

Personnel Committee

Wednesday, 20 April 2022 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

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|---|--|---------|
| 1 | Minutes of the last meeting held on 9 March 2022 | 3 - 4 |
| 2 | Apologies for Absence | |
| 3 | Declarations of Interests by Members and Officers:- (see note below)
(a) Disclosable Pecuniary Interests
(b) Private Interests (pecuniary and non-pecuniary) | |
| 4 | Update to Report the Progress on the Council's Commitment to the British Sign Language Charter | 5 - 10 |
| 5 | First Update on The Skills Development and Employment Opportunities Strategy | 11 - 16 |
| 6 | Nottinghamshire County Council Workforce Availability, Sickness Absence Performance and Support to Maintain Employee Health and Well-Being | 17 - 34 |
| 7 | Health and Safety Review and Action Plan April 2022-23 | 35 - 46 |
| 8 | To Approve the Arrangements for the Deputy Chief Executive to Undertake Learning & Development Overseas in Worktime | 47 - 50 |

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 9 March 2022 (commencing at 2.00pm)

Membership

COUNCILLORS

Gordon Wheeler (Chairman)
Jonathan Wheeler (Vice-Chairman)

Callum Bailey
Debbie Darby
Bethan Eddy
Errol Henry JP
Richard Jackson

Johno Lee
Sheila Place
Helen-Ann Smith
Elizabeth Williamson

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Head of Human Resources
Di Brown	Senior HR and WOD Business Partner
Julie Forster	Group Manager Business Support
Sarah Stevenson	Group Manager Business Support Centre and Employee Services Centre

1. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 26 January 2022, having been circulated to all Members, were taken as read and were confirmed and signed by the Chair of the meeting.

2. APOLOGIES FOR ABSENCE

None

3. DECLARATIONS OF INTEREST

No declarations of interests were made.

4. BUSINESS SUPPORT REVIEW PROGRAMME

RESOLVED 2022/05

- 1) That the Committee note the progress of the ongoing review of the Business Support and delivery of associated cashable efficiencies.
- 2) That the Committee agree to the revised Business Support Structure as set out in Appendix A of the report, with the implementation date of 1 April 2022.

5. REVIEW OF THE COUNCIL'S RECRUITMENT PRACTICE AND PROCEDURES

RESOLVED 2022/06

That the proposed changes to the Council's existing Recruitment Statement, online application and vacancy control processes and associated management guidance be approved.

6. CAR LEASE SALARY SACRIFICE SCHEME

RESOLVED 2022/07

- 1) That the implementation of a salary sacrifice car lease scheme be approved.
- 2) That the Committee agree to undertake a review after the scheme has been operating for 12 months.

7. WORK PROGRAMME

RESOLVED 2022/08

That the Work Programme be noted.

The meeting closed at 3.10pm

CHAIRMAN

REPORT OF SERVICE DIRECTOR CUSTOMERS, GOVERNANCE AND EMPLOYEES

UPDATE TO REPORT THE PROGRESS ON THE COUNCIL'S COMMITMENT TO THE BRITISH SIGN LANGUAGE CHARTER

Purpose of the Report

1. To provide information to Elected Members regarding the review conducted by the British Deaf Association (BDA) to identify where the Council was in relation to the commitments made under the British Sign Language (BSL) Charter and to seek approval for the development of an action plan to consider and address the identified priority areas from the BDA.

Information

2. The British Deaf Association's British Sign Language Charter is designed as a vehicle to remove direct and indirect discrimination, reduce inequalities experienced by Deaf people and improve engagement between Deaf people and service providers. Designed and implemented by the British Deaf Association (BDA), the British Sign Language (BSL) Charter was initially created to support Local Authorities but has since expanded to incorporate wider public services - health, policing, housing, clinical commissioning groups.
3. Nottinghamshire County Council signed and adopted the BSL Charter in partnership with the BDA and Nottinghamshire Deaf Wellbeing Action Group on 10 December 2014. Nottinghamshire County Council is a member of the Nottinghamshire BSL Charter Partnership Group that was established with a number of Nottinghamshire based public service organisations after they signed the BSL Charter for their respective organisations.
4. Although a long-standing signatory of the Charter, the Council wants to ensure it is well-placed to meet any new requirements presented by the potential new legislation currently at the Committee stage of Parliament. The Bill seeks to recognise British Sign Language as a language of England, Wales and Scotland; to require the Secretary of State to report on the promotion and facilitation of the use of British Sign Language by ministerial government departments; and to require guidance to be issued in relation to British Sign Language
5. The BSL Charter sets out five pledges to improve access and rights for Deaf people who use British Sign Language. The Charter has been designed to be flexible for different types of service providing organisations, therefore a review is required to map the various BSL Charter pledges against relevant Nottinghamshire County Council activities. The five pledges of the BSL Charter are:

