact with a Council Early Intervention Service and are currently either Not in Education, Employment or Training (NEET) or vulnerable of NEET status (for example Youth Justice Service; Family Service)
 - Black and Minority Ethnic (BME) Young People aged 16-25 as this is a group who are currently under represented in the Council's workforce.
15. The agreement ensures these young people are fully supported to identify their career aspirations and will identify learning pathways for individuals so that any apprenticeship they undertake will result in a positive outcome. A referral process has been developed by Futures but progress in working with young people has been delayed due to the Covid-19 pandemic and the difficulties this has created in identifying potential employers.
16. The Council's Human Resources, Workforce and Organisational Development team (HR&WOD) has been collaborating with colleagues in the Economic Development Team, the D2N2 Growth Hub and the East Midlands Chamber to identify how the transfer of the Council's Apprenticeship Levy could benefit local businesses and communities. The Levy Transfer Application for Businesses was launched in July via the Council's Website (www.nottinghamshire.gov.uk/apprenticeship-levy)
17. The amount available to transfer for 2019/2020 is £389,497. The amount approved for transfer August – October is £129,000. There are further applications totalling £254,000 for which answers to clarification questions are required before a decision can be made.
18. Applicants are asked to demonstrate how the transfer of Apprenticeship Levy will work towards achieving the strategic aims in the Council Plan and if the application meets any of the priority areas identified. The priority areas include:
- Apprenticeships for a looked after child/care leaver
 - Addresses an identified skills shortage
 - Higher level apprenticeship.

Case studies of some of the successful applications are included in Appendix 1.

19. Kickstart Scheme

Whilst the Kickstart Scheme sits outside the scope of the Apprenticeship Levy, HR&WOD are currently exploring options of how the Council can best offer opportunities to young people under the Kickstart Scheme. There are a number of criteria the Council must meet in order to offer this programme. The financial impact and any potential risk to the authority need to be

considered carefully before agreeing a way forward. A further report will be brought to this Committee for consideration about how the Council can engage with the newly created Kickstart scheme.

Other Options Considered

20. It remains open to the Council not to transfer funds to other employers which would result in the unspent funds being removed from the levy account and used to fund the wider Government programme, consequently with no guarantee that these funds would benefit employers and residents of Nottinghamshire. It was therefore considered important for the Council to develop a model which maximises the benefits to be drawn from transferring the levy as agreed by Personnel Committee previously.

Reasons for Recommendations

21. Providing Apprenticeships and routes into Apprenticeships is an integral part of Nottinghamshire's wider Economic Development strategy and supports educational improvement priorities by helping to raise skills and aspirations, working with partners in the wider region to take a strong lead in harnessing the energy of communities and institutions to drive the skills agenda. It also enables the Council to ensure that it has access to the critical skills and experience it needs now and in the future.
22. Transferring the Apprenticeship Levy supports the Council's aim to help create prosperous places across the County and will benefit Nottinghamshire's residents and its businesses, particularly as the way we live, work and study and the kind of jobs we do and the skills we need to do them continue to evolve over the next decade.
23. The challenges of finding work are particularly acute for young people aged 16 to 25, as well as for care leavers, long term unemployed people, returners to the labour market and people with disabilities, as they try to compete against more experienced candidates. This situation is likely to be exacerbated by increasing numbers of people facing redundancy from industries and services most impacted by the Covid-19 restrictions. In transferring the levy, the Council can support the growth of Apprenticeships and successful careers for those sectors of the community which find themselves with additional challenges in the labour market.
24. The priority of Apprenticeships for our Looked after Children and care leavers in careers outside the remit of the Council, supports our Local Offer for Care Leavers and our corporate parent responsibilities.

Statutory and Policy Implications

25. 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

26. There are no data protection or GDPR issues arising from this report as all the information contained is generic and cannot be attributed to individual employees or local businesses.

Financial Implications

27. HMRC deduct the levy on a monthly basis and place it in the Council's digital account, set up by the National Apprenticeship Service. The amount paid in by the Council varies but is on average approximately £131,000. Apprenticeship Levy that remains in this account unspent for 24 months is removed by HMRC. All associated costs in this report are covered by the Apprenticeship Levy. The maximum amount of levy transfer of 25% is based on the previous financial year 2019-2020, which equates to £389,497.

Human Resources Implications

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

Public Sector Equality Duty Implications

29. 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. The recommendation to transfer levy funds with a focus on delivering opportunities for under-represented and vulnerable groups of young people supports the Council in meeting its statutory obligations.

RECOMMENDATIONS

It is recommended that:

- 1) Elected Members agree to further work being undertaken to sustain and grow the Council's corporate commitment, as a good employer, to providing placements for Apprentices across the authority.
- 2) Agree to continue to transfer the unspent Apprenticeship Levy allowance to support Nottinghamshire businesses and residents, in particular those identified priority groups.
- 3) Agree to receive a further report on the Apprenticeship Levy in six months' time.
- 4) Agree to a report on the Kickstart Scheme to be added to this Committee's future Work Programme

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

For any enquiries about this report please contact: Lyndsey Woolmore, Acting HR, Workforce and Organisational Development Senior Business Partner, Tel. 01159932720 or email Lyndsey.woolmore@nottsgov.uk

Constitutional Comments (KK 26/10/20)

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

Financial Comments (RWK 26/10/20)

31. As stated in paragraph 27 of the report all costs incurred on the activities detailed in the report are funded from the Apprenticeship Levy.

HR Comments (JP 02/11/20)

32. The range of activity highlighted in this report will continue to ensure that the Council underpins career development opportunities both within the Council and the wider community.

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

Apprenticeship Levy Transfers

The following examples are to give a flavour of the depth and range of apprenticeships and businesses that the transfer of the Apprenticeship Levy is supporting.

Business 1

A digital start-up company who applied for funding for two Senior Leader Level 7 Apprenticeships. The founders of the company felt they needed to develop the skills required to be “responsible and ethical leaders” as the business grows.

“This apprenticeship will ensure the two business founders and owners are learning the required skills to stay managing this rapidly growing business, rather than it be sold to a larger company and moved outside of the area. By upskilling and developing the managers, the future of the business can remain in Nottinghamshire and continue to support the region by hiring local talent, retaining graduates in the area, supporting local businesses and helping them attract new customers.”

Apprenticeship;
Senior Leader L7
Cost = £18,000 over 30 months
Total Levy Transfer agreed £36,000

Business 2

A small local plumbing and heating business who would like to skill up one of their newly appointed engineers

“to invest in skills and training of our expanding workforce due to national skills shortage in Gas engineers thus supporting local employment and growing a Nottinghamshire business.”

Apprenticeship:
Gas Engineer L3
Cost = £22,000 over 21 months
Total Levy Transfer agreed £22,000

Business 3

A small Electrical and Automation company who would like to skill up a newly appointed member of staff.

“This person is operating at the moment in a non-qualified role but qualifying he will have a longer term better economic prosperity”

Apprenticeship:
Installation Electrician L3
Cost = £18,000 over 42 months
Total Levy Transfer agreed = £18,000

Business 4

A Residential Nursing Home

The apprentice “has decided to return to a career pathway which she started some years ago and has decided that she wishes to fulfil the ambition to return to work as a Healthcare Assistant and is keen to become appropriately qualified. This will improve her quality of life and those people that she cares for”

Apprenticeship;

Adult Care Worker L2

Cost = £3,000 over 15 months

Total Levy Transfer agreed = £3,000

**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND
EMPLOYEES****NOTTINGHAMSHIRE COUNTY COUNCIL WORKFORCE AVAILABILITY AND
SUPPORT TO MAINTAIN EMPLOYEE HEALTH AND WELL-BEING****Purpose of the Report**

1. To inform Elected Members of the current position of workforce availability and sickness absence for quarter 2 2020/21 and to seek approval for the ongoing actions contained in the Employee Health and Well-being Action Plan and any new actions identified as part of the Workforce Resilience and Recovery work stream.

Information

2. Members received a report at July's Committee which demonstrated that the level of workforce availability throughout the Covid-19 pandemic had remained stable and comparable with four randomly selected dates prior to the outbreak. The level of availability fluctuated between 85 and 89% of the workforce and took into account people unavailable to work due to sickness absence, annual leave or for any other approved reason. This figure dipped slightly in August due to employees being encouraged to take some of their annual leave allowance. Attached in appendix F is the figure for week commencing 19 October 2020 with the average total standing at **86.45%**. This reflects the impact of more employees taking annual leave which results from working parents wanting time off during October half term. Since the announcement of Nottinghamshire moving to Tier 3 and then a second national lockdown, we have moved from weekly to daily reporting of the figures to the Corporate Leadership Team.
3. The impact of the current situation on people's health, particularly their mental well-being continues to be monitored. The Workforce Resilience and Recovery Group, chaired by Marje Toward, Service Director Customers, Governance and Employees, has an identified workstream on employee health and well-being. This is being led by a manager from one of the large service departments with input from colleagues from different service areas. This will provide a fresh perspective and an opportunity to bring together ideas which may previously have only operated within discrete areas of the workforce potentially extending the support available to the whole directly employed workforce.
4. Information contained in Appendices A and D indicates the annual 12 month rolling picture regarding sickness absence. The figure for quarter 2 2020/21 is **8.96 days reduced** from 9.55 days the previous quarter. The previous report highlighted that this did not reflect the overall improved attendance during the Covid-19 outbreak due to the

number of days absence being calculated as a 12-month rolling figure. The average figure with Covid-19 related sickness absence removed reduced from 8.3 in quarter 1 to **7.82** days in quarter 2.

5. Casework arising from the application of the council's various employment procedures has resumed and there have been 3 dismissals under the Attendance Management procedure and 23 ill health retirements in Quarter 2. Work continues with managers to ensure the focus on improving attendance is not diminished whilst attention is concentrated on the response to the pandemic and HR surgeries continue to be offered to managers virtually.
6. We continue to work to fully understand the link between flexible working and attendance to enable us to utilise this information to improve sickness absence overall. The availability to work figure as mentioned above, has stayed relatively constant around the high eighties percent. The unavailable for work figure includes sickness absence but also approved absence for annual leave and all aspects of paid and unpaid special leave. As previously stated, we have tried to adopt a different way of viewing sickness absence levels not only looking at sickness absence in terms of those not in work either long term or regularly absent short term. The understanding of workforce availability will provide new insight into the reasons for absence.
7. The residual joint work with Public Health colleagues is continuing and is intended to enhance our existing package of support for employees. This includes the work on domestic abuse, the winter flu vaccination programme and various health promotion initiatives. The following update on flu vaccinations was posted on the Council's intranet on 16 October:

"Staff flu vaccine update

Thank you to everyone who has requested a flu voucher or booked onto one of the flu clinics. We have already vaccinated 430 staff and have over 400 more appointments scheduled at clinics around the county.

We have had an incredible demand for staff vaccines this year and have issued 500 Boots vouchers and been working hard to secure an additional 500 vouchers through Healthy Performance to cope with extra requests. Everyone on our waiting list should receive a voucher in the next few weeks. Please ensure that you redeem your vouchers as these have been paid for by the Council but bear in mind that local pharmacies are experiencing high demand this year so you may need to be patient. It's still early in the year for flu – we usually encourage people to get their vaccination before December when flu infections usually start to increase".

