

Personnel Committee

Wednesday, 07 March 2018 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

- | | | |
|---|--|---------|
| 1 | Minutes of the last meeting held on 31 January 2018 | 3 - 6 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Proposed Changes to the Council's Graduate Development Programme | 7 - 14 |
| 5 | Disability Confident Scheme | 15 - 20 |
| 6 | Gender Pay Gap Reporting | 21 - 30 |
| 7 | Sickness Absence Performance Trends and Action for Improvement | 31 - 38 |
| 8 | Staffing Resources for Guaranteed Minimum Pension Project | 39 - 42 |
| 9 | Work Programme | 43 - 46 |

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 31st January 2018 (commencing at 10.30am)

Membership

Persons absent are marked with an 'A'

COUNCILLORS

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

Richard Butler
Jim Creamer
Maureen Dobson
Boyd Elliott
Errol Henry

John Handley
Sheila Place
Helen-Ann Smith
Jonathan Wheeler

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director - Customers and HR
Gill Elder	Group Manager - HR
Helen Richardson	Senior Business Partner - HR
Julie Foster	Group Manager – Business Support

ALSO IN ATTENDANCE

Brian Fitzpatrick	Trade Union
Karen Eddy	Trade Union

1. MINUTES OF THE LAST MEETING

The minutes of the meeting held on 29th November 2017, having been circulated to all Members, were taken as read and confirmed and signed by the Chairman.

2. APOLOGIES FOR ABSENCE

Councillor Richard Butler replaced Councillor John Ogle for this meeting only, and Councillor Jim Creamer replaced Councillor Yvonne Woodhead for this meeting only.

3. DECLARATIONS OF INTEREST

Councillor Neil Clarke MBE declared a private non-pecuniary interest in agenda item 8 – Negotiation Skills for Councillors – East Midlands Councils Worksop as potential attendee at the event.

4. REVIEW OF NOTTINGHAMSHIRE COUNTY COUNCIL'S PARTICIPATION IN LEONARD CHESHIRE CHANGE 100 INTERNSHIP PROGRAMME

RESOLVED 2018/01

To agree that the Council will continue to participate in the Change 100 Programme, with an initial target of 4 interns for 2018/19.

5. THE BUSINESS SUPPORT REVIEW PROGRAMME

RESOLVED 2018/02

To approve the revised Business Support Structure as set out in appendix A of the report.

6. REVISED INTEGRATED HUMAN RESOURCES, WORKFORCE PLANNING AND ORGANISATIONAL DESIGN STRUCTURE

RESOLVED 2018/03

To approve the revised HR, Workforce and Organisational Development team structure as set out in the revised appendix with effect from 1st April 2018.

7. BUSINESS MANAGEMENT SYSTEM – CHANGE OF SUPPORT PARTNER

RESOLVED 2018/04

To approve £314,000 of savings with effect from 1 April 2018 through the appointment of Rimini Street an alternative third line support partner for BMS and review the Council's second line support partner and arrangements.

CHAIRING

Having declared a non-pecuniary personal interest in the following item, the Chairman took no part in the consideration of or voting on this item. The Vice-Chairman chaired the meeting for this item only.

8. NEGOTIATION SKILLS FOR COUNCILLORS – EAST MIDLANDS COUNCILS WORKSHOP – 7 FEBRUARY 2018

RESOLVED 2018/05

To approve the Chairman' of Personnel Committee's attendance at the East Midlands Councils' Negotiation Skills Workshop on 7 February 2018 at Pera Business Park, Melton Mowbray.

9. WORK PROGRAMME

RESOLVED 2018/06

Members agreed to add the following items to the work programme:

- Workforce strategy. (April or May 2018)
- Terms and Conditions changes. (May 2018, if all work has been completed)

ACKNOWLEDGEMENT TO STAFF

The Committee wished to thank Claire Gollin- Group Manger HR (leaving the Authority) and Brian Fitzpatrick – Trade Union representative (retiring) for their support and wished them both well for the future.

The meeting closed at 11.08am.

CHAIRMAN

**REPORT OF SERVICE DIRECTOR - CUSTOMERS AND HUMAN
RESOURCES****PROPOSED CHANGES TO THE COUNCIL'S GRADUATE DEVELOPMENT
PROGRAMME****Purpose of the Report**

1. To seek approval for a new approach to graduate traineeships to better meet organisational and departmental needs and to attract and retain young people in the workforce more effectively.

Information**Background**

2. Since 2009 the County Council has been part of the National Graduate Development Programme (NGDP), a national scheme administered by the Local Government Association (LGA) to attract graduates into local government and to develop in them broad leadership and management capabilities. During that time the Council has recruited and employed 24 graduates as National Management Trainees (NMTs) on two year fixed-term contracts of which there are currently four NMTs.
3. The recruitment of graduates into the workforce is a critical part of the Council's talent management approach and sits alongside the in house Leadership Development Programme which enables aspirant employees to seek further development to enable them to develop their career with the Council.
4. Currently trainees have a number of placements across different teams and departments and also have access to national and regional learning events with NMTs from other local authorities as part of the ILM level 7 Certificate in Leadership and Management.
5. Recent years have seen significant changes in local government and within the County Council which has impacted on the skills and competences required of the workforce. Priorities have also changed – most recently articulated in the new Council Plan and Departmental Strategies. It is therefore appropriate to review the current approach to graduate traineeships to ensure it meets the Council's needs moving forward.

Issues identified by the review

6. Feedback from managers and trainees suggest that the scheme is generally viewed in a positive way. For example, managers highlight how trainees have made positive contributions to the delivery of services while trainees have been particularly positive about the integration

of the scheme with other workforce development activities. However, the review has also highlighted a number of issues.

7. As it is a national programme administered by the LGA the Council is restricted in how flexible it can be with the scheme. For example, recruitment and selection criteria and activities, timescales, the number of trainees allocated per authority and terms of the graduates' engagement (which is limited to two years) are set by the LGA.
8. The Council has limited control over the type and quality of candidates. Trainees are recruited to the national scheme through a recruitment process administered by the LGA after which the Council is provided with a list of applicants who have indicated Nottinghamshire as a preferred authority to work for. The County Council then interviews from this list. The Council is limited by the LGA in the number of candidates it can appoint. This approach has an impact on the Council's ability to attract and recruit the number and calibre of talented graduates that it requires and restricts the Council's opportunity to target candidates suitable to areas of key skills shortages. The Council may also be missing out on some candidates it would otherwise have selected.
9. The current scheme is an externally focussed programme and as such talented internal graduates have to apply to the national scheme with the potential for rejection by the LGA even when the Council might deem them to be suitable candidates and wish to invest in them as existing employees and progress their careers within the Council.
10. The learning element of the scheme has been commissioned by the LGA as a national programme which currently is not linked to any apprenticeship standard meaning the Council is not able to draw down funding from the apprenticeship levy digital account when normally this sort of programme would qualify. Changes to the programme structure are instigated by the LGA with little input from local authorities. The programme provides generic leadership development and does not allow the opportunity to target the learning element on key skills areas. There is therefore limited opportunity for the Council to be able to flex the scheme to meet the changing demands of the organisation, its workforce or the trainees themselves.
11. Retention has also been highlighted as an issue. The current scheme confers no guarantee of a job at the end of the traineeship and because of the nature of the learning component and requirement for a range of placements, graduates on completing the scheme, do not have sufficient depth of experience or the specific qualifications required to apply for a number of roles and are mainly able to apply for roles such as those in the Programmes and Projects team. These tend, by their nature, to be time limited. Once appointed graduates have an expectation of being able to and are keen to progress their careers and appropriate opportunities have not always been available. Of the 19 trainees who have left the scheme all but one secured a position within the County Council. However, of these only six are still working for the Council (with a further person working for Via) and only one trainee has worked for the County Council for longer than five years.