- Consult formally and informally with the local Deaf community on a regular basis
 - Ensure access for Deaf people to information and services
 - Support Deaf children and families
 - Ensure staff working with Deaf people can communicate effectively using British Sign Language
 - Promote learning and high-quality teaching of British Sign Language.
6. The BSL Charter presents Nottinghamshire County Council with an opportunity to address and reduce inequalities which may be experienced by Deaf people in Nottinghamshire in accessing its information and services. By implementing the Charter, the Council is leading by example and seeking to promote good practice in accessible communications to other organisations and businesses in Nottinghamshire. Colleagues from across a range of services across the Council have been engaged in the work to assess progress in the commitments made including from the Customer Service Centre, Adults and Children's social care, Communications, HR, the Disabled Employees Support Network and the recognised Trades Unions.
7. Since signing the Charter, the Council has worked with a number of different organisations to develop a broader approach to accessible and inclusive employment opportunities and how it delivers its services. These include achieving Disability Confident Leader accreditation in September 2021; ongoing work with Leonard Cheshire; and taking up membership of the Business Disability Forum to further assist with developing this area of work.
8. The review has considered the Council's progress against the pledges of the BSL Charter. A mapping exercise has formed the basis of the plan with staff and managers from across the council engaged in reviewing how the Council meets the commitments given in the pledges made. Nottinghamshire County Council is seeking to grow its understanding of the Deaf residents of Nottinghamshire who use BSL and has worked with the BDA who have provided expert insight into the barriers Deaf people may experience in accessing services and information provided by the Council in different contexts, media, and formats. Councillor Gordon Wheeler, in his role as Member Equality Champion, has met with members of the Deaf communities and with the BDA representative, to emphasise our commitment to working positively with them.
9. The review has enabled the Council to identify some priority areas for activity which are being developed into a comprehensive and evolving action plan. This report seeks Members' approval for the further development of this work, to continue to work with services across the Council to ensure the Council's publicly made commitments are translated into genuine actions which will improve services for and be accessible to Deaf people and their families.

Other Options Considered

10. Under the Equality Act 2010 when making decisions about policies or the way in which we deliver our services, we must demonstrate that we have shown due regard to:
- eliminate discrimination, harassment, and victimisation
 - advance equality of opportunity between people who share a protected characteristic and those who do not
 - foster good relations between people who share a protected characteristic and those who do not.

11. The review draws together the existing improvements being made to services as well as providing further recommendations to strengthen the services delivered to our residents to ensure they are accessible and inclusive for the Deaf community within Nottinghamshire. Due to focussed aims of this piece of work, our British Deaf Association representative was considered the most appropriate person to undertake this review and therefore no other alternatives were considered.

Reasons for Recommendations

12. The Council has a legal duty to provide services to all the residents of Nottinghamshire. As we have signed the pledge as an organisation, it is necessary that going forward we are able to consider and implement the actions and recommendations suggested by the British Deaf Association. The recommendations suggested to us cover a number of key areas and will form part of the impetus to initiate change and improvements to our service delivery. As Covid restrictions are now lifted, this piece of work is very relevant as we would like to encourage and engage individuals within the Deaf community in making improvements to areas such as website accessibility and customer services.

13. This work is timely given the Government's support for a Private Member's Bill currently being considered in Parliament aiming to make British Sign Language (BSL) a recognised language in the UK and to help Deaf people play a more prominent role in society.

14. Taking a proactive stance on our commitment to the BSL Charter is ongoing evidence of how the Council is seeking to maintain its position as a Disability Confident Leader.

Statutory and Policy Implications

15. 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

16. The British Deaf Association have engaged with colleagues around the organisation with their permission. The British Deaf Association have also consulted with those in the Deaf community and provided information not pertaining to any individual so avoiding a data protection breach.

Financial Implications

17. Any costs arising from the development and implementation of the action plan will be met from existing service budgets.