8. Members have previously expressed a particular interest in the mental health and well-being of the workforce. We have trained a further seven mental health first aiders drawn from nominees made by the three self managed groups. We also promoted World Mental Health Day on Saturday 10 October, again posting information on the Council's intranet:

"Mental health problems can affect anyone, at any time and tomorrow is a great day to show your support for better mental health and looking after your own well-being.

World Mental Health Day 2020 is significant in the current climate. The months of lockdown and loss have had a huge impact on us all and prioritising mental health has never been more important than it is now.

The [Mind website](#) has lots of useful information and resources, including a [calendar](#) which has lots of different things you can do each day for better mental health.

You can also take a look at [Time to Change's video #AskTwice](#).

Our changed way of working has, for many, meant that there is a lack of face-to-face interaction with colleagues, there are still ways we can connect, such as scheduling catch-up calls with colleagues, switching our cameras on during phone-calls or meetings and arranging more social chats over a virtual lunchbreak.

Time to Change also have an information booklet around '[Wellness Action Plans](#)' or WAPs which allow you to reflect and identify what keeps us well and what can impact our well-being during this time.

Mental Health First Aiders

Whilst the Covid-19 pandemic has affected all of us in so many ways, including having to find new ways of working, it's very much 'business as usual' for our mental Health First Aiders (MHFAs) who are always available to offer a first port of call and signposting service to employees who would like to talk to someone about their mental health.

Since the start of this pandemic our MHFAs have been busy, not just lending a listening ear to those who need it, but they have also been undertaking additional training so that they are fully prepared to help anyone with mental health issues which may have arisen during this crisis.

In addition to this, the MHFAs support network will be increasing its numbers over the next few weeks and months to ensure that support is always there for you if you are having mental health difficulties or would just like someone to talk to. They are also recruiting members from our three staff networks; Black Workers Network, Disabled Employees Support Network and the Lesbian, Gay, Bisexual and Trans Staff Network.

If you would like to speak to a Mental Health First Aider they can be contacted by telephone, email or by Instant Message on MS Teams or Skype. Their details are available on the [Mental Health First Aid intranet page](#).

And don't forget the courses available on [My Learning My Career](#)"

9. The employee health and well-being action plan, previously approved by Members, will form the basis of the work stream in the Workforce Resilience and Recovery Group with a view to further refreshing the offer. The workstream will be undertaken by people drawn from across the Council to provide new perspective on the current arrangements. Discussions are continuing with the recognised Trades Unions and the various self-managed groups to ensure our support package meets the needs of all, any gaps in provision can be identified and addressed to ensure the action plan retains its currency and relevance.
10. We used the platform of Learning at Work Week from 5 - 11 October to showcase a range of learning opportunities using a different topic each day. On Friday 9 October

Health and Well-being was the targeted focus of the learning content showcased.

Other Options Considered

11. The Council continues to recognise that its workforce is its most valuable asset and needs to be prepared and protected during the current emergency through the range of activities identified here. We continue to build on the existing guidance, toolkits and risk assessments available to assist managers support their team members. The Council's employee wellbeing offer is kept under constant review and extended throughout the pandemic as new needs are identified and fresh resources become available.

Reasons for Recommendations

12. The Council needs to maximise the attendance and contribution of each employee to ensure it has the capacity to continue providing essential services to its most vulnerable citizens as the pandemic extends through autumn and into the winter months.

Statutory and Policy Implications

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

Data Protection and Information Governance

14. There are no data protection or GDPR issues arising from this report as all the information contained is generic and cannot be attributed to individual employees.

Financial Implications

15. There are no direct financial implications arising from the content of this report. However, there is clearly a cost to the measures put in place to support and protect the workforce during the current situation. Developing a comprehensive package of support has contributed to making employees feel valued and ultimately will have a positive impact on turnover and recruitment.

Human Resources Implications

16. The Council's most valuable asset is its employees and it would have been unable to deliver and continue to provide services to its most vulnerable citizens without their invaluable contribution. The range of activities outlined in this report in terms of support and protection has enabled every individual to make their own contribution and ensured their positive engagement throughout. The work commissioned through the Workforce Resilience and Recovery Group will identify what the future of work will look like and what tools are required to successfully deliver this. The health and well-being of our

employees is essential to assist the workforce move forward in a flexible and supported way, to take on new responsibilities, be enabled to utilise technology and to maximise the organisational and individual benefits of agile working.

Public Sector Equality Duty implications

17. Work has been undertaken to understand the potential additional risk factors presented by Covid-19 to specific groups of employees including Black and Minority Ethnic employees and those with relevant disabilities and long-term health conditions. Targeted actions have been identified to address these specific issues. We continue to engage with the recognised Trade Unions and Council's self-managed groups and support networks to ensure we take full account of the concerns and needs of the entire workforce.

RECOMMENDATIONS

It is recommended that Members:

- 1) Agree to the continuing work to deliver the identified actions in the Employee Health and Well-being Action Plan and to the inclusion of any additions arising from the relevant workstream of the Workforce Resilience and Recovery Group.
- 2) Agree to receive a further report in March 2021 which provides information on 2020/21 quarter 3 absence figures and workforce availability.

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

For any enquiries about this report please contact:

Gill Elder, Head of Human Resources, on gill.elder@nottsc.gov.uk or 0115 9773867

Constitutional Comments (KK 26/10/20)

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

Financial Comments (RWK 26/10/20)

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

HR Comments (JP 02/11/20)