Proposed New Approach

12. Having reviewed the current scheme it is therefore proposed that the Council should take a new approach in terms of a graduate development scheme linked to developing a talent pipeline as part of the wider workforce strategy to ensure better alignment with organisational

requirements and form part of a more joined up approach to talent management and career progression.

13. This approach could also support the delivery of objectives in the new Council Plan: 'Your Nottinghamshire, Your Future' with reference to Commitment 4 ("Nottinghamshire has a thriving jobs market") and Commitment 12 ("Nottinghamshire has a skilled workforce for a global economy") and help achieve the success measures articulated as part of those commitments especially "more graduates choose to stay in Nottinghamshire for work or further study".
14. It is proposed that the Council adopts a new scheme from September 2018 which builds on those elements of the current scheme that have worked well but which is tailored to meet the specific Council's requirements and is run by the County Council itself as a standalone scheme separate to the NGDP but integrated with the Council's other workforce development initiatives.
15. Critically this will result in a scheme with much more flexibility and agility to meet the changing demands of the organisation and its workforce over time. It will also enable the Council to have more control over the graduates it wants to attract, recruit and retain and areas in which they work.
16. The new approach will:
 - Allow a more localised focus on attracting, recruiting and retaining graduates both internally from the Council's existing employee cohort and externally from local universities as well as from local communities to enable preferential employment opportunities to be made available to Nottinghamshire residents and students
 - Enable closer working relationships with appropriate Higher Education Institutes (HEI's)
 - Comprise a development programme linked to a relevant apprenticeship standard that will enable funds to be drawn down from the apprenticeship digital account to fund the learning element of the scheme
 - Link with the in house Leadership Development Programme to support the Council's Talent Management Strategy
 - Focus on developing the skills, behaviours and competencies required from the Council's future workforce with a focus on placements in areas where post-scheme job opportunities will be available and where there are skills shortages
 - Have the flexibility and agility to change in line with revised organisational circumstances and workforce priorities and requirements
 - Integrate with other internal workforce initiatives as part of a holistic approach to workforce development, talent management and leadership development.
17. It is estimated that the resource requirements and level of support required to deliver a bespoke scheme with greater flexibility and improved outcomes for the Council is broadly the same as that to participate in the NGDP.

Proposed structure of scheme

18. The scheme will be open to graduates from any discipline – an approach which has been endorsed by the employer engagement team at the University of Nottingham as sensible in

attracting talented graduates who may not yet have identified a particular career path. The programme will also reflect the 'career portfolio' approach taken by many graduates as they develop a broad range of skills and experiences that enable them to access a wide variety of career opportunities. But where candidates identify a preferred area of specialism that matches the Council's priorities for key skills this could also be accommodated or graduates from particular skills areas targeted.

19. Applicants will go through a selection process with recruitment based on merit above the meeting of minimum threshold criteria. Applicants will undertake a rigorous selection process including an initial application, Assessment Centre and interview. The Council will be able to set the criteria for successful recruitment and the number of trainees it wishes to appoint at any particular point in time to meet its needs. The number does not need to be the same each year provided additional funding is available for those above the current levels if additional graduates are required in particular areas of the Council to meet key priorities.
20. The new scheme will also allow the Council to appoint trainees to positions in skills shortage areas where roles are likely to be available or to give priority consideration for appropriate jobs towards the end of the programme. In order to enable appropriate draw down of funding from the apprenticeship levy digital account, trainees will be expected to complete the full two years of the learning elements of the programme. This will ensure that appropriate placements are identified that enable trainees to both develop relevant skills and competences and also to have relevant experiences in areas with identified skills shortages. Career coaching and development conversations as part of the programme will also ensure that trainees are supported to identify their preferred career path and can then be given priority consideration for appropriate jobs at the end of their traineeships. This will ensure a closer alignment of programme activities to the changing workforce requirements of the organisation and help retain the knowledge, skills and experience which the Council has invested in developing.
21. The enhanced flexibility of the scheme will ensure that trainees are offered placements that access a wider range of opportunities and are cognisant of the following factors:
 - The future workforce requirements of the organisation
 - Corporate and departmental prioritisation of the work involved in the placement
 - The requirements of the relevant apprenticeship standard
 - Development and retention of key skills
 - CLT and departmental leadership teams will continue to be involved in determining priorities.
22. Discussions will continue with local universities with a view to the possible targeting of the scheme to local residents and graduates who have attended local universities. Discussions are also underway to identify where local universities and providers can support the delivery of the learning element of the programme. For example, Nottingham Trent University can provide an ILM level 5 management programme which is accredited against the relevant Apprenticeship Standard and would qualify to draw down levy funds and could directly replace the generic leadership programme delivered by NGDP. There are likely to be other relevant programmes from these and other local providers against other standards to meet more specific requirements.

23. There will be a review of the new scheme during its first year both to identify what has worked well and where improvements need to be made and also to ensure that it continues to meet organisational and workforce requirements.

Other Options Considered

24. Other options were considered when looking at improving the scheme including continuing to work with the LGA and be part of the NGDP but using one of three different approaches:

- Share NMTs with one or two other local authorities. This option was deemed to reduce even further the flexibility and control inherent in the current approach.
- Identify local candidates to put forward to the national scheme. While this option offers the opportunity to identify local graduates to potentially work for the County Council, those graduates still need to be assessed and accepted on the national scheme by the LGA with the risk that identified local graduates would be rejected, including those with protected characteristics.
- Access a 'grow your own' option whereby graduates already working for the organisation are selected to be put forward on to the national scheme. The disadvantages identified above would still apply to this option. The proposed approach also accommodates internal graduates.

25. Cease running or participating in a graduate scheme but clearly this would significantly restrict the Council's opportunities for recruiting, developing and retaining the key skills it needs now and for the future.

26. Developing a new scheme as described but run it over a longer time period (e.g. four years) using different apprenticeship standards. The proposals within the report allow the degree of flexibility to incorporate this into the proposed new scheme where it meets the Council's current and future workforce requirements.

27. Having considered issues such as the need for greater flexibility and control to meet the changing needs of the organisation, and a focus on attracting and retaining local graduates, the proposal set out in this paper is recommended as the preferred option.

Reasons for Recommendation

28. To seek Members approval to establish a new in house graduate development scheme as described above and to cease participation in the NGDP scheme. This new approach will be kept under review and a further report brought back to Personnel Committee in 12 months' time before the 2019 intake so that any adjustments required to the method of operation can be approved.

Statutory and Policy Implications

29. 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

30. The requirements of the General Data Protection Regulations will be taken account of as part of the induction of new starters on the graduate scheme.

Financial Implications

31. It is anticipated that costs associated with the new scheme will be broadly comparable to that of the current scheme. Additional costs associated with the scheme promotion and the recruitment and selection process (including the assessment centre) will be incurred by the Council. However these will be offset by draw down of funding from the apprenticeship levy digital account to support the learning programme and can count towards the levy target. While trainees on the current scheme tend to leave the scheme during the latter stages of their second year to secure employment, those on the new scheme will be expected to complete the full two years in order to enable funding to be drawn down from the digital account and the Council will have the discretion to make arrangements to ensure their requirements are met.

Human Resource Implications

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

Public Sector Equality Duty Implications

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

RECOMMENDATION

It is recommended that Members:

- 1) Approve the establishment of a new graduate development scheme as set out in the report.
- 2) Receive a further report in 12 months' time reviewing the first year of operation of the new scheme.