Human Resources Implications

18. The Council aims to ensure that it challenges any form of discrimination, harassment, or abuse towards its employees. It is important for our workforce to be aware of the issues that Deaf colleagues may face. The County Council strives to be an inclusive employer and to give due consideration to the needs of colleagues who are deaf. Improvements will be considered regarding the way in which reasonable adjustments can be implemented in a fair and inclusive way. Our ongoing work with the Business Disability Forum will assist the Council to fully understand their responsibilities regarding this.

Public Sector Equality Duty implications

19. Nottinghamshire County Council has recently set out its ambitions for our residents in the Nottinghamshire Plan. One of the ambition's is helping everyone access the best of Nottinghamshire. The Council seeks to create a more prosperous Nottinghamshire, which means supporting our diverse range of communities. In signing the British Sign Language Charter in 2014, we gave a public commitment which we are now reviving through this review of current systems and processes to ensure that we are meeting our Public Sector duty under the Equality Act and also committing to the charter in a way that it is capable of being monitored and progressed year by year.

Smarter Working Implications

20. There are a number of implications arising from hybrid working for Deaf employees and service users. Further work is required to fully understand the implications of working differently to maximise any advantages but also to mitigate against any issues which could create further barriers to accessibility of employment or services.

Implications for Service Users

21. The aim of this piece of work has been to ensure that service users who are deaf or have hearing difficulties will benefit from improved services in various areas within the Council. British Deaf Association have consulted with the Deaf community through Nottinghamshire Deaf Society to gain a deeper understanding of the issues facing individuals when accessing our services or employment opportunities

RECOMMENDATIONS

It is recommended that Elected Members:

- 1) Welcome the joint work undertaken by the British Deaf Association, representatives of the local Deaf community and officers across the Council.
- 2) Agree to the development of an action plan to address priority areas of work arising from the review.

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@nottscc.go.uk or 01159773867

Constitutional Comments (KK 23/03/2022)

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

Financial Comments (SES 22/03/2022)

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

HR Comments (GME 04/04/2022)

24. The employment implications are included in the body of the report. The Council is keen to demonstrate to its existing and future workforce the commitments it has made regarding support for members of the Deaf community both in terms of employment and the provision of services. At a time when the Council is facing unprecedented recruitment challenges, it is imperative that we maximise the talent pools from which we attract applications from.

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**FIRST UPDATE ON THE SKILLS DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES STRATEGY****Purpose of the Report**

1. The purpose of the report is to provide an update on the Council's Skills Development and Employment Opportunities Strategy which was approved at Personnel Committee on 15 December 2021 and on the existing strands of the strategy currently being delivered.

Information

2. Personnel Committee approved the establishment of a new Team Leader post which has now been recruited to. The successful candidate is focussed on identifying actions to ensure the successful delivery of the agreed strategy. Part of this work included drawing together the existing activity in the Council to maximise capacity to deliver and to avoid duplication of effort.
3. In his recent Spring Statement, the Chancellor of the Exchequer referred to a review of apprentices and the wider "levelling up" agenda, but no further detail was provided. We will continue to lobby Central Government for a more flexible approach to be taken in respect of what the levy can be spent on, including salaries, to maximise spend and so increase the benefit to the local economy
4. An initial introductory meeting was held with internal stakeholders already engaging with strands of the new strategy on Wednesday 16 March 2022. This was an extremely positive meeting that provided colleagues with the opportunity to hear first-hand of the support and commitment given to the strategy by Councillor Gordon Wheeler, elected members serving on Personnel Committee and from senior officers across the Council.
5. The key action from this meeting was for colleagues to submit any existing strategies or action plans covering any aspect of the skills development and employment opportunities agenda to enable the development of an overarching action plan with identified success measures and key performance indicators for the first year of the strategy being in place.
6. Further updates on progress will be provided under the revised governance arrangements agreed at Full Council on 31 March 2022. However, a number of individual updates on the various trainee programmes covered by the strategy are provided below.

Apprenticeships

7. The Council currently has 243 employees following an apprenticeship journey, of which 69 are employed in Council Maintained Schools. These placements are summarised in the following table:

Department	No.	School District	No.
ASCH	55	Ashfield	5
Chief Executive's	51	Bassetlaw	8
Place	39	Broxtowe	6
Children & Families	29	Gedling	8
		Mansfield	15
		Newark & Sherwood	15
		Rushcliffe	12