20. Activity outlined in the report supports the provision of essential services and maximises staff attendance.

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

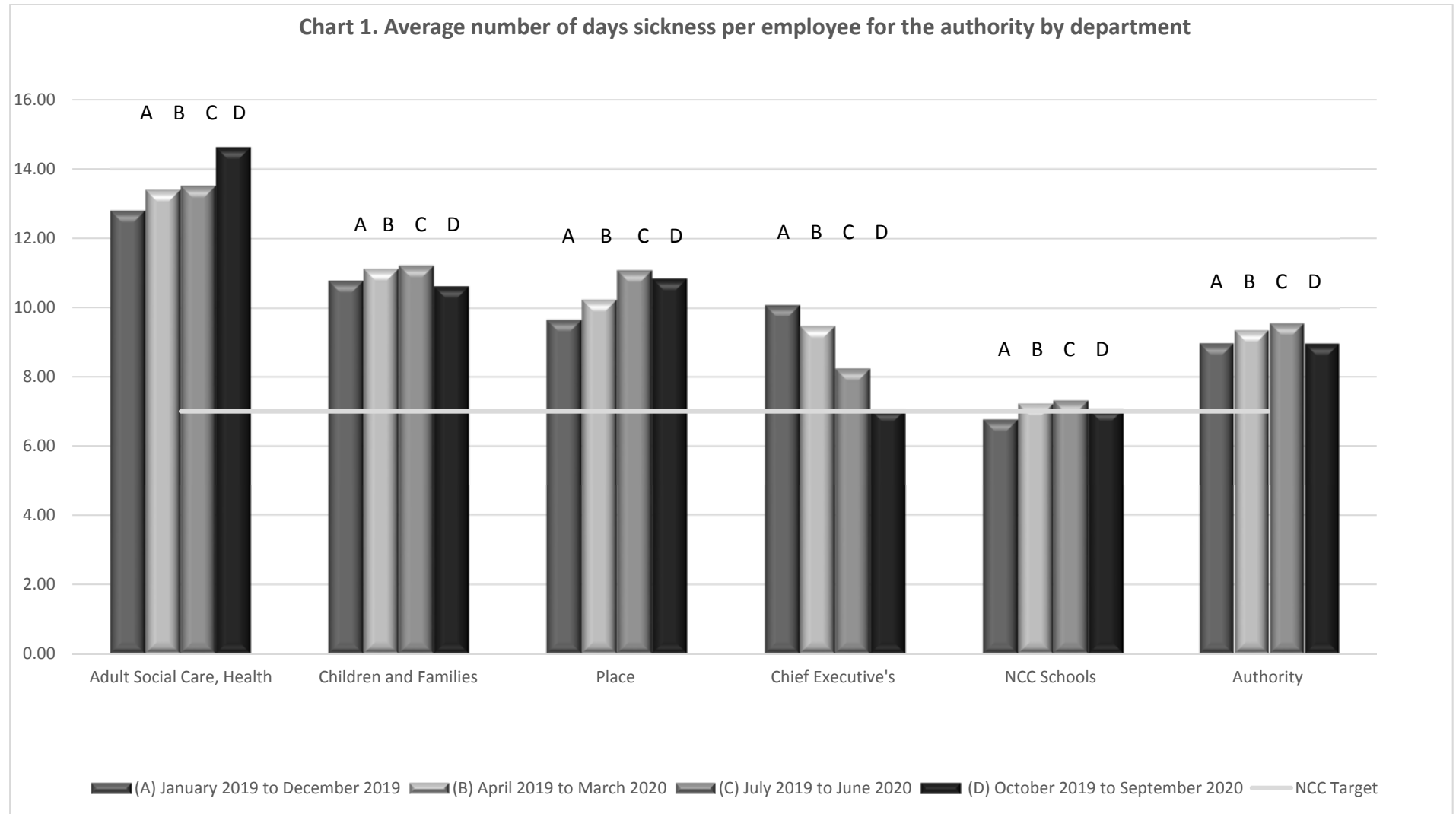


Chart 2 ASCH October 2019 to September 2020

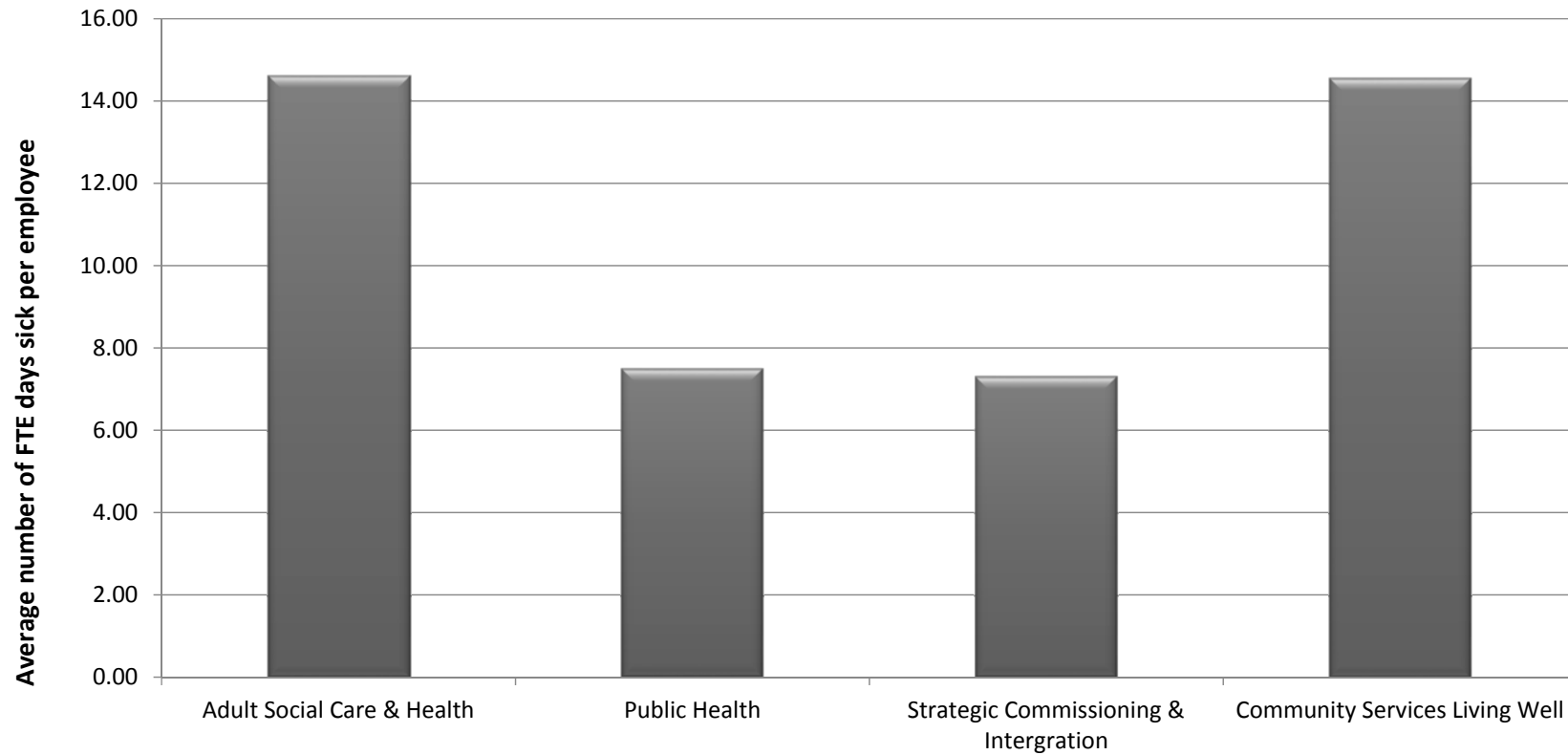


Chart 3 Children and Families October 2019 to September 2020

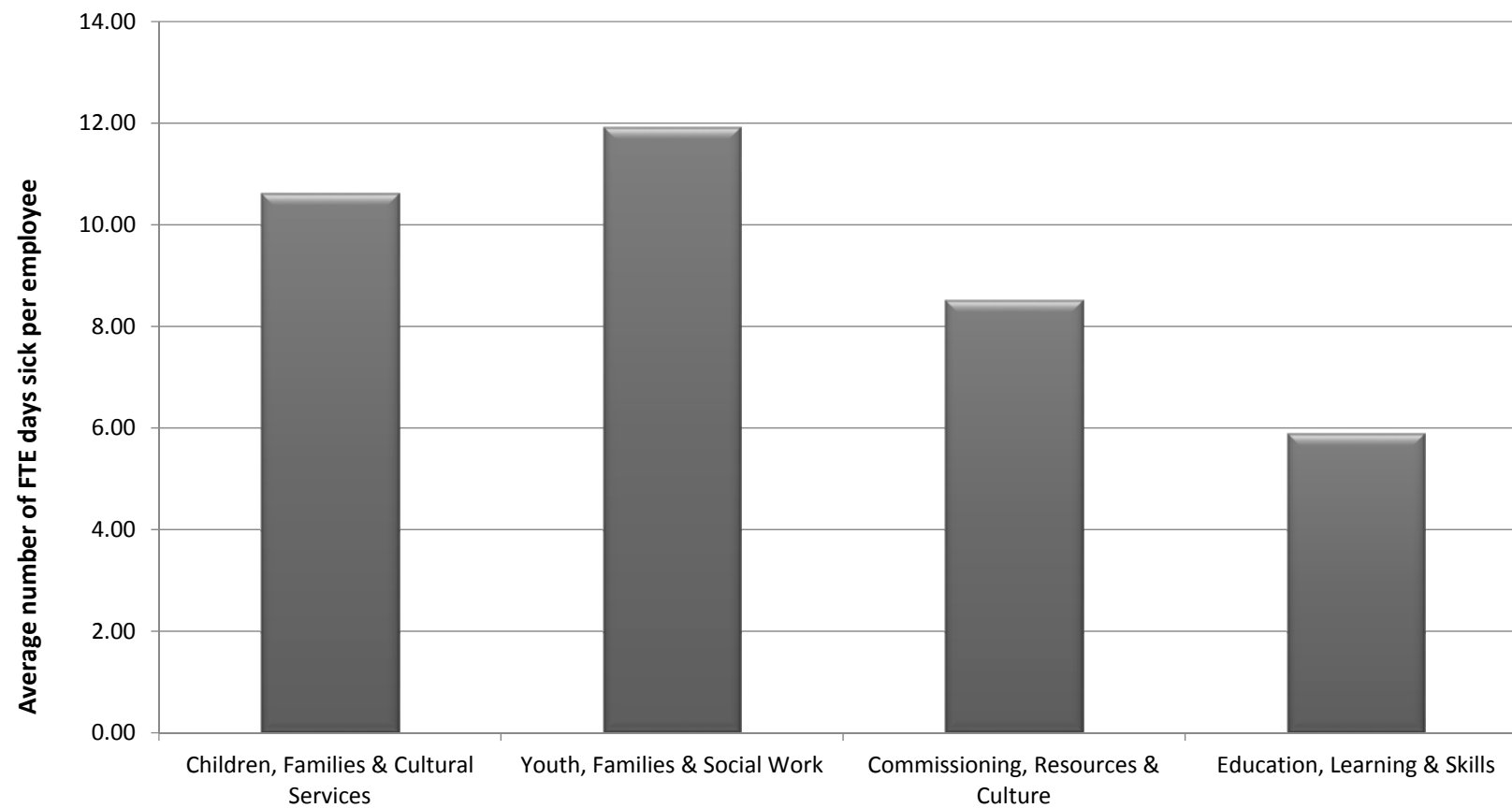


Chart 4 Place October 2019 to September 2020

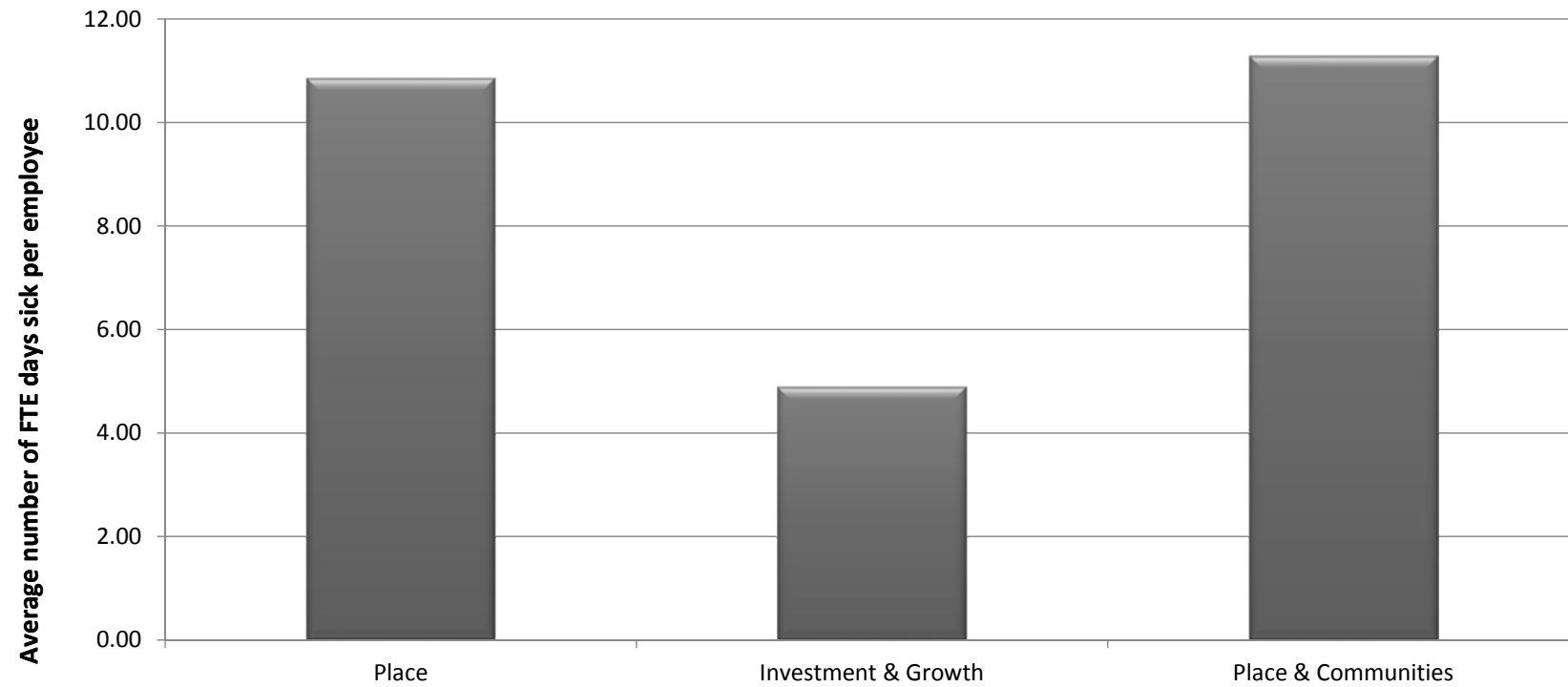


Chart 5 Chief Executive's October 2019 to September 2020

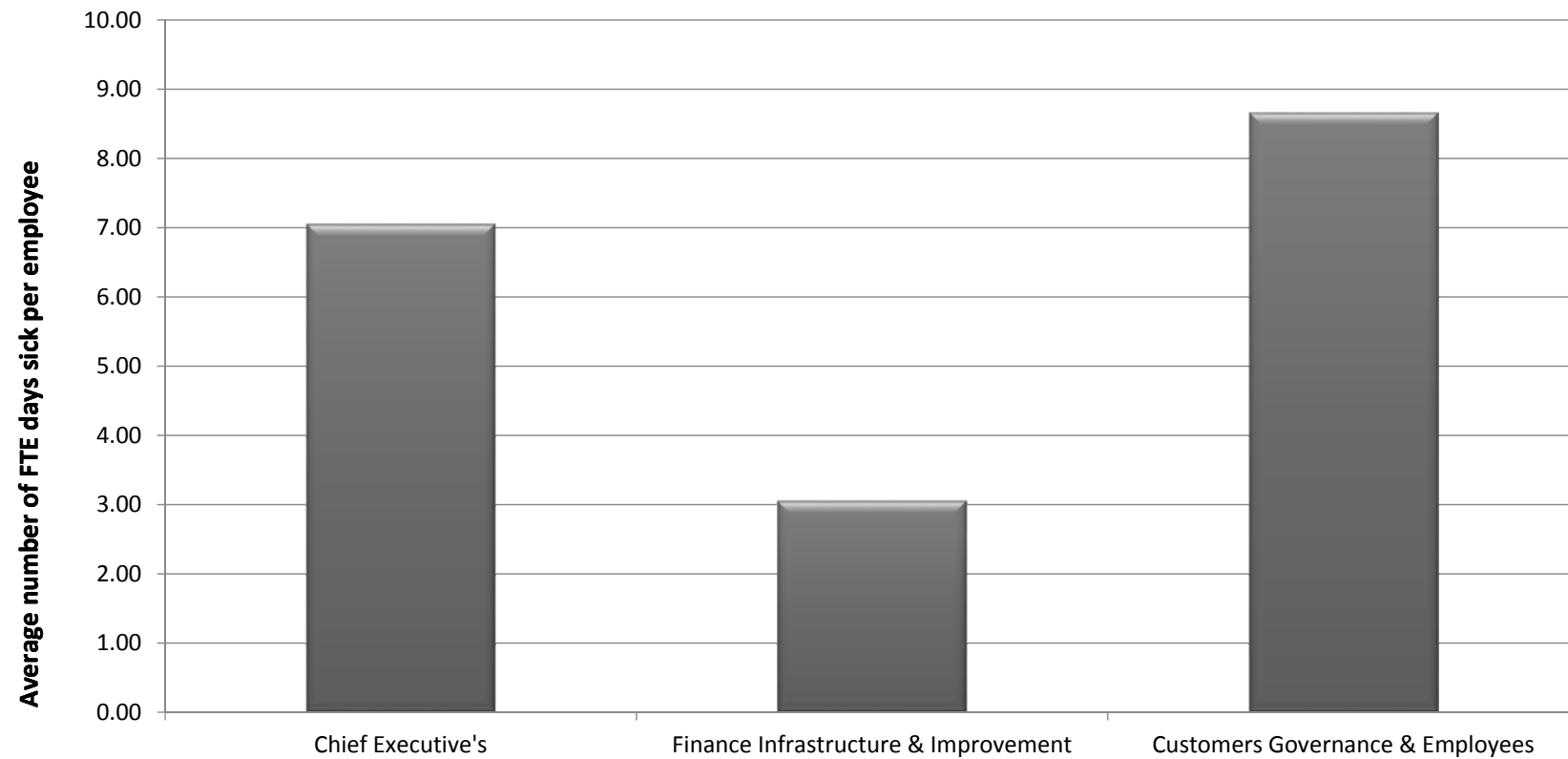


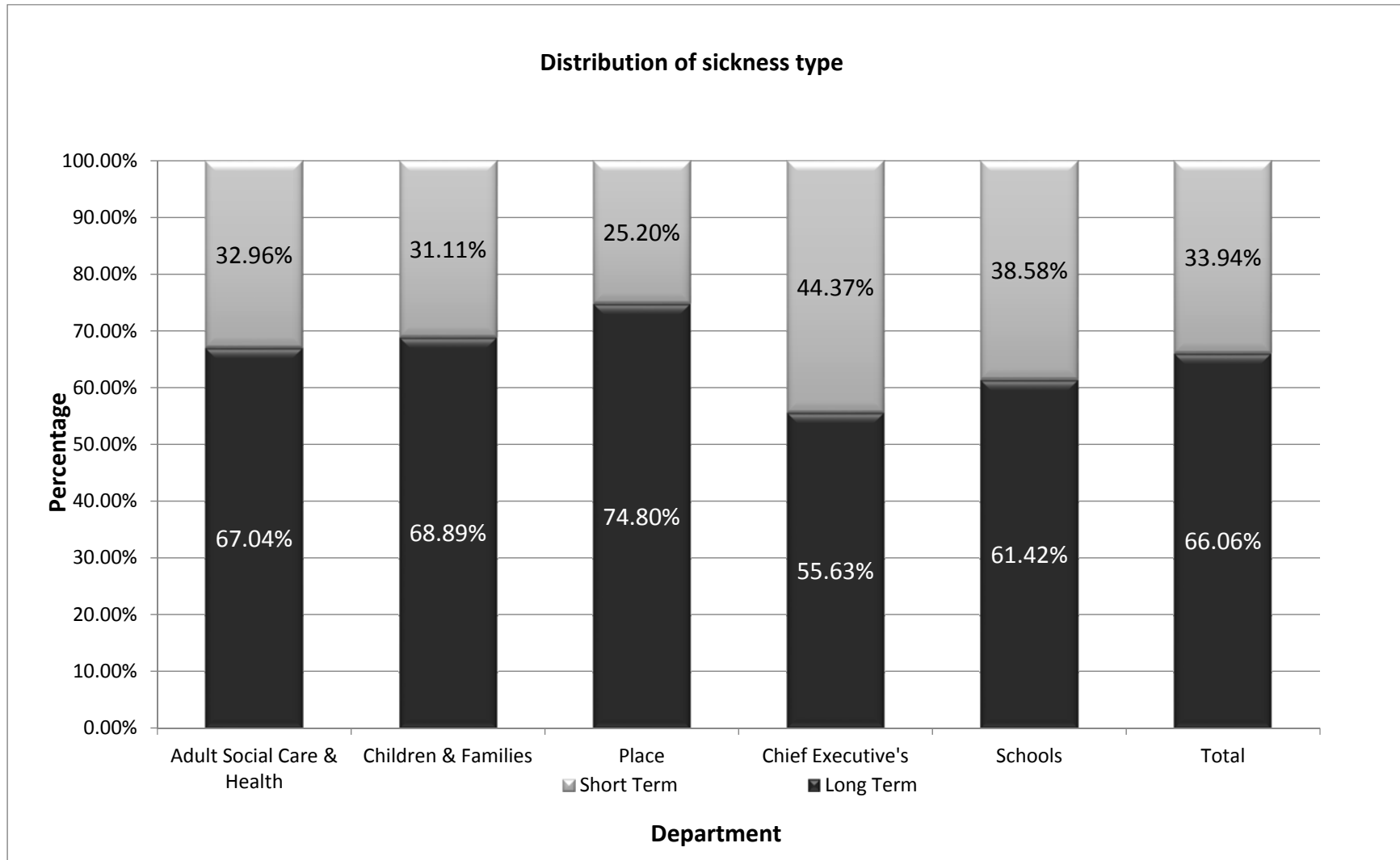
Table 1. Sickness Levels over rolling 12 month basis by Department

	(A) January 2019 to December 2019	(B) April 2019 to March 2020	(C) July 2019 to June 2020	(D) October 2019 to September 2020
Adult Social Care, Health	12.80	13.40	13.51	14.62
Children and Families Place	10.79	11.13	11.23	10.63
Chief Executive's	9.65	10.24	11.09	10.85
NCC Schools	10.09	9.46	8.25	7.06
Authority	6.78	7.22	7.33	7.07