Marjorie Toward
Service Director - Customers and Human Resources
Resources Department

For any enquiries about this report please contact:

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

Constitutional Comments (KK 12/02/18)

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

Financial Comments (SES 13/02/18)

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

Human Resources Comments (CG/15/02/18)

36. The Human Resources implications are set out within the body of the report

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

REPORT OF SERVICE DIRECTOR - CUSTOMERS AND HUMAN RESOURCES

DISABILITY CONFIDENT SCHEME

Purpose of the report

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

Information

Background:

2. Nottinghamshire County Council recognises that its most valuable assets are its people and actively seeks to realise the benefits of being an inclusive employer as part of its wider duty to promote positive life choices and opportunities to all of the citizens of the County. As an integral part of this the Council acknowledges and celebrates the positive contribution that people with physical and/or mental disabilities make to its overall talent pool, welcomes them into its workforce and aims to be an exemplar employer by modelling good practice and promoting these benefits to other local employers.
3. The Council's existing and ongoing approach centered on an existing commitment to being an employer which meets and exceeds the minimum requirements of the Equality Act 2010, including in respect of attracting, developing and retaining people with disabilities. The Council's current approach includes:
 - Designing recruitment materials to be accessible to all and pro-actively attract and actively encourage job applications from people with disabilities
 - Providing targeted development opportunities including Traineeships, Apprenticeships, and coaching for disabled employees to enable them to realise their full potential
 - Ensuring that its recruitment policy and practice is underpinned by the principles of fairness and equality of opportunity and that recruiting managers are appropriately trained, advised and supported to put these principles into practice
 - Guaranteeing that any applicant with the protected characteristic of disability (as defined under the Equality Act 2010), will be shortlisted for interview where they satisfactorily meet all the essential shortlisting criteria, taking into account any reasonable adjustments which can be made
 - Promoting flexible working, including a proposed engagement with the national Timewise initiative, to support disabled people to enter the Council's workforce and to remain in employment whilst managing their disability

- Supporting disabled employees to be retained in the Council's employment wherever possible, including through retraining and redeployment. This extends to those employees who become seriously ill or disabled during the course of their employment.
4. The Council also works in partnership with trades union colleagues to develop and keep under review a range of policies, procedures, and management guidance and associated learning resources which support this commitment, including:
- Recruitment and selection procedures which reflect the Council's commitment to equal opportunities and compliance with the Equality Act 2010
 - Disability Leave provisions for employees who may need to be absent from work for rehabilitation, assessment or treatment
 - A package of equality learning materials "Treating People Fairly" which includes a focus on personal attitudes and behaviors complemented by specific topics such as learning disability awareness, autism awareness and communicating with deaf people
 - Supporting managers to make Reasonable Adjustments to prevent a disabled person from facing a substantial disadvantage compared to people who do not have their disability
 - Support for employees with diagnosed terminal illness (reflected in the Council's commitment to the national "Dying to Work" charter) and associated manager guidance
 - Support for employees assessed as having Dyslexia and associated manager guidance
 - Support for those experiencing mental ill health and underpinning manager guidance and learning materials.
5. Feedback and input from the Council's established Disabled Employees Support Network helps to inform the ongoing development of this work.
6. The Council actively incorporates support for disabled people into its strategic workforce planning. For example through engagement with the Leonard Cheshire Change 100 internship initiative which provides work experience opportunities for disabled job seekers and was the subject of a separate report to the January meeting of this Committee. The Council also targets outreach work to encourage disabled people to take up Apprenticeships and graduate traineeships with the Council.

Proposal:

7. It is proposed that the Council consolidates and enhances its commitment to being an exemplar employer of people with disabilities by becoming an accredited "Disability Confident" employer.
8. Disability Confident is a voluntary DWP scheme which replaces the former "Two Ticks" Positive About Disabled People government employer scheme. The new Disability Confidence Scheme aims to assist employers in realising the business benefits of successfully employing, promoting and retaining disabled people and those with health conditions and provides a framework to lead the way amongst other local employers in that respect.
9. There are three progressive Disability Confident levels, achievement of each level qualifies the employer to use a new nationally recognised symbol of commitment in its recruitment advertising and other external publicity. The levels are:

- I. **Disability Committed** – this is the start of Disability Confident and requires a registration of existing commitment to being a good employer of people with disabilities
 - II. **Disability Confident** – requires a demonstration of progression through self-assessment against a set of statements over 12 months. Accreditation lasts for 2 years thereafter
 - III. **Disability Confident Leader** – builds on a successful self-assessment by providing the opportunity for employers to be recognised by other employers, the local community and disabled people as an exemplar and to support others to become Disability Confident employers. Accreditation at this level lasts for 3 years thereafter.
10. The Council was able to register as Disability Committed in principle from November 2017 on the basis of its current employment practices relating to how it currently:
- Ensures that its recruitment process is inclusive and accessible
 - Communicates and promote vacancies
 - Supports disabled people to be interviewed on merit
 - Anticipates and provides reasonable adjustments
 - Supports any existing employee who acquires a disability or long term health condition to stay in work.
11. The Council is thereby eligible to remain on the national Disability Confident scheme register and is able to use the recognised symbol for 12 months from that date as part of its recruitment and attraction strategies.
12. Working toward level two, Disability Confident status, would build on existing good practice by providing an opportunity to further develop the Council's existing provisions in order to demonstrate its commitment against a recognised national standard, supporting its strategic workforce priority to be an Employer of Choice and widen the pool and range of skills it would be able to attract and retain within its workforce. This will enable the Council to meet some of the commitments and deliver the strategic priorities set out in the Council Plan "Your Nottinghamshire – Your Future".
13. In order to become an accredited Disability Confident Employer the Council will need to undertake a self-assessment to identify areas for improvement and take the necessary actions to add to our current good practice to satisfy the requirements of the scheme. The Disability Confident self-assessment involves evidencing current practice and developing new practices to satisfy the criteria of at least one of each of a set of actions under each core activity grouped around two key themes:

Theme 1 "Getting the right people for your business"

Core Activities:

- Actively attracting and recruiting disabled people
- Providing a fully inclusive and accessible recruitment process
- Offering an interview to disabled people who meet the minimum criteria for the job
- Inviting disabled people who meet the minimum criteria for the job when sifting job applicants

- Demonstrating flexibility when assessing people so disabled job applicants have the best opportunity to demonstrate that they can do the job
- Proactively offering and making reasonable adjustments as required
- Encouraging suppliers and partners to be Disability Confident
- Ensuring employees have appropriate disability equality awareness.

Theme 2 “Keeping and developing your people”:

Core Activities:

- Promoting a culture of being Disability Confident
- Supporting employees to manage their disabilities or health conditions
- Ensuring there are no barriers to the development and progression of disabled staff
- Ensuring managers are aware of how they can support staff who are sick or absent from work
- Valuing and listening to feedback from disabled staff
- Reviewing the Disability Confident Employer self-assessment regularly.

14. Once this self-assessment has been completed a further report detailing where existing practice satisfies the requirements and identifying any additional developments necessary will be brought to a future meeting of this Committee for members to consider. Once Disability Confident formal accreditation has been achieved Members would be in a position to consider whether the Council would eventually seek to be recognised as a stage three Disability Confident Leader.

Other Options Considered

15. The Council has an existing commitment to continuously improve its practice with regard to the employment of disabled people and to widen the range and pool of talent from which it draws its workforce in order to have a workforce which has the knowledge, skills and experience it requires now and for the future. Achievement of the Disability Confident standard would require work to build on the existing range of provisions already available but as such is an extension of the Council’s agreed direction of travel.

Reasons for Recommendations

16. Formal Disability Confident accreditation and visible promotion of this through the use of the associated recognised symbol in recruitment advertising will further support and facilitate the Council in achieving its ambition of being an employer of choice and in attracting and retaining talented individuals from all areas of the community. It would also further demonstrate the Council’s community leadership role and commitment to being an exemplar employer in relation to employment of people with disabilities and encourage other employers to do likewise.

Statutory and Policy Implications

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

Data Protection and Information Governance

18. The revised requirements of the General Data Protection Regulations will inform and underpin the work required to work toward accreditation against the Disability Confident standard.