8. The range of apprenticeship standards that are on offer has increased and this has resulted in a number of teams embedding apprenticeships into their structures to form part of the solution to ongoing recruitment challenges and futureproofing the skills required in order to carry out the functions of the teams. The teams currently benefiting from this approach include Trading Standards Service, Internal Audit, Business Intelligence Unit, Public Health and Adult Social Care.
9. The number of applications to undertake an apprenticeship has started to rise again as we enter a period of recovery from the pandemic and a number of new contracts with training providers for new apprenticeship standards will be entered into in the next few months.
10. The Council continues to seek creative ways to maximise the use of the apprenticeship levy. The transfer of 25% of the Council's unspent levy has proved to be popular with local SME's and a total of £639,500 has been committed to fund over 80 apprenticeships in Nottinghamshire companies or for Nottinghamshire Residents. These levy transfers include support for apprentices in ARC and Voluntary Aided Schools. The Council was recently invited to share its experiences and mechanisms for levy transfer at a recent D2N2 event as evidence of good practice.

Graduate Development programme

11. The Graduate Development Programme continues to progress well. Trainees from both cohorts continue in their placements and will rotate into new placements during April. Once again there was an excellent response from managers across the Council, offering placement opportunities to enable trainees to be matched according to their development needs and career aspirations and to assist the council address ongoing skills gaps. Employee Performance and Development Reviews (EPDRs) were completed for Cohort 3 trainees in January 2022 which have helped identify suitable final placements for them and to potentially create permanent career opportunities going forward. We have several graduates attending Committee to answer any questions Elected Members may have regarding their experiences of the scheme.
12. Applications for this year's recruitment to Cohort 5 opened on Wednesday 16 March and will close on Tuesday 19 April. As in previous years, a series of activities have been planned to

support the recruitment process and to encourage applications from those meeting or exceeding the selection criteria. Refinements to the previous process include: the development of a new improved landing page (www.nottinghamshire.gov.uk/graduates); social media activity via Twitter, LinkedIn and Facebook to highlight the scheme and drive people towards the website; university presentations; attendance at job and career events; information/drop-in sessions for internal staff. Existing employees were further encouraged to apply for the scheme in a video made by Councillor Gordon Wheeler, posted on the Council's intranet, and in his presentation to one of the virtual launch events for the Nottinghamshire Plan held on Wednesday, 30 March 2022.

13. Local universities also ensure that the scheme is advertised as widely as possible with their students and alumni. As with previous years shortlisted applicants will be invited to attend an assessment centre (planned for 14 to 16 June). Successful candidates will be invited to attend final interviews between 27 and 30 June. It is expected that Cohort 5 trainees will start on Thursday 29 September.

Change100 Supported Internships

14. Working in partnership with Leonard Cheshire, the Change 100 programme is designed to open employment opportunities to disabled people who are either in their final year of university or have recently graduated. As part of the programme the Council offers paid three-month internships for candidates over the summer.
15. The Council has been participating in the Change 100 scheme since 2017 with four placements available and continued to offer placements throughout the Coronavirus restrictions last year, all be it at a reduction of one placement. Two of the participants in previous years have been successful in gaining employment with the Council as a direct result of their engagement in the scheme.
16. There are five potential placements this year, all working on specific projects in the following teams:
 - Quality and Market Management Team
 - Strategic Commissioning – ICS Autism Strategy
 - East Midlands Association of Directors of Adults Social Services
 - Integrated Children's Disability Service – Post 16 Assessment
 - Integrated Children's Disability Service – Post 16 SEND

Work Experience

17. Work is underway to relaunch our current work experience programme and to develop a more interactive, virtual experience. We will continue to offer the more traditional type of work experience and will be sending out communications to all Nottinghamshire schools as we develop the programme. We will build in to this the opportunity for colleagues to visit schools and provide information about the many different types of roles there are within the Council and its partner organisations.

Other Options Considered

18. Skills development leading to genuine and sustainable employment opportunities is a clearly stated ambition in the Skills Development and Employment Opportunities Strategy. It is one

of the key levers to achieving the ambitions set out in the Nottinghamshire Plan to help make Nottinghamshire “Healthy, Prosperous and Green”. Having a clear strategy in place, with key metrics and performance indicators currently being developed, will provide a helpful and transparent framework against which to measure and monitor progress being made. The drawing together the various activities already underway under this one strategy provides the most demonstrable commitment to this agenda and provides a platform to build on what already exists.

Reasons for Recommendations

19. The Council invests significant time and money in delivering a range of trainee programmes and it makes sense to try and retain the skills that have been developed for the longer-term benefit of the Council and the individual employee. The strategy has been developed within the context of significant recruitment and retention challenges, recognised locally and nationally, in areas where this has not previously been an issue. Thinking more creatively about how we grow and retain employees with the skills, knowledge and experience required by a large, modern, public service employer is a core requirement and success measure for the delivery of the strategy.