	8.97	9.34	9.55	8.96

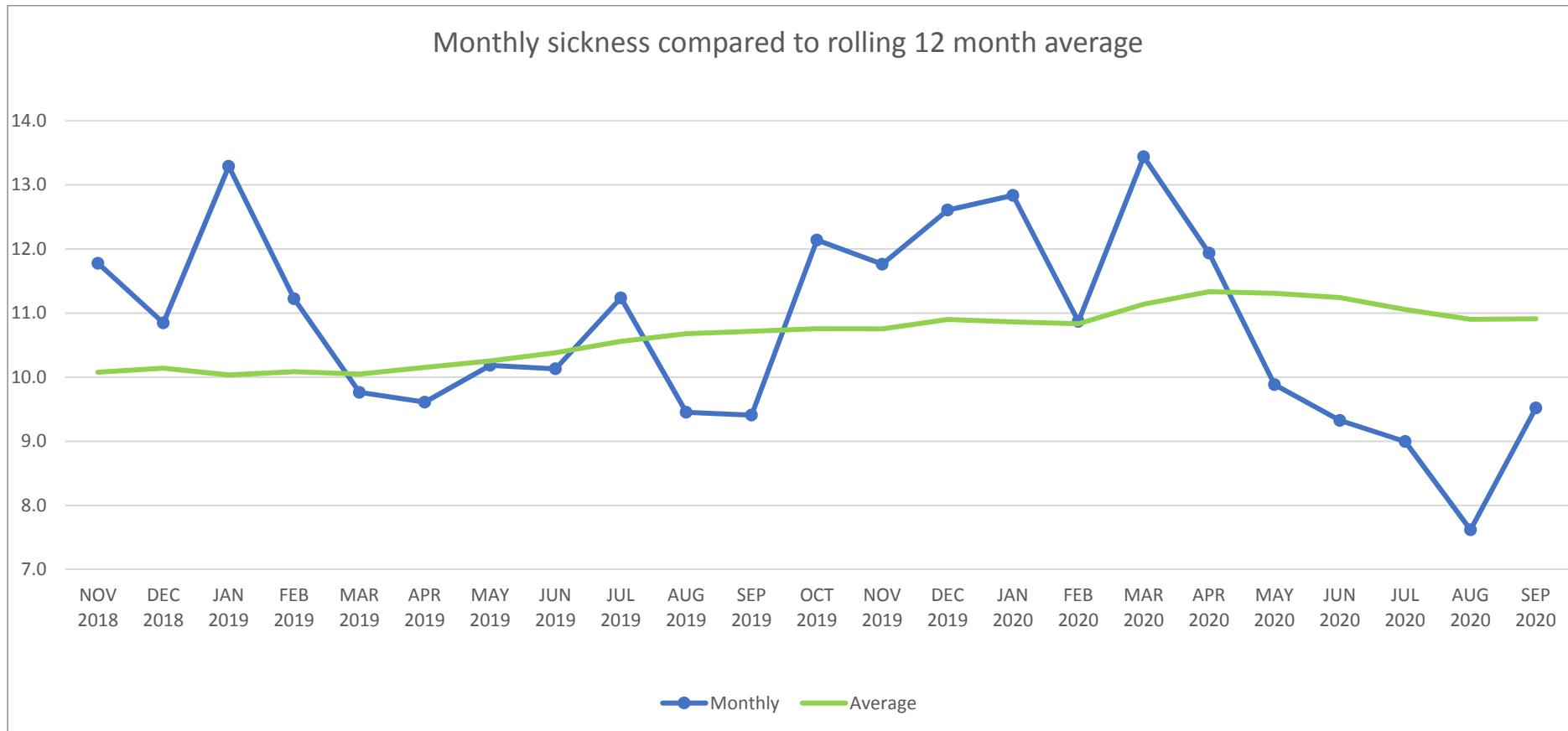
Appendix B

	Back Problem s	Cold/Flu / Sore Throat	Corona virus	Headache / Migraine	Heart/ Circulatio n	Infectio n	Muscular / Skeletal	Op/Post Op Recover y	Other	Pregnanc y Related	Respirator y	Skin Disorde r	Stomach / Digestio n	Stress/ Depressio n	Termina l Illness	Not assigne d
ASCH & Public Protection	3.92%	5.49%	3.77%	2.40%	3.03%	3.78%	10.36%	7.75%	15.88%	0.00%	2.93%	0.00%	5.00%	31.98%	0.00%	3.72%
Children and Families	3.81%	5.90%	10.21%	2.34%	1.97%	2.51%	5.42%	7.98%	11.67%	2.13%	2.89%	0.06%	4.27%	36.39%	0.80%	1.66%
Place	5.56%	4.14%	7.19%	1.72%	4.75%	3.38%	18.69%	11.71%	13.89%	0.06%	3.58%	0.22%	5.02%	17.52%	0.00%	2.57%
Chief Executive's	2.06%	11.04%	1.23%	3.88%	1.77%	3.39%	7.06%	19.59%	10.83%	0.81%	3.75%	0.68%	8.02%	24.81%	0.00%	1.07%
Schools	3.15%	8.07%	24.52%	1.49%	0.53%	3.00%	7.16%	10.14%	10.88%	0.94%	3.46%	0.25%	6.29%	19.90%	0.23%	0.00%
Totals	3.74%	6.72%	12.67%	2.07%	2.13%	3.18%	9.47%	10.28%	12.62%	0.77%	3.29%	0.19%	5.59%	25.41%	0.22%	1.62%