Financial Implications

19. Participation in the Disability Confident scheme is free of charge and there are no direct financial implications arising from this report. Drawing from a wider recruitment pool and retaining talented employees with disabilities longer may enhance recruitment and retention in areas of key skills shortages which in the longer term could impact positively on turnover and associated recruitment and induction costs of new employees.

Human Resources Implications

20. Active commitment to becoming a recognised Disability Confident employer would provide a focus for the further development of the existing range of procedures, provisions and guidance available to support the Council's managers to recruit, develop and retain people with disabilities and ensure that the Council's commitment is recognised and understood by prospective employees and enhance its reputation as a good employer in the wider community.

Public Sector Equality Duty Implications

21. The proposals in this report would enhance 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) Approve the undertaking of the self-assessment process with the aim of becoming a recognised and accredited Disability Confident employer by November 2018.
- 2) Receive a further report on the outcome of the self-assessment and action plan on the steps required to achieve the next level of accreditation for further consideration by Members.

Marjorie Toward
Service Director - Customers and Human Resources
Resources Department

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

Constitutional Comments (KK 12/02/18)

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

Financial Comments (SES 13/02/18)

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

Human Resources Comments (CG 16/01/18)

24. The Human Resources implications are set out in the body of report.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

**REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****GENDER PAY GAP REPORTING****Purpose of the Report**

1. The purpose of this report is to provide Personnel Committee with an initial analysis of Nottinghamshire County Council's Gender Pay Gap for publication in response to the Council's new public sector duty under the Equality Act 2010 and seek approval for actions to address the gap.

Information**Background:**

2. The County Council in the Council Plan "Your Nottinghamshire – Your Future" sets out its commitment to making Nottinghamshire a great place to work which attracts talented people to live, work and remain within the County creating a thriving job market which boosts the local economy.
3. As an employer in its own right the Council wants to attract and retain a diverse and productive workforce by modelling a corporate culture which embeds values and behaviours which protect and promote the dignity of all people at work. Creating a genuinely inclusive organisation culture enables everyone to fulfil their full potential and be rewarded accordingly, regardless of any "protected characteristic" they may have, including gender.
4. In the UK today there is a "Gender Pay Gap", women earn on average 18% less than men (source Government Equalities Office - November 2017).
5. The Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2016 introduced a mandatory gender pay gap reporting duty for employers of 250 or more employees and came into force for qualifying public sector employers from 6th April 2017 as an extension of the existing Public Sector Equality Duty.
6. The "Gender Pay Gap" (GPG) calculation shows the difference between the mean (average) and the median (mid-point), earnings between men and women expressed as a percentage of men's earnings.
7. The intention of GPG reporting is to ensure transparency by providing information which can be used as a tool for assessing levels of gender equality in the workplace, including how effectively the overall talent pool is being maximised, and use this analysis to identify areas for action to reduce the pay gap.

8. The pay information provided must be based on data from a specific pay period with employers having to calculate and publish their overall mean and median pay gap information before 30th March 2018 and annually as part of a regular reporting cycle thereafter.
9. The gender pay gap differs from Equal Pay which deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value, it is unlawful to pay people unequally because they are a man or a woman.
10. Nottinghamshire County Council fully implemented “Single Status” in 2008. This term was designed by the national employers and trade unions to describe the equal treatment of all employees in respect of their pay, terms and conditions. Arising from this the Council has an established pay and grading structure which is based on a “points to pay” relationship determined through a Job Evaluation process.
11. The County Council formally adopted the “Living Wage” rate determined by the Living Wage Foundation for the U.K (outside London) from 1st April 2014, payable as an allowance, and the current national rate forms the minimum hourly rate of pay on the Council’s pay scale. This predominantly impacts on front line, part time female workers.

Scope

12. The Regulations do not define the terms ‘male’ and ‘female’ and in order to ensure appropriate sensitivity the Council’s reporting has been based on the gender identification each employee has provided on the Council’s Business Management System (BMS), for HR/payroll purposes.
13. For the purposes of gender pay reporting, the definition of an employee includes all direct NCC employees employed under contract to the Council at the snapshot date and in receipt of their full pay entitlement in that pay period, including those on relief or casual contracts. Excluded from scope are those County Council employees on half or nil pay, for example those on reduced pay due to long term sickness or maternity leave at the snapshot date, school based employees, agency workers and contractors who form part of the headcount of the agency that provides them.
14. Schools and academies are not required to be included in the Council’s gender pay reporting. Schools will only have to publish gender pay reports if the legal entity they are part of has 250 or more employees. For Maintained schools the governing body is responsible for publishing their own gender pay reports. For academies and for free schools, the proprietor is responsible for publishing their own gender pay reports.
15. The GPG requirements define pay as “Ordinary Gross Pay” which includes monetary payments relating to basic pay, allowances and paid leave. Ordinary pay does not include pay related to overtime, redundancy or termination of employment and pay in lieu of annual leave.

NCC’s Gender Pay Gap Analysis

16. The information in this report reflects the departmental and organisational structure as at an initial “snapshot date” of 31st March 2017 and comprises the following information which is summarised in the infographic attached as an **appendix** to this report.
- Mean gender pay gap
 - Median gender pay gap
 - The proportion of genders in each pay “quartile”. That is a breakdown into four equal sections lowest to highest, by their evaluated hourly rate and shows the number and proportion of female to male workers in each quartile.
17. A high level analysis of the key reasons for the pay gap is set out below.
18. Some causes of the GPG in any workplace are societal and cultural and originate outside of the workplace. In the UK the GPG exists because women tend to work in lower paid occupations and sectors, occupy less senior roles and suffer career detriment when taking time out of work for maternity leave or when working part time. Stereotypes and workplace culture are also factors.
19. The GPG of any large employing organisation will vary by occupation, age group and working patterns (full time and part time) and is influenced by a number of external and internal factors.
20. Local variations across the local government sector mean that available data for comparable Councils is of limited value given the influence of the size of each Council's directly employed workforce and the scope and the nature of their in-house functions which will vary considerably.
21. This Council's overall GPG information highlights the impact on the mean, or average, hourly rate created through the Council's adoption of the national Living Wage Foundation living wage rate which uplifts the hourly pay rate of the lowest paid, predominantly female, employees in front line services.
22. The overall GPG in Nottinghamshire County Council is a mean gap of 12.33% and a median gap of 25.37%. This outcome is influenced by the type, scope and range of services it provides and how these are provided and by the type of associated job roles provided by its constituent service departments reflected in its organisational structure at the snapshot date.
23. The size of the GPG equivalent headcount in scope at the reporting date of 31st March 2017 was 7,850 overall, 77.6% of which was female. This is typical of the ongoing predominance of women in the overall County Council workforce as reported in the Council's annual Workforce Profile report. Overall across the whole Council men are most highly represented in the upper pay quarter at 30.4% and women are most highly represented in the lowest pay quartile at 85.1%.
24. There is a significant variation in the GPG between service departments and within the range of services provided by each department. In some cases there is negative GPG, meaning that female pay is more than that of males, in others the gap is higher than for the Council overall.
25. The GPG is widest in those service areas where there are a preponderance of women undertaking in-house front line services (for example catering and cleaning) and

administrative occupations which make up the business support function. This has a significant impact on departmental and corporate performance overall.

26. In the majority of “technical” occupations men make up the highest proportion of the highest paid workers. Women are well represented at all levels in the “caring professions”, with a concentration in mid-grade and managerial posts.
27. Overall women are underrepresented in the most senior posts (Service Director level and above) although this varies between departments.