Statutory and Policy Implications

20. 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

21. There are no data protection or information governance implications arising from this report as no individuals are named in its contents.

Financial Implications

22. There is a significant financial risk facing the council if it cannot develop its workforce and address areas of skills shortage. This may lead to a greater reliance on the contingent labour market which is generally a more expensive way to cover vacancies. The delivery of the strategy and the development of the range of trainee programmes will be met from existing service budgets and maximising the use of the Government’s apprenticeship levy.

Human Resources Implications

23. The range of training programmes 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 by a modern, public service organisation. The challenge to create sustainable employment opportunities will require a change of mind-set in recruiting managers, with support from senior leaders, to explore appointing candidates who will develop into roles rather than being employed as “the finished article”.

Public Sector Equality Duty implications

24. 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 transfer of levy funds with a focus on delivering opportunities for under-represented and vulnerable groups, supports the Council in meeting its statutory obligations.

Smarter Working Implications

25. Any smarter working implications will be considered as part of the Hybrid Working Policy which will apply to relevant sections of the Council's workforce. Greater flexibility in how work is delivered and from where, creates new opportunities for some people previously restricted in their access to work spaces.

RECOMMENDATIONS

It is recommended that:

- 1) Elected members acknowledge the early work undertaken to begin to draw together the range of activity undertaken across the Council in the area of skills development and employment under the scope of the Skills Development and Employment Opportunities Strategy.
- 2) Approve the development of an action plan to create clear performance indicators to enable effective measurement of successful delivery of the strategy.

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 0115 9773867 or gill.elder@nottscc.gov.uk

Constitutional Comments (KK 23/03/2022)

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

Financial Comments (SES 22/03/2022)

27. The financial implications are set out in paragraph 22 of the report.

28. There is a significant financial risk facing the council if it cannot develop its workforce and address areas of skills shortage. This may lead to a greater reliance on the contingent labour market which is generally a more expensive way to cover vacancies. The delivery of the strategy and the development of the range of trainee programmes will be met from existing service budgets and maximising the use of the Government's apprenticeship levy.

HR Comments (JP 06/04/2022)

29. The initiatives identified in this update report support the Councils delivery of the Skills Development and Employment Opportunities Strategy.

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 WORKFORCE AVAILABILITY, SICKNESS ABSENCE PERFORMANCE AND SUPPORT TO MAINTAIN EMPLOYEE HEALTH AND WELLBEING****Purpose of the Report**

1. To provide Elected Members with an update on the current position of workforce availability and sickness absence for quarter 4 2021/22 and to seek approval for the ongoing actions contained in the Employee Health and Wellbeing Action Plan and any new actions identified as part of the Workforce Resilience and Recovery work stream.

Information

2. Members last received a report at January's Committee which demonstrated that the level of workforce availability throughout the Covid-19 pandemic had remained relatively stable other than around known public holidays where there was a greater level of employees using annual leave. 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 has dipped more recently due to increased numbers of people self-isolating and including those who are absent with covid or other sickness. Although workforce availability reporting had moved to weekly reports, this has returned to daily information being shared with the Corporate Leadership Team, to allow effective resource planning using real time data, to continue. For illustrative purposes, on the day of writing, this stood at 86.33%.
3. The current situation continues to have an impact on people's mental and physical wellbeing and monitoring of this is ongoing. The Workforce Resilience and Recovery Group, chaired by Marje Toward, Service Director Customers, Governance and Employees, has an identified workstream on employee health and wellbeing. This has been led by a manager from Children and Families department with input from colleagues from across the Council. Leadership of this group will transfer to the Organisational Development manager moving forward. The regular Newsletter continues to receive positive feedback; it provides tips and information on how employees can manage their health and wellbeing whilst at work, be that at home, in an office or in our communities.
4. We continue to work with the Business Disability Forum which provides a range of advice and information on how managers can support people with long term health conditions whether they fall under the legal definition of the Equality Act 2010 or not. Members may recall that the work with the BDF supported our recent accreditation as a Disability Confident Leader.

We will do further analysis on usage of the BDF knowledge hub and telephone helpline in June to determine whether it is delivering the anticipated benefits of our membership. Early anecdotal information indicates that it is providing invaluable support to develop our work in this area.