Appendix C: Long and Short Term Sickness



Appendix D



Appendix E

	0 Days	1	2	3	4	5	6	7	8	9	28+
Adult Social Care & Health	633	86	96	81	67	70	36	35	35	24	326
Chief Executive's	630	98	87	65	47	31	21	25	20	15	105
Children & Families	1291	132	120	90	63	53	38	48	29	18	295
Place	1470	138	151	78	65	74	43	37	25	13	273
Total	4024	454	454	314	242	228	138	145	109	70	999

	Percent with no sickness	4 weeks or more
NCC	50.6%	12.6%
Adult Social Care & Health	37.0%	19.1%
Chief Executive's	50.7%	8.5%
Children & Families	53.9%	12.3%
Place	56.4%	10.5%

	Dismissal Capability	Retirement Ill Health
Adult Social Care and Health	0	8
Chief Executive's	1	3
Children and Families	1	4
Place	1	8
	3	23

Appendix F

Workforce Availability Information - Daily Snapshot

Department	Headcount	FTE	Self Isolating	Change	Sickness - CoronaVirus	Change	Other sickness reason	Change	Other leave	Change	Availability %age
Adult Social Care & Health	1670	1420.077703	48	5	11	6	118	4	208	98	76.95%
Children & Families	2185	1670.295657	50	8	2	-1	110	18	231	89	82.01%
Chief Executive's	1236	1094.233353	18	9	0	-1	29	-1	135	47	85.28%
Place	2327	1336.224465	98	3	3	2	100	12	66	27	88.53%
Total	7418	5520.831178	214	25	16	6	357	33	640	261	83.46%
Schools	6628	3902.649265	303	70	54	-16	181	-27	138	0	89.80%
Total	14046	9423.480443	517	95	70	-10	538	6	778	261	86.45%

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE
AND EMPLOYEES****WORKFORCE RESILIENCE AND RECOVERY STRATEGY AND ACTION
PLAN - AUTUMN 2020 TO SEPTEMBER 2021****Purpose of the Report**

1. The purpose of this report is to seek the approval of Personnel Committee to the attached draft Workforce Resilience and Recovery Strategy and associated Action Plan. The strategy aims to ensure the Council continues to develop its strategic approach to having the right people, with the right skills, at the right time, with the right development and support in place, to deliver the Council's published priorities and objectives outlined in the Council Plan and within the context of managing and delivering services in the ongoing Covid-19 pandemic.

Information and Advice**Background**

2. The strategy and action plan sit within the context of cross-cutting transformation, an increasingly challenging financial position and the ongoing Covid situation requiring us to work differently and more efficiently. It recognises that the Council's workforce is its most valuable asset and this position has been reinforced by the contributions of so many during the Covid outbreak. Their safety and that of service users continues to be of primary importance. It also recognises that some people have continued to work with little change since the pandemic outbreak whilst for others the changes have been significant and that this situation is likely to continue for the foreseeable future.
3. The Workforce Resilience and Recovery Strategy provides the platform for the continued delivery of the Council Plan "Your Nottinghamshire, Your Future", the associated Departmental strategies and within the context of the ongoing public health situation. It has been developed through the work of the Workforce Resilience and Recovery Group which draws its membership from across the Council's departments.
4. The strategy seeks to describe what work looks like in the new world context and in the Council – where, how people will be working, what will they be doing and new operating models which will require a "balanced/blended approach" including ongoing consideration of individual and service needs.
5. The strategy is underpinned by a number of core principles and is broadly divided into the following themes:

- Organisational culture
 - Leadership development
 - People development
 - Employee health and well-being
 - Smarter working and the working environment.
6. The activities identified will build on and develop existing work underway corporately and in departments. A distributive leadership approach will be used with focussed task and finish groups to develop and implement specific proposals within the action plan to ensure wider buy-in and avoid duplication of effort. Priority workstreams will include recognition and reward; homeworking package of measures; review of employee health and well-being support, organisational and individual resilience and internal communication and engagement with employees.
7. The strategy and action plan will be developed to reflect the changing circumstances in relation to Covid-19 and wider context within which the Council operates.

Other options considered

8. The option of not reviewing the People Strategy in light of learning from the initial response to the pandemic could be considered but would mean the Council would be poorly placed to respond to the second wave and ultimately as we move into recovery, the “new normal”.

Reasons for Recommendations

9. The existing People Strategy and underpinning information in the Workforce Plan provided a framework for Members and senior officers to make informed decisions in respect of budget setting and future resourcing requirements in a world before Covid-19. It was due to continue to guide our various actions until May 2021. However, the pandemic has created a new set of challenges and opportunities to move quicker towards new ways of working. It is anticipated that the way we are working now will continue indefinitely and become the “new normal” and we need to consider what changes are required to ensure our workforce are adequately prepared, supported, equipped and developed for the immediate future. The strategy is therefore expected to be in place from the date of approval until September 2021, allowing for discussion and planning around the new priorities of the next iteration of the Council Plan.

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 Implications

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

Human Resources Implications

12. The Human Resources implications are implicit in the body of this report and the attached draft strategy and action plan. The future success of the Council relies on our ability to plan effectively our future resourcing requirements and to recruit and retain employees with the necessary skills and experience to deliver in the current emergency and on the future commitments made to the citizens of Nottinghamshire.
13. The strategy will be shared and discussed at the Central Joint Consultative and Negotiating Panel, scheduled for 19 November 2020, with the recognised trades unions. They have been engaged throughout the Covid outbreak with additional meetings taking place weekly, to ensure that every aspect of our response and recovery where there is an impact on the Council's workforce, has been actively considered.
14. A range of activity has already been undertaken to prepare and enable the Council's workforce to respond to the demands of the global pandemic and some of this detail was shared at July's Committee in the Covid 19 Update report. However, the action plan draws together the work already in train and provides a platform for further future developments.

Public Sector Equality Duty Implications

15. In seeking to maintain our position as an Employer of Choice, even in view of the Covid situation, the ability to engage our current and future workforce is essential to our ongoing success. The themes identified in the Workforce Resilience and Recovery Strategy apply to every part of the workforce and therefore there is no group of employees disadvantaged because of this report. Where necessary, equality impact assessments will be prepared for the various action plans which will provide the detail of how the strategy will be delivered.

Financial Implications

16. There are no direct financial implications arising from the Workforce Resilience and Recovery Strategy. Clearly the ability to identify future resourcing requirements and effective workforce planning are key components of an organisation which places value for money and efficiency at the heart of all that we do. The need to support all our employees during the pandemic will ultimately minimise non-covid related sickness absence, improve engagement and deliver efficient and effective performance across our services.

RECOMMENDATIONS

It is recommended that Members:

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

Marjorie Toward

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

For any enquiries about this report please contact:

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

Constitutional Comments (KK 26/10/20)

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

Financial Comments (RWK 26/10/20)

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

Human Resources Comments (GME 22/10/20)

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

Background Papers and Published Documents

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

- The Council Plan - Your Nottinghamshire, Your Future and the 4 departmental strategies.

Electoral Division(s) and Member(s) Affected

- All

Workforce Resilience and Recovery Strategy

September 2020 – September 2021

Background and context

The first phase of the Covid-19 pandemic saw the abrupt enforcement of a national lockdown which included the requirement to remain at home and work from home wherever possible. This necessitated the Council putting in place an emergency response with new operating models to ensure continued delivery of critical frontline and statutory services for vulnerable children and adults. Additional new services, such as the Community Hub were created and operational in a matter of days. Key workers providing critical services, often working in the community and residents' homes, were exempt from the requirement to work from home. Council buildings were closed and all other employees were asked to remain working at or from home.

The Council's workforce responded positively to the challenges presented by the COVID-19 pandemic. Many have been flexible in altering their duties, working hours and where they work from to ensure the Council can continue to deliver critical services to its most vulnerable residents.

Some of the Council's frontline workforce continued to provide services as they had before the lockdown; albeit with new models of service delivery and stricter requirements such as social distancing, infection control and use of Personal Protective Equipment etc. Following the completion of a corporate skills audit, some staff were temporarily redeployed to new and different frontline roles to ensure there were sufficient staff to support the delivery of critical services.

The majority of back office, support and enabling staff were able to continue the roles they were undertaking before the crisis, adapted to be undertaken from home using new tools and ways of working. This was made possible by the progress the Council had made and the arrangements already in place before the pandemic as a result of the Smarter Working Programme; roll out of Microsoft Teams functionality early on in the response and expansion of the range of flexible working arrangements already in place.

In the early summer the situation began to improve and government restrictions were eased. Government Guidance on reopening and safe working in offices was reflected in the Council's Property and Premises Recovery Plan and Council's Building Reoccupation Strategy, supported by the Workforce Considerations for Building Reoccupation Strategy. This set out workplace readiness principles, priorities for reoccupation, how to prepare the workforce and checklist for managers for return to work and continuing work in a new context in the shorter term. Council buildings were made covid-secure and a small number of people began to return to Council buildings and offices in a phased and managed way from early September.

The focus began to shift to recovery and how the Council could learn and build from the experiences and approaches during the response to the emergency. It became apparent that it may not be possible or desirable for things to go back to how they were before the crisis and the phrase "new normal" became common. Many of the

Council's old ways of working were no longer in place or suitable and the world of work had changed. Employees and their managers wanted to build from a new baseline and new position using the experiences gleaned from the different ways of working during the pandemic to develop and build the "new normal". This included the things we did well such as being more agile as an organisation; working quickly and more flexibly; empowering, enabling and engaging our workforce to be more innovative and creative to get the job done in difficult circumstances.

The Government's COVID-19 Recovery Strategy "Our Plan to Rebuild" described a phased recovery and set out the aim of returning life to as close as normal as possible, for as many people as possible, as fast and fairly as possible in a way that avoids a new epidemic, minimises lives lost and maximises health, economic and social outcomes. A Council-wide Recovery Strategy was developed in line with the Government's approach, including the Council's workforce.

Unfortunately, during September and October the pandemic worsened as the Country entered the predicted second wave with the likelihood of some control measures being in place for some time. The initial Government response centred on local outbreak control plans and measures, but another national lockdown was implemented in November.

The Council will need to adapt its response over the winter and plan for the future recovery which has led to the development of the Workforce Resilience and Recovery Strategy. This will need to be an iterative approach reflecting changing circumstances. In addition to the changes brought about due to the pandemic, the Council will need to reflect the increasingly challenging financial position.

What we are trying to achieve

The strategy sets out to define the "new normal" for the Council's workforce now and in the short to medium term. In the immediate short term this relates to the response to the next phase of the pandemic. An important aspect of the strategy and supporting action plan is to establish and describe a new baseline and context to support our employees' wellbeing and resilience and organisational resilience as we respond to the second phase and recovery from the pandemic. This will be critical to our continued success.

The strategy will help to shape what work will look like within the Council in a new world context – where and how people will be working, what they will be doing (new operating models, digitisation, automation), how they will collaborate and work together and organisational culture, values and behaviours.