Action Plan to reduce the GPG

28. A range of employment policies, procedures and practices are already in place which will support the County Council to tackle gender imbalance over the longer term.
29. The Council’s Equality and Diversity learning resource package is regularly reviewed and updated to ensure that all managers are aware of their responsibility to promote gender inclusivity in all elements of employment.
30. The Council remains committed to ensuring that any review of policy on pay, pensions, reward and employee recognition continues to be “equal pay proofed” and transparent and to undertaking Equal Pay Audits at regular intervals.
31. An Employer Equalities Action Plan for 2018/19 is being developed which will include a corporate commitment to identifying and taking steps to remove real or perceived barriers which constrain women from applying for more highly paid job roles.
32. The Council is committed to taking further appropriate action to reduce its GPG and monitoring its progress over time. The priority actions and measures identified to reduce the gap are set out below:

Priority 1- Recruitment:

- Undertake targeted careers outreach activity to promote job opportunities, including Apprenticeships in certain more highly-paid technical professions or service areas to attract women in the local and national job markets
- Ensure that all job advertisements use gender neutral language which does not unconsciously deter women from applying
- Raise awareness of the potential for unconscious gender bias at the point of appointment, including to the most senior roles and developing learning solutions and guidance which raise awareness of good management practice
- Consider any proportionate positive action to remove barriers or disadvantage for female job applicants and/or employees that comply with the provisions of the Equality Act 2010 where it is appropriate because it has been evidenced that their representation at a level or service in the organisation is disproportionately low.

Priority 2- Flexible working:

- Advertise all vacant posts as open to flexible working unless there are demonstrable business reasons not to do so
- Actively promote the range of part-time/flexible working provisions available to NCC employees, including part-time working, homeworking, job sharing, flexi time and compressed hours
- Engage with the Timewise organisation and recognised trades unions to review and develop the Council's overall approach to flexible working
- Encourage managers to design jobs to be flexible wherever possible and to think creatively about how work is organised to maximise the potential for flexible working
- Identify and remove barriers to flexible working at all levels, including in the most senior, higher paid jobs and encourage the Council's leadership cohort to act as role models by working flexibly themselves
- Encourage the take up of shared parental leave provisions.

Priority 3- Career development and progression:

- Ensure that female employees seeking to move into senior or managerial roles are exposed to diverse senior female role models and have access to coaching, mentoring and networking opportunities
 - Encourage managers to use “ keep in touch “ provisions for women taking maternity leave and to put a structured programme of return to work support in place to avoid detriment to their careers due to long term absence
 - Ensure that the Council's talent management strategy and the pipeline to senior roles is not creating any barriers for women and that appropriate targeted development opportunities are in place to enable them to progress to higher paid roles
 - Use the ongoing Management and Leadership Development Programme to actively encourage, coach and equip existing female employees to take up management positions and develop their skills, knowledge and qualifications to progress into higher paid leadership roles
 - Encouraging women to progress by providing online career management resources, secondment, targeted leadership and management development opportunities which enable talented employees of both genders to progress within the Council.
33. The Council will continue to work with the trades unions, Corporate Equality Group, employee support networks and other stakeholders to further develop and deliver new and existing measures to continue to incrementally reduce its GPG.
34. Complimentary to corporate action planning, each departmental senior leadership team has been engaged in identifying actions using a detailed analysis of the GPG by service to reduce the GPG in those areas where it is most pronounced and have committed to incorporate this into their future service and workforce planning priorities. Individual departments have identified a range of local actions, including:
- Targeted departmental leadership development activity complimentary to the corporate programme to increase the representation of women on the extended Senior Leadership team in those departments where they are underrepresented
 - Encouraging managers to promote the Council's coaching offer to women through the Employee Performance and Development Review (EPDR), and supervision process to

enable them to be coached as a means of focusing on progressing their own career development

- Proactively encourage women to apply for job roles in which they are underrepresented, particularly in skill gap areas
- Raise awareness to ensure that all working environments are “female friendly” , particularly those that are male dominated, and adopt a zero tolerance approach to inappropriate or sexist behaviour
- Ensuring that women’s voices are heard when developing and consulting on strategies for improvement.

Other Options Considered

35. This is the initial annual report on the Council’s GPG in response to a new statutory duty and as such no other options have been considered. Moving forward the format will be regularly reviewed to ensure it is presented as clearly and concisely as possible.

Reason for Recommendations

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

Statutory and Policy Implications

37. 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

38. The duty to publish annual GPG information is contained in Regulation 2 of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

39. In order to ensure data transparency Regulation 15 explains that the information required by Regulation 2 must be published on the employer’s own website and retained for at least 3 years from the date of publication, and must also be published on a national Government website designated by the Secretary of State.

40. The Regulations require that the published “results” must be accompanied by a written statement which confirms its accuracy and is authorised and signed by an appropriate person. For a local authority body section 14 (2)(a) applies meaning that this should be a Director (or equivalent), which in the case of this Council would be either the Corporate Director for

Resources, as the responsible Director, or the Chief Executive as the most senior officer of the Council.

41. As the Council's Gender Pay Gap reporting duty does not include publishing individual employee's data, the data in this report cannot be attributed to any individual employees and therefore protects their privacy.

Financial Implications

42. There are no direct financial implications arising from this report. The Council's annual Pay Policy Statement sets out the full details of the Council's current pay policies and organisational salary structure.

Human Resources Implications

43. The human resource implications are implicit within the body of the report. The Corporate Equalities Group considered and commented on the GPG reporting information at its meeting on 21st February 2018. Trades union colleagues were also informed of the GPG reporting information at the Central Joint Consultative and Negotiating Panel meeting on 1st March 2018.

Public Sector Equality Duty Implications

44. The publication of the Council's Gender Pay Gap ensures that it complies with its statutory duty under the Equality Act. Actions identified by the Council to reduce the pay gap between men and women, as set out in the report, would further support compliance with this duty.
45. An Equality Impact Assessment on the Council's reported Gender Pay Gap has been completed in compliance with the Council's public sector duty under the Equality Act 2010.

RECOMMENDATIONS

It is recommended that Members:

- 1) Approve the publication of the Council's Gender Pay Gap information on the Council's public website and the designated Government website in compliance with the Council's statutory public sector duty.
- 2) Approve the actions to reduce the Council's Gender Pay Gap as set out in the report.
- 3) Agree to receive an annual report setting out the situation at future "snapshot dates" and recommended actions in order to monitor and drive progress and that this be included in the Committee's work programme.

Marjorie Toward
Service Director - Customers and Human Resources
Resources Department

For any enquiries about this report please contact: Claire Gollin, Group Manager (HR) on email Claire.gollin@nottsc.gov.uk or 01159773837

Constitutional Comments (KK 12/02/18)

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

Financial Comments (SES 13/02/18)

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

Human Resources Comments (CLG 16/01/18)

48. The Human Resources implications are set out within the body of the report.

Background Papers and Published Documents

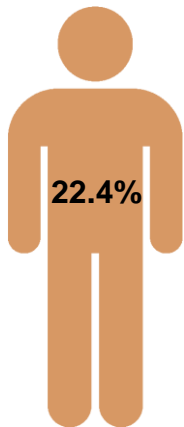
Equality Impact Assessment – Gender Pay Gap Reporting.