5. Current sickness absence for Quarter 4 2021/22 is **9.52 days** up from **8.89 days** in the previous quarter, excluding covid related sickness absence and **11.73 days** up from **10.38 days** including covid related sickness absence. The figures for Q2 2021/22 with covid removed is **8.12 days** and including covid related absence is **9.45 days**. The figures for Q1 were **7.34** and **8.49 days** respectively. This shows an increase quarter on quarter for the year 2021/22. It is reasonable to suggest that this is in part due to the prolonged nature of the pandemic and the known issue of extending waiting times for treatment or operations in the NHS. We also know that absence is generally higher in Quarters 3 and 4 than in Quarters 1 and 2.
6. The table below shows the breakdown by department of Quarter 4 figures.

Quarter 4	BVPI12 (excluding CoronaVirus)	BVPI12 (all)	CoronaVirus BVPI12
NCC Directly employed	11.41	13.10	1.69
Adult Social Care & Health	15.38	17.72	2.34
Children and Families	11.72	13.68	1.96
Place	11.01	12.23	1.22
Chief Executive's	6.09	7.04	0.95
Schools	7.10	9.98	2.88
NCC & Schools	9.52	11.73	2.21

7. Casework arising from the application of the council's various employment procedures continues and there have been 6 dismissals under the Attendance Management procedure and 22 ill health retirements in Quarter 4. 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 absences requiring attention continue to be highlighted to managers and HR surgeries continue to be offered increasingly face to face rather than virtually.
8. We are continuing to use our Mental Health First Aiders to run further Time to Talk events, which are planned throughout the year. These continue to provide an opportunity to those experiencing low mood and depression to attend an interactive session offering practical information, advice and practical strategies for these conditions.
9. It is important to note that in quarter 4 over 42% of employees had no sickness absence at all in the previous 12 months and of the remainder, 14.4% of recorded absence had extended beyond 28 days, classified as long term absence. Whilst we do not ignore long term absence and the figures in paragraph 7 indicate continued management of longer term cases, managers need to focus on the 56.4% of absences ranging from 1 to 28 days to wherever possible prevent this from becoming long term. As mentioned in paragraph 5, we are aware of issues where employees are awaiting surgery or treatment for chronic conditions but are

experiencing delay in their treatment due to the pressure on the NHS in responding to the continuing impact of covid. This as well as any other relevant factors are always taken into consideration when determining the outcome of any attendance management process.

10. The employee health and wellbeing action plan, previously approved by Members, forms the basis of the work stream in the Workforce Resilience and Recovery Group with a view to further refreshing the offer. 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 the action plan retains its currency.
11. Recent developments to seek improvement in our performance in this area include the joint work with Health and Safety colleagues and Nottingham University around developing work to embrace good practice from the ISO 45003 standard focusing on psychosocial risks in the workplace which recognises the long-term mental health impact of the pandemic on workers from factors like social isolation, exposure to trauma and lack of control over events. A successful ISO 45003 workshop sponsored by Nottingham University and the Council was run at County Hall on the 25th March bringing together interested parties from lead bodies, private industry and the public sector examining the application of the standard and the start point for further joint working moving forwards.
12. Members may also recall the project currently being undertaken by Loughborough University. Recruitment to the pilot closes on 14th April 2022. Although numbers have been relatively low, it has provided a rich source of information from employees and their managers. We will now be holding a series of workshops with managers and trade union colleagues to consider how best to embed the Prowork toolkit into our existing procedures and guidance so there can be a wider benefit of supporting people to return to work after a period of significant absence.

Other Options Considered

13. The Council continues to recognise that its workforce is its most valuable asset and needs to be prepared and protected as we emerge from the covid emergency and beyond through the range of activities identified here. We continue to build on the existing guidance, toolkits and risk assessments available to assist managers to support their team members. The Council's employee wellbeing offer is kept under constant review and has been extended throughout the pandemic as new needs are identified and fresh resources become available. However, we recognise that the impact of the pandemic as we extend beyond two years of this unprecedented event, is taking a toll on the resilience of all our employees, particularly those engaged in frontline services. It is therefore critical to ensure employee health and wellbeing retains a significant priority in the work that we do and is a key feature of the Workforce agreed by this Committee in January.

Reasons for Recommendations

14. The Council seeks 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. The provision of an extensive support package for employees is one way to ensure the workforce remains engaged and continues to work effectively to meet the aims and objectives outlined in the new Council Plan and various departmental strategies. It is also recognised as a positive recruitment and retention tool.