The strategy also sets out our aspirations for the future of our workforce and provides the building blocks/foundations for future workforce planning, development and transformation. As such it will provide a route map from where we are now to where we want to be in future and assist in developing and iterating our future vision which will be set out in the new Council Plan and underpinning Workforce Strategy in 2021. This will build on work and activities underway before the pandemic and develop them for the future. For example, strength-based approaches in children's and adults' services; leadership development; coaching; flexible working and continuing to be a good employer and employer of choice.

We also want to identify the positives and learning and new approaches we want to retain from how people worked and responded during the pandemic and build this into our future workforce model. We want to harness the positivity, engagement and collaboration, sustain momentum and the innovation, creativity and willingness to change which our employees demonstrated. We will also need to identify what we want to stop or do differently in the future to ensure we continue to progress, improve and transform the Council.

Underpinning Principles

- We will continue to invest in our workforce to build our organisational resilience during and beyond Covid-19.
- Workforce plans will reflect the physical and psychological environment and working relationships and ensure the physical and mental health and well-being of our employees is considered at every stage of planning.
- The intention is to create and foster an inclusive flexible working environment where the differing needs of colleagues are recognised and respected alongside service needs.
- Managers will be empowered to make decisions about how their teams operate within the existing parameters of Council policies and procedures.
- Employees will be engaged in developing and implementing activities and approaches to ensure their needs are met.
- Learning and experiences throughout the Covid emergency will be used to shape the future workforce and ways of working.
- Any plans put in place must be sufficiently flexible to reflect ongoing impacts of Covid-19 including the need to implement a Local Outbreak Management Plan or national control measures.
- We will continue to engage regularly with the recognised trades unions for consultation purposes, to understand their members' issues and to work together to address these wherever possible.
- The input of our self-managed support networks and groups and the Corporate Equality Group will continue to inform and shape our approach.

Key Themes

The activities to deliver the strategy have been grouped into themes which are set out below and reflected in the supporting Action Plan. (Appendix 1)

Organisational culture

This theme deals with the behavioural and social elements of working for the Council and the individual and collective norms which form the organisational culture. This includes capturing and locking in the learning, engagement and positive behaviours from the Council's response to Covid-19 and using these as a springboard for the future. It will also build on work undertaken within departments on values and beliefs to develop a shared corporate vision of who we are as an organisation and how we do things in Nottinghamshire.

A cultural inquiry tool will help define the culture the Council and its employees want to and have begun to develop. This work can then be used to identify the steps the Council needs to take and key milestones to being a progressive, forward thinking organisation, delivering improved outcomes for local people and a great place to work.

Within this theme there is also activity to review the employment relationship and restate and reaffirm the psychological contract and the commitments therein. This includes ensuring that employees are provided with tools, opportunities and support to empower and enable them to deliver in a positive, supportive culture, based on trust.

This theme will draw upon information from corporate and departmental employee wellbeing surveys; feedback provided through the Extended Leadership Team; discussions as part of the Webinar programme with the Corporate Leadership Team; Exit interviews; EPDR's and more informal and anecdotal feedback from employees, staff support networks and trades union representatives.

Leadership development

As the Council moves into the next phase of response, and ultimately recovery, the Council needs to develop strong, confident and engaging leadership capacity with a clearly articulated vision of success and positive role modelling.

The leadership development theme will build on the level of confidence amongst leaders and managers to do things differently, in new ways and operate in a new context to remove barriers to change, foster innovation and creativity which has been demonstrated during the crisis. This will build on the momentum and positive experiences of Covid-19 and learning from the less positive aspects.

The response to the pandemic has seen a changing profile and importance of the role of manager with the need for enhanced skills to lead and manage differently including having difficult conversations, challenging presenteeism cultures and more effective performance management and data/evidence-based approaches to enhance productivity. Work will therefore be undertaken to redefine, clarify the role, accountability, responsibilities and expectations of managers and leaders across the organisation. New tools and toolkits will be developed within a framework of policies and procedures, building on what is already available, to encourage ownership and ensure managers are supported to undertake their roles.

There will be a focus on empowering leaders, managers and employees by removing perceived and real barriers, including the fear of failure and need to ask for permission, which can impede effective leadership, change and transformation.

The leadership theme will also build and develop activity already in place such as coaching and developing strength-based leadership approaches across the Council. The existing leadership development programme will be reviewed and developed to support leading in new ways in a new context. This will include providing and promoting opportunities for career development and career pathways, generally and for specific groups. For example, black staff into leadership roles and women into senior management.

People development

The People Development theme seeks to ensure that employees have the support, skills and tools to enable them to undertake their roles, encourage and empower employees to shape the way they work. It also identifies activities to involve front line employees more in re-evaluating the way in which we do things and identifying and implementing opportunities for change, service improvement and transformation. This will include continuous improvement cycles, data-driven decision making and empowerment which encourage innovation, creativity, learning and service-led change.

This section of the action plan includes reviewing corporate and departmental or role specific competencies to ensure consistency and development of transferrable skills to encourage collaboration and working across the Council. It also includes skills development programmes for specific areas and specific/technical skills in addition to enhancing more generic skills which the Council will need for the future e.g. digital skills. This will be delivered within the context of improving awareness and better use of the existing learning and development offer, enhanced where necessary to provide additional resources and support for employees, to encourage greater responsibility for learning and personal development.

This theme also includes a review of our approach to role and job design and career pathways across the whole Council to enhance opportunities for career development and ensure greater consistency to enable us to grow, develop and retain our own staff and encourage collaborative working as the Council moves away from hierarchical, silo based career paths to portfolio careers maximising the development and use of transferrable skills.

This theme also considers the way in which employees are recognised, rewarded and valued for the work that they do at an individual and team level to develop a workforce which is empowered and engaged in improving outcomes for local people.

Employee health and wellbeing

During the first phase of the pandemic it was important to capture the mood of how individual employees were feeling. An employee well-being survey was therefore undertaken in late May to “check-in” and gather feedback direct from employees.

Approximately 40% of the Council’s workforce responded to the survey. 95% of employees who completed the survey responded positively to questions in relation to the Council’s overall response to Covid-19; how the Council’s response related to their role and how well informed they felt by their line manager. Satisfaction levels in relation to communication with and support from managers and colleagues were around 90%. There was an 80% satisfaction level with wellbeing information and support and having the tools to do their job. Overall 75% were satisfied with their health, safety and wellbeing whilst working during the pandemic. Employees described feeling “protected”, “supported” and “well cared for”. Other comments included “the Council is a wonderful place to work”, “thank you NCC for being family” and “I am proud to work for NCC”.

Employees were most concerned at that time about the wider economy, the economic wellbeing of friends and families and the financial/economic future for the Council. Although they felt more positive about the future for their individual roles

and their service area/department. In response to this area of particular concern, the council secured the offer of free financial advice sessions which were made available to every employee.

The valuable intelligence gathered as a result of this exercise has been used to shape this strategy. Further surveys, alongside other tools such as the webinars and question and answer sessions set out in the action plan, will be used to gather additional information from a wide cross section of the Council's workforce as the second phase of response and recovery progress.

Throughout the first wave of the pandemic increased peer support and collaboration was evident with people finding new and different ways to work together and help each other. As the pandemic has continued and worsened again people have had to draw on their reserves of resilience. The need to develop and sustain organisational and individual resilience over the medium to longer term is becoming increasingly important and is a key theme in this strategy.

Over time the psychological impacts of bereavement and trauma and sustained periods of change and uncertainty and resultant anxieties have become increasingly apparent; particularly amongst those undertaking frontline roles for long periods. Considering the psychological impacts on our employees and the people they support, building strength and resilience across the workforce to ensure our workforce is sustainable for the future is critical. The need to support employees to deal with increasingly difficult and changing situations, at home and work, over longer periods and the resultant fatigue is key to the wellbeing theme of the strategy.

This theme builds on existing provision and approaches, reviews and adapts them to reflect the increasingly difficult and complex circumstances that the Council and its workforce find themselves in. This starts with promotion and making better use of our existing packages and support mechanisms for employees including Workplace Health Champions, Mental Health First Aiders, the Council's Buddy Scheme, Counselling Service, Coaching, line management, staff support networks and self-managed groups. These will then be added to and supplemented as necessary. This work needs to reflect known health inequalities across the Council's workforce and the differing needs of particular staff groups. Sharing best practice with local partners, exemplar national employers and existing staff support networks and trades union colleagues will facilitate this work.

Smarter working and the working environment

The workplaces of the future for the Council will be environments designed to help drive the organisation forward with a shared sense of purpose and a culture of collaboration which reinforces the Council's vision as a forward-thinking organisation. They will need to reflect an increasingly agile and flexible workforce, make smarter use of hybrid workspaces which merge the physical and virtual office with a reduced office estate spread countywide. Workspaces will reflect the need to ensure meaningful encounters and collaboration between employees and with their managers, knowledge sharing and reflect purposeful and different ways of working when people come into shared spaces. Working environments will be designed to support a culture that promotes wellbeing and productivity, including positive cultures of change management with staff being given flexibility and trust in how to organise their work.

This theme also reflects the need for the Council to review its approach and develop a fit for purpose support package for increased home working reflecting the different aspects of technology, equipment and wellbeing. Managers will need to be skilled in supporting and leading their teams remotely and employees will need ongoing support and training as we increase use of digital technology.

Digital innovation, efficiency, automation and workforce enablement are key aspects of this theme with enhanced utilisation of software platforms to support information sharing, increased productivity and collaboration to ensure that staff support each other in a meaningful way which delivers improved outcomes and meets objectives wherever people are working from, whatever they are working on and whichever part of organisation they work in.

The strategy and supporting action plan reflect the need for flexibility, agility and pace and the need to learn from and incorporate the positives from the “test bed” we created during the first phase of our response to the pandemic. Working patterns and arrangements for the future will need to build on the work already underway with Timewise to become a truly flexible employer in all aspects.

Implementation of the strategy

This strategy has been developed by the cross-council Workforce Resilience and Recovery Working Group building on corporate and departmental feedback and activity and utilising results and feedback from the wellbeing survey. It reflects learning and experience during the first phase of response to the pandemic and builds on activity underway in departments and corporately prior to the pandemic. It is proposed to use a series of task and finish groups led by members of the working group, supported by corporate enabling services, to take forward the initial scoping and implementation of the strategy and action plan. It is also planned to engage the Council's Extended Leadership Team in taking forward these activities to encourage broader ownership of the solutions.

The Workforce Resilience and Recovery Group will also play a role in the workforce aspects of the next phases of transformation and act as a sounding board in relation to workforce issues such as organisational redesign to avoid duplication of effort and help ensure alignment with various ongoing areas of work. For example, the Smarter Working and Investing in Nottinghamshire programmes and activity in relation to premises reoccupation.

A key aspect of the implementation of the strategy and the development of the future culture of the organisation is communication and engagement with employees from across the Council, including front line workers. The action plan therefore includes a review of how the Council communicates with employees. This work is already underway with an initial mapping of existing channels and approaches within departments to identify possible learning which can be applied across the whole Council to improve consistency of messaging as a quick win. This programme of work will ultimately lead to a new Employee Communication and Engagement Strategy to support ongoing engagement, involvement and empowerment of employees and their managers by working through line managers and their teams

and encouraging more bottom up communication and collaboration and cross council working.