Electoral Division(s) and Member(s) Affected

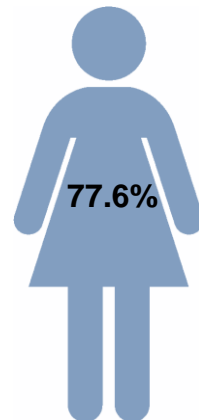
All

Appendix: Nottinghamshire County Council Gender Pay Gap – 31st March 2017

Overall Gender Pay Gap



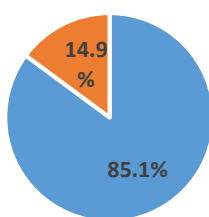
	Women's earnings are:
Mean gender pay gap in hourly rate	12.33% lower
Median gender pay gap in hourly rate	25.37% lower



GPG Equivalent Workforce
Directly Employed **Headcount in scope: 7,850**

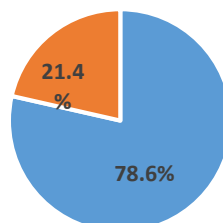
Workforce Profile by Pay Quartile

Lower quartile



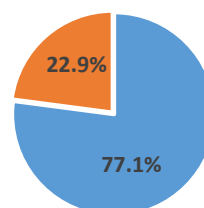
■ Female ■ Male

Lower middle quartile



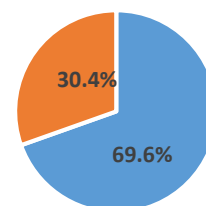
■ Female ■ Male

Upper middle quartile



■ Female ■ Male

Upper quartile



■ Female ■ Male

Reducing the Gap: Priorities for Action

Recruitment

Flexible Working

Career Development and Progression

REPORT OF THE SERVICE DIRECTOR – CUSTOMERS AND HUMAN RESOURCES

SICKNESS ABSENCE PERFORMANCE TRENDS AND ACTION FOR IMPROVEMENT

Purpose of the Report

1. To update Members on quarterly performance information, **as at 31st December 2017**, in relation to levels of sickness absence across the directly employed Nottinghamshire County Council workforce and seek approval for ongoing actions to further reduce absence levels.

Information

Background:

2. This report sets out the latest available sickness absence figures and the actions being taken by the Council to continue to improve the health and wellbeing of its employees with an aim to further reduce these to make sustainable progress towards the achievement of the in-year target of **7.00 days average per employee per annum by 1st April 2018**.
3. The range of strategic HR, Learning and Development and wellbeing interventions and guidance has been extended as detailed in the previous report to this Committee. The County Council continues to give priority to providing a safe and healthy working environment which maximises workforce productivity and performance, motivates and engages all employees and actively promotes a culture of positive mental and physical wellbeing at work.
4. Absence levels and related trend data provides an indicator of how well the Council is performing in this respect and continues to be used to highlight areas of focus for both service specific and strategic actions to promote employee wellbeing and further develop the employee support package.
5. This approach has resulted in an overall trend of incremental improvement with a significant reduction in reported sickness absence levels over recent years.

Performance Monitoring and Trend Analysis

6. The Infographic in the **appendix** to this report illustrates in executive summary the situation as at 31st December 2017, when the headcount of direct NCC employees was 7,537, in relation to:

- The current level of performance against the NCC in-year target and CIPFA national benchmarking data
 - The most significant causes of reported absence across the Council during the quarter and the main reasons by department
 - The relative distribution of short and long term absence.
7. Compared to 8.42 days absence on average per employee per annum at the same period in the previous year, **the average sickness per employee per annum at the end of quarter 3 was 8.25 days overall**. This is an increase of 0.24 percentage points compared to the previous quarter when it stood at 8.01 days.
 8. This reflects the fact that absence has increased in three service departments this quarter. The exception is Adult Social Care and Health, where it has dropped 0.35 percentage points since the last quarter but at 12.09% consistently remains significantly higher than in all other departments.
 9. The most significant departmental increase in absence this quarter is in the Children and Families Department which has seen a 0.67 percentage point increase with the most significant increases being in absence reported as attributable to stress and to operations and post-operative recovery.
 10. The **appendix** to this report illustrates that stress and related conditions remain the most prevalent overall reason for absence across the Council and has increased by 0.80 percentage points since the previous quarter currently standing at **18.65%** of all reported absence.
 11. Due to the particular pressure of the social care services stress is routinely the most prevalent reported reason for absence in both the Adult Social Care and Health and Children and Families services, currently standing at **22.83% and 20.67%** respectively, having seen an increase in both departments on the previous quarter.
 12. Stress has also been the most significant reported reason for absence in the Resources department over recent quarters, currently standing at **22.57%**, possibly reflecting the uncertainties for employees of the ongoing Corporate Services Review.
 13. The exception is the Place department where the most prevalent reported reason continues to be muscular / skeletal injury which currently stands at **22.6%** compared to stress at 15.35%.
 14. Stress, depression, anxiety, mental health and fatigue also remain the most common overall cause of all absence across the local government sector, the most recent LGA data, comprising of **22.30%** of all absence across the sector nationally and **22.40%** for comparable Councils.
 15. At **18.65%** the Council's overall performance reflects its commitment to taking action to prevent and manage stress and related conditions to achieve continuing

improvement continues to compare favourably with other Council's and public sector employers nationally.

16. The next most significant attributed reasons for absence across the Council are operations and post-operative recovery which has increased by 0.99 percentage points to **16.88%** from 15.89% at the previous quarter.
17. Muscular / skeletal conditions are the third most reported reason but have fallen overall in the current quarter by 1.09 percentage points from 13.91 to **12.82%**.
18. Absence due to Flu has not had a major impact on reported levels so far this winter having fallen by 0.38 percentage points to **8.74%** since the previous quarter. This could increase for Q4 in light of the strains of Flu in prevalence across the UK early in the New Year.

Benchmarking:

19. Despite the recent increase, overall the level of the Council's current performance continues to compare well against the most recently available benchmarking data for the local government sector:
 - Since the previous report the Chartered Institute of Public Finance Accountancy (CIPFA), have published their March 2017 benchmark data. This shows that the average for comparable County Councils in the national benchmark cohort is now **8.60 days** (having increased from **8.50 days** at the previous year) and **9.30 days** for all Councils.
 - The most recent annual Local Government Association (LGA), Workforce Survey (March 2017), continues to report an average of **8.80 days** across all local authority respondents and **9.40 days** for comparable County Councils.
 - Pending release of the 2017 update, as previously reported, the most recent (2016) annual benchmarking report on absence management from the Chartered Institute for Personnel and Development (CIPD), reports the average days absence reported by respondents across the wider public sector, including Health and Central Government, as **9.80 days** and across respondent private sector services (excluding manufacturing and production), as **6.50 days**.

Actions for Improvement:

20. The ongoing challenge of preventing and significantly reducing stress and stress related absence and enabling employees to improve their resilience and mental wellbeing therefore continues to be a priority of the Council's employee health and wellbeing action planning and delivery, supported by a range of existing initiatives. Identifying and developing further actions and initiatives to improve on the progress made to promote good mental health in the workplace was reported in detail to the previous meeting of this Committee on 29th November 2017.
21. The Council also recognises that an inclusive workplace with a culture that promotes fairness, dignity and respect and does not tolerate unacceptable behaviour towards others is critical to positive health and wellbeing at work. An action plan to support this commitment by creating and fostering an

organisational culture that models these values is being developed with the support of trades union colleagues and employee support groups.

22. It is anticipated that maintaining and growing the focus on mental health at work will incrementally have a positive impact on levels of absence reported as attributable to stress in future reporting periods.
23. The new employee support package will be promoted to employees through the refreshed Wellbeing intranet site which goes live in February 2018. Additional information will be added when the new Buddying and Chaplaincy services are fully developed, launched and implemented, which it is anticipated will be by April 2018.
24. The proposed approach to Buddying has been informed by the results of feedback from an employee survey and a series of employee focus groups. Taking this into account it is proposed that:
- The scheme will be informal in nature and will supplement existing employee support provision such as counselling and coaching
 - A role descriptor will be used to define how the Buddy will interact with the employee and the parameters of the role
 - Normally in the first instance the manager and employee will look to jointly identify a colleague within their own team/service area to undertake the Buddy role
 - Where this is not possible, the manager will be able to access a register of Buddies who have volunteered to join the scheme and in conjunction with the employee, determine who is best placed to act as the Buddy.

The Buddies will be recruited to the Register in March.