An initial area of activity will involve communication about the strategy itself including telling managers and employees what we are doing, why and what we hope to achieve, timescales for the work and seeking their views and input.

Throughout the coronavirus outbreak weekly discussions have taken place with the recognised trades unions. This has provided a helpful forum to raise both strategic and operational issues. The normal employment relations mechanisms were suspended at the outset of lockdown but have now been reinstated. It is proposed to continue with the corporate discussions alongside more department focussed forums where the more detailed discussions about specific services can take place.

Discussions have also taken place with the employee self-managed groups to ensure proper consideration is given to the potential impacts of the situation on colleagues with certain protected characteristics. This includes black, asian and minority ethnic employees and employees with a disability or underlying health condition. Working with these support networks has resulted in very positive and constructive engagement which it is intended to continue through the next phases of the pandemic. To date this has included considering the results of the Public Health England research in relation to “Disparities in the risk and outcomes of Covid-19” for different groups which has been used to develop the risk assessment process and underpin the development of the strategy and action plan.

Nottinghamshire County Council Workforce Resilience and Recovery Action Plan (September 2020 to September 2021)

Context:

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

Purpose of this plan:

- To establish and describe a new baseline and context to support our workforce resilience and recovery, including return to work, working in different ways in different settings and continuing to work if people have not been away.
- Define the “**New normal**” for now and the short to medium term.
- Describe what work looks like in the new world context and the Council – where, how people will be working, what will they be doing (new operating models, digitisation, automation) - “balanced/blended approach” including individual/service needs.
- Set out our aspirations for the future workforce – to provide building blocks/foundations for future workforce planning, development and transformation. Get ready and begin/enable transition from previous to new norms.
- **Plan/route map** from where we are now to where want to be in future – develop and iterate our future vision as set out in the new Council Plan and underpinning Workforce Resilience and Recovery Strategy.
- **Build on** work and activities underway **before** pandemic e.g. strength-based approaches, leadership development, coaching, flexible working (Timewise+), good employer/employer of choice.
- **Capture** what do we want to retain in terms of **good learning and positives** from how people worked and responded during the first phase of the emergency and build from here – during response and recovery phases to harness positivity, engagement, retain momentum and move forward with pace whilst guarding against the opportunity to slip back into previous ways of working.

Principles underpinning workforce resilience and recovery:

- We will continue to invest in our workforce to build our organisational resilience during and beyond Covid-19.
- Workforce plans will need to cover the physical and psychological environment and working relationships and ensure the physical and mental health and well-being of our employees are considered at every stage of planning.
- The intention is to create and foster an inclusive flexible working environment where the differing needs of colleagues are recognised and respected alongside service needs.
- Managers will be empowered and enabled to make decisions about how their teams operate within the parameters of NCC policies and procedures.
- Employees will be engaged in developing and implementing new activities and approaches to ensure their needs are met.
- Learning and experiences throughout the Covid emergency will be used to shape the future workforce and ways of working.
- Any plans put in place must be sufficiently flexible to reflect ongoing impacts of Covid-19 including the need to implement a Local Outbreak Management Plan or national control measures.
- We will continue to engage regularly with the recognised trade unions for consultation purposes, to understand their members' issues and to work together to address these wherever possible.
- The input of our self-managed support networks and groups and the Corporate Equality Group will continue to inform and shape our approach.

Implementation:

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

Lead Manager: Gill Elder, Head of Human Resources

Delivery Lead Officers: Workforce Recovery Group members from all departments

Delivered by: All Managers; HRWOD

Key stakeholders: Elected Members, Corporate Leadership Team and departmental Senior Leadership Teams, Recognised Trade Unions: self-managed groups;

Organisational culture – develop and maintain a culture of continuous improvement to ensure Nottinghamshire County Council maintains a working environment and workforce which is resilient, capable, agile and responsive to current and emerging challenges.

Topic	Areas for action	Specific actions	Timescale	Lead
Determine what culture we want to create/have begun to create and maintain in future	<ul style="list-style-type: none"> Take the opportunity to return to work by designing the future of work, employing the lessons, practices and goodwill we have built during our crisis response. Review and reconsider our values, shared beliefs, identity and prioritise what is most important – develop a shared vision which defines “who we are as an organisation” and “how we do things in Nottinghamshire”. Create a continuous improvement cycle through data driven decision making and empowerment which encourages innovation, creativity, learning and change. (X ref transformation programme) 	<ul style="list-style-type: none"> Review departmental cultural change programmes to identify areas of commonality for roll out across the Council. 	October 2020	Workforce Group
		<ul style="list-style-type: none"> Review departmental work on values and beliefs to align and develop a shared vision which defines corporately “who we are as an organisation” and “how we do things in Nottinghamshire”. 	October 2020	Workforce Group
		<ul style="list-style-type: none"> Analyse findings of departmental specific survey(s) undertaken alongside the Corporate Survey in June 2020 to identify things which staff value the most to embed in our culture moving forward. Use this analysis to identify key actions. 	Autumn 2020	Workforce Group
		<ul style="list-style-type: none"> Develop a series of Webinars and Q&A sessions led by CEO & CLT for leaders, managers and employees to contribute and engage in as a means of promoting open and honest conversations about values, the organisation and how it works. 	October 2020	HR, TUs Staff Support Groups Departmental Managers
		<ul style="list-style-type: none"> Undertake a further cultural enquiry (using surveys, webinars, Q&A sessions as well as exit data) to understand the current temperature across the Council’s workforce and encourage shared commitment and accountability. 	Spring 2021? (?link to new council plan)	HR/OD Workforce Group

		<ul style="list-style-type: none"> Finalise the work that is currently underway to develop a core performance data set. 	Autumn 2020	
Review and reaffirm the psychological contract	<ul style="list-style-type: none"> Provide employees with the tools, opportunities and support to empower and enable them to deliver in a positive, supportive culture based on trust. Promote trust in employees through the revised smarter working vision and expanded flexible working provision with less emphasis on traditional job descriptions and when/ where work is undertaken and greater focus on achieving targets and goals. Review and develop quality working relationships and the ways of working we wish to promote. Role modelling by senior leaders. Encourage the development of effective support networks. Reward and recognition mechanisms and their application. 	<ul style="list-style-type: none"> Quality assurance of EPDR checks to be carried out at corporate and departmental levels to ensure that employees are getting regular support through supervisions and EPDRs and solution focussed and structured conversations. Identify themes emerging from coaching through coaching network and departmental feedback to develop action plan. Review current coaching and mentoring practices used in departments to enhance Coaching and Mentoring offer available corporately. Review how different departments reward and recognise individual and team contribution and roll out best practice across the council. Review corporate approach to employee recognition and promote widely to attract and retain the employees we need. 	Autumn 2020 Autumn 2020 Autumn 2020 Autumn 2020 Winter 2020-Spring 2021	HR Departmental Managers HR Departmental Leads HR Departmental Leads HR Workforce Group Workforce Group

Leadership Development – develop and maintain a confident, strong, engaging and emergent leadership with a clearly articulated vision of success and positive role modelling which supports and enables change.

Topic	Areas for action	Specific actions	Timescale	Lead
Map current position	<ul style="list-style-type: none"> Identify current leadership and management skills and approaches, levels of confidence and engagement and readiness for change amongst managers. Identify opportunities and the means to capture, share and learn from experiences from Covid-19 response across the Council. 	<ul style="list-style-type: none"> Targeted questionnaire/survey/focus groups of managers and leadership teams to: <ul style="list-style-type: none"> Assess and understand current leadership skills & approaches; capture management learnings from Covid 19 response. Use the findings of the questionnaire/survey to develop and refine Leadership and Development programme for future and identify further development opportunities. 	<p>Autumn 2020</p> <p>Spring 2021</p>	<p>HR/OD</p> <p>HR/OD</p>
Clarify Leadership and Management roles and expectations	<ul style="list-style-type: none"> Redefine, clarify the role, accountability, responsibilities and expectations of managers and leaders at each tier, generically (what do we mean by manager and leader at NCC?). Overlay service specific responsibilities. (X ref OD principles work). Redefine leadership competencies – now and for the future. 	<ul style="list-style-type: none"> Review new programme “Owning and Driving Performance” commissioned by ASCH department to establish how this approach can be rolled out across the council to encourage high performance culture. Review of competency framework to incorporate strength-based practice and approaches. 	<p>Autumn 2020</p> <p>Autumn 2020 Spring 2021</p>	<p>HR Workforce Group</p> <p>HR/OD, Workforce group ELT</p>
Support for managers	<ul style="list-style-type: none"> Strengthen support arrangements and encourage take up amongst managers e.g. supervision, EPDR, coaching, mentoring, peer support, action learning sets, buddy arrangements etc. Review key policies and procedures to support different leadership and 	<ul style="list-style-type: none"> Increase cross-Council working to widen and enhance peer support and networking by identifying and promoting existing and new opportunities. Attend Departmental SLTs & ELTs to develop work programme to prioritise review of key policies and procedures to improve, streamline and strengthen our processes. 	<p>Autumn 2020</p> <p>Autumn 2020</p>	<p>Workforce Group</p> <p>HR</p>

	<p>management – more enabling and empowering of leaders and managers.</p> <ul style="list-style-type: none"> Review and develop toolkits for managers, building on what is already available, to encourage ownership and develop confidence. 	Commission work to review and develop toolkits for managers by managers.	Spring 2021	Workforce Group
Leadership and management skills development	<ul style="list-style-type: none"> Review, to reflect post-Covid world, and roll out new leadership development programme to support leading in a new context, leading differently. Provide and promote opportunities for career development and career pathways – generally and for specific groups (e.g. black staff into leadership roles, women into senior management) 	<ul style="list-style-type: none"> Provide a new learning module on “Managing with Confidence” to enable all managers to have enabling conversations with their employees in the new normal. Provide targeted modules for employees from specific groups as part of the wider Leadership Development Programme to enable them to develop the confidence and skills to progress their careers including applying for alternative / promotional roles. Develop specific tools and support in relation to managing and leading remotely. 	<p>Autumn 2020</p> <p>Autumn 2020</p> <p>Autumn 2020</p>	<p>HR/OD</p> <p>HR/OD</p> <p>HR/OD SWT</p>
Encourage dialogue and healthy conversations	<ul style="list-style-type: none"> Culture and approach of honesty, transparency and ability to ask difficult questions and have positive dialogue with a focus on individuals and interventions. Help and encourage managers to take time to better understand their teams and address issues on an individual basis to reflect particular circumstances. Encourage employees to share information so they can be supported effectively. 	<ul style="list-style-type: none"> Provide targeted training, coaching and mentoring to develop managerial confidence and skills to undertake difficult discussions. Develop and introduce Manager’s Mental Health First Aiders Training. Training for managers to ensure that supervisions have a behavioural and solution focus (Emotional intelligence, softer coaching skills etc). Refresh, build on and relaunch next phase of “manager as a coach” and training. Refresh and relaunch managers resilience training. 	<p>Autumn 2020 to Spring 2021</p> <p>Spring 2021</p> <p>Spring 2021</p> <p>Autumn 2020</p> <p>Autumn 2020</p>	<p>HR/OD</p> <p>HR/OD</p> <p>HR/OD</p> <p>HR/OD</p> <p>HR/OD</p>

People development – ensure that people have the skills, support and tools to deliver with opportunities for development and to shape the way we work and that people are rewarded, recognised and valued for the work they do.

Topic	Areas for action	Specific actions	Timescale	Lead
Job roles and design and career progression	<ul style="list-style-type: none"> Review corporate and departmental/role specific competencies to ensure consistency, transferrable skills, encourage working across the Council. Flexibility, agility, pace – learn from and incorporate positives from the test bed we have created to redefine work, working patterns, arrangements etc. Review our approach to role and job design and career pathways across the whole Council to enable career development, consistency, enable us to grow, develop and retain our own staff and encourage collaborative working. (portfolio type careers). 	<ul style="list-style-type: none"> Review of competency framework to incorporate strength-based practice and approaches. Use the work undertaken with Time Wise to help embed flexible working in its widest sense in designing job roles. Provide additional support and training to managers on job design and developing career pathways. Map potential career progression routes and pathways through the organisation as part of new operating model and organisational design principles 	Autumn 2020 - Spring 2021	HR Workforce Group
			Autumn 2020	HR/OD
			Spring 2021	HR
			Spring 2021	HR Workforce Group
Skills development	<ul style="list-style-type: none"> Promote the idea of a learning organisation where recent experience provides a springboard for change and where people can develop their career portfolio and access opportunities for career progression. Identify and focus on the strengths of the workforce, share knowledge and build on existing talent. Build on and raise profile of learning portal and responsibilities for learning and personal development. 	<ul style="list-style-type: none"> Collate and analyse information on current learning opportunities available both at Corporate and Departmental levels to inform future learning offer. Promote Coaching through our inhouse Coaching network to enable all employees to reach their full potential. Combine all available information in one place on different Corporate and Departmental learning/training opportunities to develop an easy to follow “One Learning Catalogue” for all employees and promote this across the Council. 	Autumn 2020	HR Workforce Group
			Autumn 2020	HR/OD
			Spring 2021	HR/OD

	<ul style="list-style-type: none"> Skills development programmes—specific areas, specific/technical skills, raising of levels of generic skills e.g. digital. Recruitment, onboarding and induction of new staff – interface with ongoing learning and development, culture etc. Evaluate the engagement and impact of the participants in the specialist programme run by Health locally. 	<ul style="list-style-type: none"> Identify additional development and training needs and creative solutions to embed learning eg development of Peer Support networks. Value, promote and set expectations re continuous personal and professional development. Improve base line digital skills and enhance more specialist technological skills in particular service areas as required. 	<p>Spring 2021</p> <p>Spring 2021</p> <p>Spring 2021</p>	<p>HR/OD Workforce Group</p> <p>HR/OD Workforce Group</p> <p>HR/OD</p>
Employee support and engagement	<ul style="list-style-type: none"> Expand the existing package of employee support, reward and recognition which demonstrates how we value people and develops the idea of employer as social safety net with an expanded role in employees’ financial, physical and mental well-being. Promote and make better use of our existing packages and support mechanisms for employees and build on these e.g. Workplace Health Champions, Mental Health First Aiders, Buddy Scheme, Care First, Coaching, line management, staff support networks, self-managed groups. 	<ul style="list-style-type: none"> Use Workforce Group to develop a revised package of employee support, reward and recognition and “test” with employees. Redesign and relaunch an accessible NCC “landing page” to promote the Council as an employer of choice and provide information on benefits of working for the council at one place to assist attraction and retention. Develop and implement revised Communication and Engagement Strategy to involve front line employees in re-evaluating how/the way in which we do things, change, service improvement and transformation. Develop smarter working toolkit resources as part of package to support employees and managers. Consider financial payment for front line workers. 	<p>Spring 2021</p> <p>Spring 2021</p> <p>Autumn/ Winter 2020</p> <p>Autumn 2020</p> <p>October 2020</p>	<p>HR Workforce Group</p> <p>HR/OD Digital, Workforce Group</p> <p>Workforce Group Comms Team SWT</p> <p>CLT</p>

Employee Health and Well-being – develop and maintain a healthy, motivated, emotionally resilient and well-supported workforce working together with shared values to achieve shared ambitions.				
Topic	Areas for action	Specific actions	Timescale	Lead
Covid specific issues	<ul style="list-style-type: none"> Understand the differing impacts on people continuing to work through the pandemic to develop a risk managed approach which recognises and responds to the physical, mental and emotional toll placed on some colleagues. Identify the specific risks to employees with additional vulnerabilities, e.g. age, long term health condition or ethnic background, encourage the joint completion of risk assessment and shared responsibility for identifying and addressing any risks presented. Support the development of greater resilience across our workforce through health promotion but also coaching. 	<ul style="list-style-type: none"> Provide additional guidance to managers and employees regarding relevant risk assessments to complete depending on work circumstances. Update employee health and well-being action plan with refreshed provision for employee health initiatives generally and more specific Covid for both mental and physical health and wellbeing. Provide additional support to managers to ensure they are confident to engage and jointly complete the risk assessment for people with additional vulnerabilities and to consider actions required to protect BME employees during the Covid pandemic. 	Autumn 2020	HR
			Autumn 2020	HR Workforce Group
			Autumn 2020	HR Staff Support Groups Workforce Group
Physical and mental health and emotional resilience	<ul style="list-style-type: none"> Utilise the expertise within Public Health to enhance existing provision, promoting health initiatives across the workforce and better understand the impact of such campaigns. Identify mechanisms to measure the health and wellbeing of our existing workforce and explore what role our 	<ul style="list-style-type: none"> Encourage greater involvement of workplace health champions to develop and promote health initiatives across the workforce and enhance infrastructure to support champions. Increase number and promote use of Mental Health First Aiders. 	Autumn 2020	HR/OD Workforce Group HR/OD
			Autumn 2020 Autumn 2020	HR/OD HR/OD

	<p>package plays in recruitment and retention.</p> <ul style="list-style-type: none"> Analysis of Council's workforce compared with the wider economically active population. 	<ul style="list-style-type: none"> Review and relaunch resilience training and tools and use feedback to develop next iteration. Carry out a survey/collect feedback to measure effectiveness of existing health and wellbeing support available across the council and identify opportunities for improvement. Consider specific needs of front line workers' physical and mental health and emotional resilience 	<p>Winter 2020 -Spring 2021</p> <p>October 2020</p>	<p>HR/OD</p> <p>Workforce Group</p>
Health inequalities and specific needs/focus	<ul style="list-style-type: none"> Put in place the necessary support packages to address known health inequalities across the workforce. Identify and share best practice with local partners and exemplar national employers. Enhance current support for employees facing domestic abuse potentially exacerbated by extended homeworking. 	<ul style="list-style-type: none"> Engage with different parts of the workforce and staff support groups to understand health issues specific to those groups, develop and put in place the necessary support packages to address known health inequalities. Use Q&A and webinars to identify additional needs and potential solutions. Work with Public Health colleagues to review data, identify underlying issues and potential support mechanisms. 	<p>Autumn 2020 Spring 2021</p> <p>Autumn 2020</p> <p>Winter2020-Spring 2021</p>	<p>HR Staff Support Groups Workforce Group</p> <p>HR/OD</p> <p>HR/OD</p>

Smarter working and the working environment – develop and maintain workplaces and working environments which are responsive and ensure delivery of organisational objectives, drive change and encourage innovation and creativity with a shared sense of purpose and a culture of collaboration.

Topic	Areas for action	Specific actions	Timescale	Lead
Where work is delivered from in future	<ul style="list-style-type: none"> Hybrid workspaces blending physical and virtual office space. 	<ul style="list-style-type: none"> Monitor the partial reoccupation of Council buildings to evaluate the success and to draw any learning from the work undertaken to date. Review position in light of Covid-19 situation. Support managers to determine where the contractual work base will be for new employees and by mutual agreement for existing employees based on service imperative and cost effectiveness. Reach position in relation to Homeworking support including management of risk, equipment and possible payment of allowance. 	Ongoing	Smarter Working Team
			Ongoing	Property and Premises Gp
			Autumn/ Winter 2020	HR SWT
			October 2020	CLT
How we work	<ul style="list-style-type: none"> Consider how work needs to be delivered and facilitate methods for collaboration both digitally and face to face. 	<ul style="list-style-type: none"> Collate information gathered on current and future need for office equipment and technology to facilitate remote, agile working. Apply learning from the recent employee wellbeing survey to understand what people value from the current situation and what they do not like to develop a blended, hybrid model for flexible working. Use outputs from Timewise workshop on 8th July 2020 to develop a further range of 	Ongoing	SWT
			Spring 2021	SWT
			Autumn 2020	HR/OD

		actions to embed a new model of flexible working into the organisation.		
Enhanced role for technology	<ul style="list-style-type: none"> Ensuring availability of tools and technology with enhanced training and support Increased digitisation and automation of basic tasks to free up capacity. Roll out of new software platforms 	<ul style="list-style-type: none"> Develop a series of case studies to promote how technology has supported and enabled a change in working practices. Review internal processes across the council to enable automation of tasks and improve efficiency. 	Autumn 2020 Ongoing	SWT Corporate Prog
September 2020	Author: Gill Elder, Head of HR and Avneet Nahal, Executive Officer			

This plan should be considered in the context of a number of existing action plans and programmes including:

- Existing People Strategy 2019 to 2021 – source information on core attributes
- Employee Health and Well-being
- Health and Safety
- Investing in Nottinghamshire (Smarter Working Phase 2)
- Digital Strategy and Improving Customer Experience through Digital Development Programme
- Leadership Development Programme – existing, aspirant, qualification/on job/apprenticeships including consideration of Kickstart
- Apprenticeship Strategy
- Corporate and departmental Equalities action plans
- Disability Confident self-assessment and action plan
- Gender Pay Gap action plan
- Support for Black Workers Action Plan (subject to approval)
- Workforce Profile Data
- Existing service and departmental workforce/resourcing plans

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

1. To consider the Committee's work programme for 2020/21.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme has been drafted in consultation with the Chairman and Vice-Chairman and includes items which can be anticipated at the present time. (meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period). Other items will be added to the programme as they are identified,
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

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

RECOMMENDATION/S

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

Marjorie Toward
Service Director – Customers, Governance and Employees

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

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers

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

- None

Electoral Division(s) and Member(s) Affected

- All

Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
20 January 2021			
Nottinghamshire - County Council Corporate Equalities Action Plan	Update on Action Plan	Marje Toward	Gill Elder
Gender Pay Gap – Update	Statutory publication of annual information	Marje Toward	Gill Elder
Support for Black Workers and Race at Work Charter Updates	Update on progress	Marje Toward	Gill Elder
Update on Flexible Working including Timewise Accreditation	Update on progress	Marje Toward	Gill Elder
10 March 2021			
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 3 - 2020/21)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder
Disability Confident Leader Accreditation – Update	Update on progress	Marje Toward	Gill Elder
21 April 2021			
Health and Safety Update	Update on health and safety activity and issues	Marje Toward	John Nilan
30 June 2021			
Workforce Profile Information 2021	Annual update report	Marje Toward	Gill Elder
Sickness Absence Performance Trends and ongoing Action for Improvement (Quarter 4 - 2020/21)	Quarterly update, review of target and approval of annual action plan	Marje Toward	Gill Elder