25. It was agreed at the last meeting of this Committee that a detailed annual update to reflect the sickness absence position at the year end, that is the 31st March, will be submitted following year end (for the year 2017/18 this will be the meeting on 23rd May 2018), along with an updated action plan for continuous improvement, and annually thereafter.
26. It is intended that this information will enable Members to monitor progress made against achievement of the in-year target and the potential impact of the employee wellbeing provisions, previously reported, in order to consider and agree the target for 2018/19.

Other Options Considered

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

Consultative and Negotiating Panel, are helpful in developing proposals for further consideration by Members.

Reasons for Recommendations

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

Statutory and Policy Implications

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

Data Protection and Information Governance Implications

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

Financial Implications

31. There is no specific budget allocation to fund the development and delivery of employee wellbeing interventions and initiatives.

Human Resources Implications

32. These are set out in the body of this report. The trades unions continue to be engaged in joint working with managers and HR colleagues to further develop employee health and wellbeing initiatives including joint training and guidance and have commented very positively on joint working with management and the impact of this on staff absence levels.
33. Trade union colleagues remain supportive of the positive steps made by the authority to support and help staff; particularly in target areas where absences are higher than other departments. Trades union colleagues view the Council's lower than average absence levels when compared to other local authorities as positive but have commented that the target of 7 days absence per fte may prove to be too stretching.

Public Sector Equality Duty Implications

34. The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is a separate policy which is applicable to all maintained schools and is recommended to all schools with different governance arrangements. These procedures contain guidance which ensures that

appropriate management of the sickness absence of employees with a disability complies with the requirements of the Equality Act 2010.

RECOMMENDATION

- 1) It is recommended that Members approve the additional actions set out within this report to continue to progress toward the achievement of the Council's in year target of 7.00 days absence per fte.

Marjorie Toward
Service Director – Customers and Human Resources
Resources Department

For any enquiries about this report please contact:

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

Constitutional Comments (KK 12/02/18)

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

Financial Comments (SES 13/02/18)

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

Human Resources Comments (CLG 16/1/18)

37. The human resources implications are set out in the body of the report.

38. The Trades Unions have highlighted that the Council's new initiatives should achieve improvements to employee health and wellbeing which should result in a reduction of absence levels. However, they remain concerned about how well equipped line managers are to deal with Stress, Anxiety and Depression.

Background Papers and Published Documents

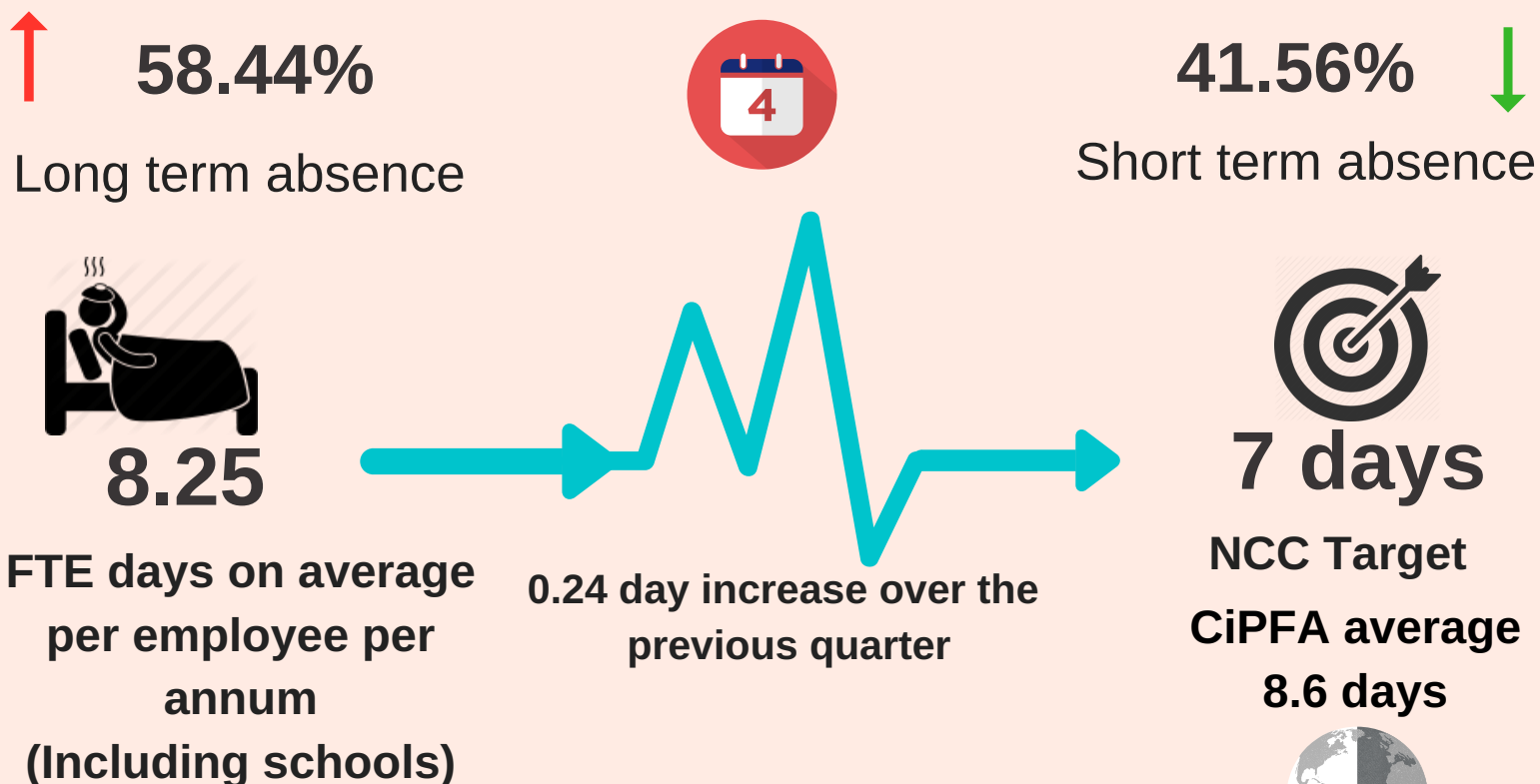
None

Electoral Division(s) and Member(s) Affected

All

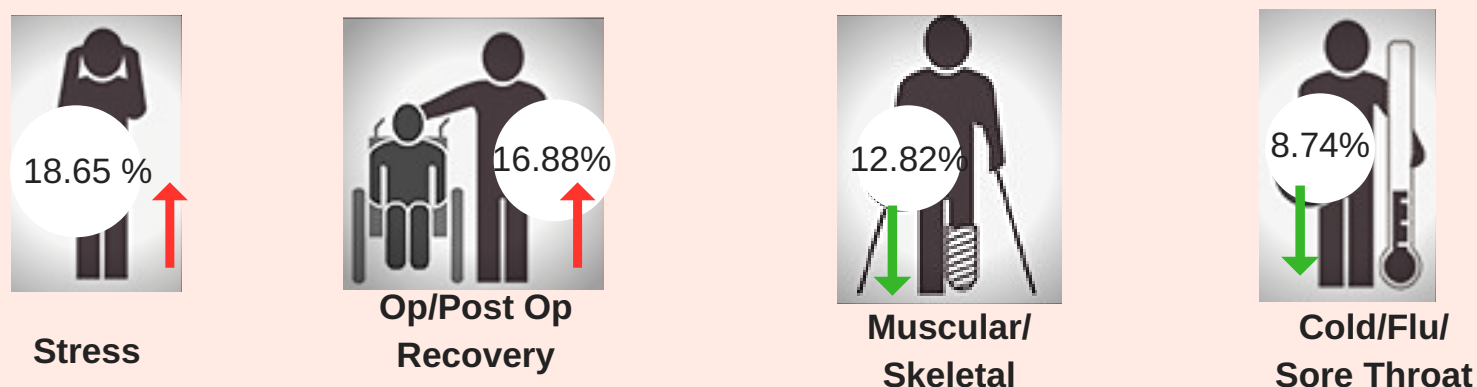
Employee wellbeing and sickness absence performance Q3 2017 - 2018

Corporate performance January to December 2017



Sickness absence

The most common top four causes and trend indicators



**Main cause for absence
by dept.**

STRESS:



Resources



CFCS



ASCH

MUSCULAR/
SKELETAL :



Place

**REPORT OF SERVICE DIRECTOR – CUSTOMERS AND HUMAN
RESOURCES****STAFFING RESOURCES FOR GUARANTEED MINIMUM PENSION
PROJECT****Purpose of the Report**

1. The purpose of the report is to seek approval from Personnel Committee for additional resources required within the Pensions Administration Team in order to undertake the national requirement to reconcile Pensions Records with those held by HM Revenue and Customs (HMRC).

Information**Background**

2. Nottinghamshire County Council is the administering authority for the Nottinghamshire Local Government Pension Fund. There are currently 331 Scheme Employers and a total membership of 131,552. Membership is comprised of 45,904 active members, 50,903 deferred members and 34,745 pensioners. The Pension Administration Team delivers a full range of pension administration activities to all of its membership including the processing of estimates, retirements into payment, death of scheme members and divorce sharing orders. This team also provides support and guidance to all Scheme Employers.
3. Up until April 2016 contributing members of the Local Government Pension Scheme (LGPS) paid lower rate National Insurance contributions as they were “contracted out” of the Additional State Pension which has previously been known as S2P, the state second pension or the State Earnings-Related Pension (SERPS). LGPS employers also paid reduced rate National Insurance contributions in respect of their employees who were in the LGPS. Contracting out ended from 6 April 2016 as part of the Government’s introduction of a single-tier basic state pension.
4. Between 1978 and 1997 contracting out of the Additional State Pension was undertaken on a Guaranteed Minimum Pension (GMP) basis. This required contracted out pension schemes to offer pension benefits for the period of contracting out that were worth at least as much as the benefits the additional state pension would have provided. Contracted out pension schemes had to record the relevant contracted out earnings for that period and supply HMRC with details of these. HMRC retained a record of contracted out earnings and GMP entitlement for each individual and then advised pension schemes of GMP entitlements when the individuals reach state pension age.

5. The GMP reconciliation is the process of comparing the pension scheme's GMP information with that held by HMRC. The process will investigate any discrepancies between the two sets of figures so that the fund and HMRC end up with consistent GMP data and benefit records; ensure that current and future payments are correct and that future valuations of the fund are based on more accurate information on potential liabilities. This is a national requirement initiated by HMRC which will impact all Public and Private Sector Pensions Funds who were contracted out of additional state pension.
6. HMRC's starting position is usually that its data is automatically correct, although experience tells us that this is not always the case, unless the pension scheme can prove otherwise. This puts the investigative responsibility and costs fully onto the pension scheme.
7. The reconciliation activity will involve investigative work, reviewing data and benefit accrual. As part of the process the Pension Fund has registered with HMRC's scheme reconciliation service and has received a data file which lists all active, deferred, and pensioner members totalling 102,632 records.
8. In order to progress the reconciliation exercise and for the Pension Fund to understand the impact of the reconciliation process the Fund has engaged Civica, the Fund's software provider, to undertake an evaluation exercise of the Fund's data, called the "Discovery Phase". This phase has now been completed and the information it provided used to shape the next phases of the GMP Reconciliation Project and to help identify the potential resource requirements going forward in order to meet the HMRC deadline of December 2018. The Pension Fund in association with its Civica software partner have identified the need to reconcile 163,620 lines of data.
9. A full report on the GMP Reconciliation Project and what it means for the Nottinghamshire Pension Fund will be presented to Pensions Committee on Thursday 8 March 2018.

Resources Required

10. To ensure that the reconciliation work can be completed within the HMRC timeframe, it has been identified that a temporary Project Manager resource will be required to coordinate, oversee and drive the project to ensure that the reconciliation work is completed to the agreed project plan, working in collaboration with the Civica Project Team. There are other resource requirements but it is intended to use existing resources within the Business Services Centre and the Pensions Administration Team to help keep the costs to a minimum.
11. It is estimated that the project will run for a 12 month period up until March 2019 to enable all phases of the project to be completed, including any necessary rectification, and managed using project management methodology. However if all phases of the project can be completed more quickly than anticipated then the requirement for the staffing resources will be reduced.
12. This report is therefore seeking to establish a temporary post of Project Manager to undertake the day to day project management activities which will be required.
13. The cost of a Temporary Post of Project Manager Band B will be up to £35228 up until 31 March 2019 or less if the project finishes ahead of schedule.

Other options considered

14. Information from other LGPS Pension Funds across the country is that some have engaged external providers to manage the project in totality at significantly greater costs. Some are relying on internal resources with consequently larger internal project teams. The Nottinghamshire LGPS feels that a blended approach provides the best balance of expertise, cost and the ability to conclude the project within the HMRC's timeframe.

Reason for Recommendation

15. In order to manage the GMP Reconciliation Project within the Pensions Administration Team and ensure that the necessary work is completed to plan within the agreed timeframe.

Statutory and Policy Implications

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

Data Protection and Information Governance

17. The project, by its very nature, involves the reconciliation, sharing and processing of personal and sensitive data. This is covered by existing arrangements and agreements with HMRC and Civica, the software provider. However, a separate Data Protection Impact Assessment is being undertaken for the project overall to reflect this and ensure mitigation of any risks arising directly from the project activity itself.

Financial Implications

18. It is estimated that the cost of the additional resources of a temporary post of Project Manager, Band B, up until 31 March 2019 will be approximately £35228. The report to Pensions Committee seeks approval to fund this from the Pension Fund. Any additional BSC resources will be funded from existing BSC staffing budgets.

Human Resources Implications

19. Appointment to the temporary Project Manager post will be through the Council's agreed Recruitment and Selection Procedures. The utilisation of existing staffing resources within the BSC will be undertaken by posts which are already part of the BSC's authorised staffing establishment.

RECOMMENDATION

It is recommended that:

- 1) Members approve the establishment of a temporary post of Project Manager, Band B, until 31st March 2019, subject to confirmation by the Pensions Committee at its meeting on 8th March that the costs will be funded by the Pension Fund.

Marjorie Toward
Service Director – Customers and HR

For any enquiries about this report please contact: Jonathan Clewes, Pensions Manager on 01159773434 or Jon.Clewes@nottsc.gov.uk

Constitutional Comments (KK12/02/18)

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

Financial Comments (KP 13/02/18)

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

Human Resources Comments (CG 26/02/18)

22. The Human Resources implications are set out within the body of the report.

Background Papers and Published Documents

None

Electoral Division(s) and Member(s) Affected

All

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

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

Information

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

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

RECOMMENDATION/S

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

Jayne Francis-Ward
Corporate Director Resources

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

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers

- None

Electoral Division(s) and Member(s) Affected

- All

Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
18 April 2018			
Apprenticeships – Update Report	Approval of future actions	Marje Toward	Helen Richardson
Health and Safety - Progress on Actions	Progress on Actions and approval of next steps	Marje Toward	John Nilan
Learning at Work Week	Approval of programme of activity	Marje Toward	Helen Richardson
23 May 2018			
Employee Health and Wellbeing and Sickness Absence Performance (Quarter 4 - 2017/18)	Quarterly update and approval of annual action plan	Marje Toward	Claire Gollin
Careers Outreach Events	Update and approval of next steps	Marje Toward	Helen Richardson
Proposed terms and conditions package	Approval of a revised package of terms and conditions	Marje Toward	Gill Elder
25 July 2018			
Workforce Strategy	Approval of the Council's Workforce Strategy 2018-2021	Marje Toward	Gill Elder