Data Protection and Information Governance

15. 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

16. 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

17. The Council recognises that its 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 and continuing 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 is identifying what the future of work will look like and what tools are required to successfully deliver this. The health and wellbeing 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

18. Work has been undertaken to understand the potential additional risk factors presented by Covid-19 to specific groups of employees. Targeted actions have been identified to address these specific issues. We continue to work with Health partners to provide relevant information. 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.

RECOMMENDATION

It is recommended that Members:

- 1) Agree to the continuing work to deliver the identified actions in the Employee Health and Wellbeing Action Plan and to the inclusion of any additions arising from the relevant workstream of the Workforce Resilience and Recovery Group.

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@nottscc.gov.uk or 0115 9773867

Constitutional Comments (KK 07/04/2022)

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

Finance Comments (RWK 07/04/2022)

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

HR Comments (JP 07/04/2022)

21. The human resources implications are set out in the body of the report. Significant activity has been undertaken to provide support and develop initiatives to maximise employee 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

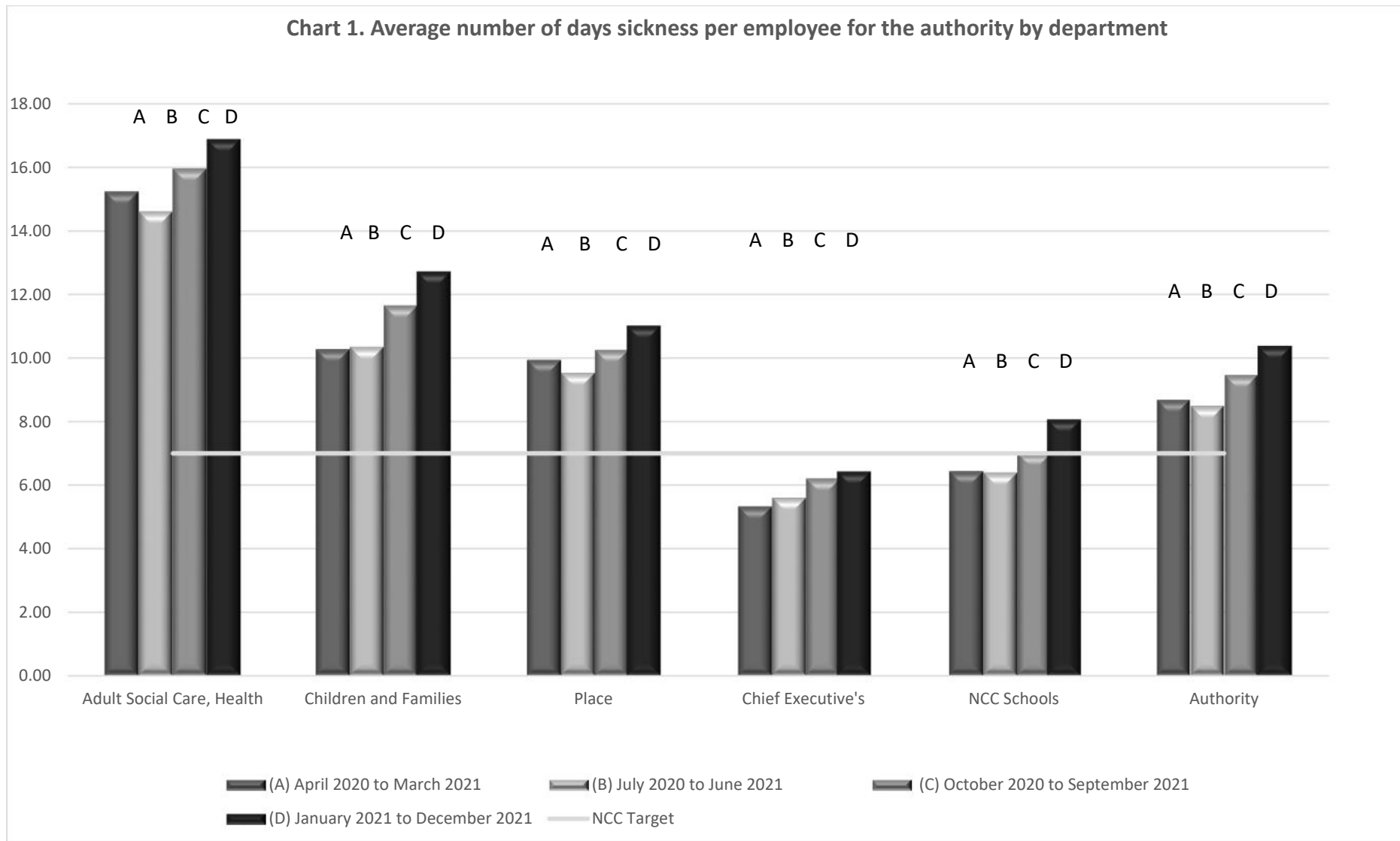


Chart 2 ASCH April 2021 to March 2022

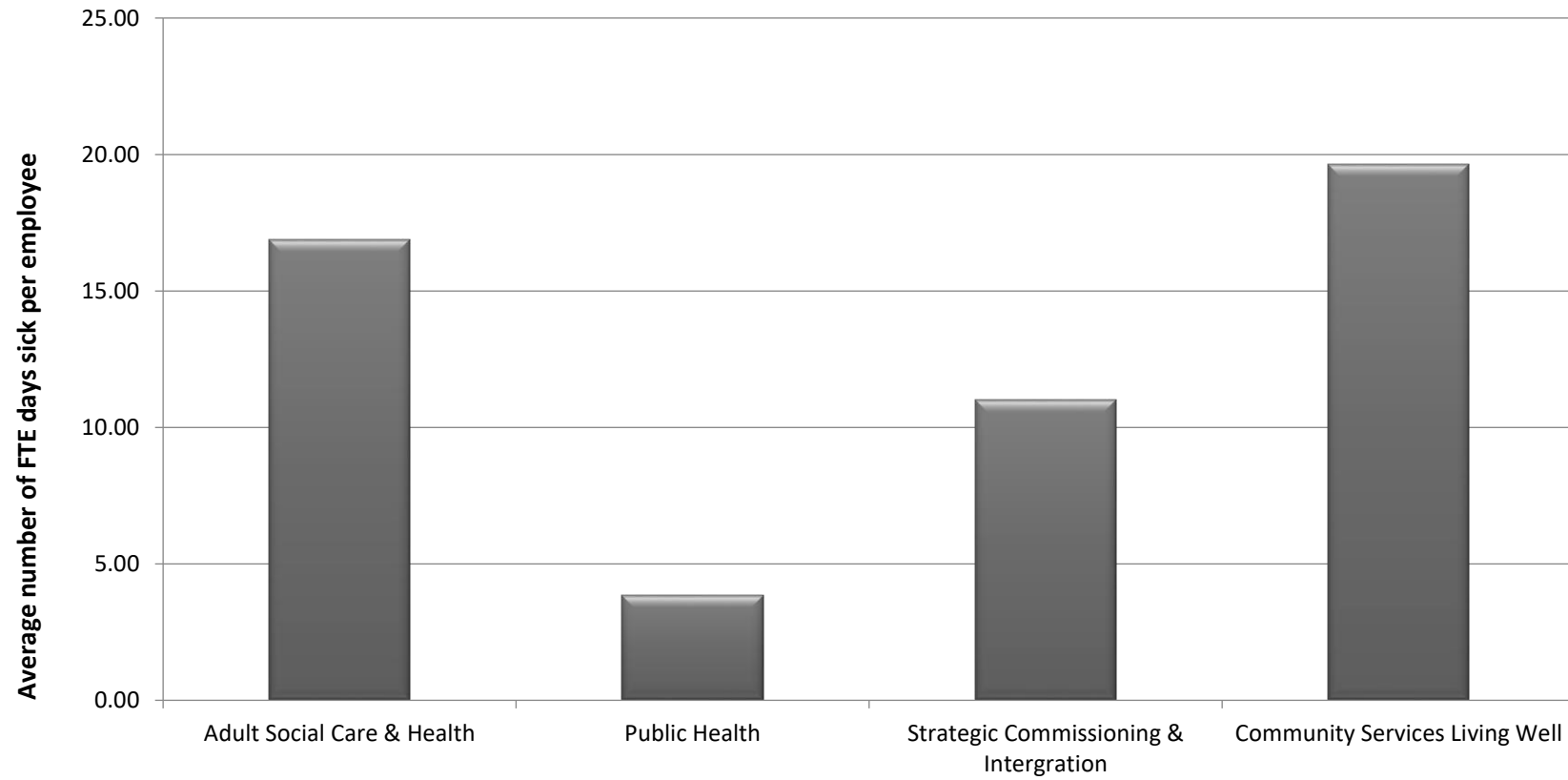


Chart 3 Children and Families April 2021 to March 2022

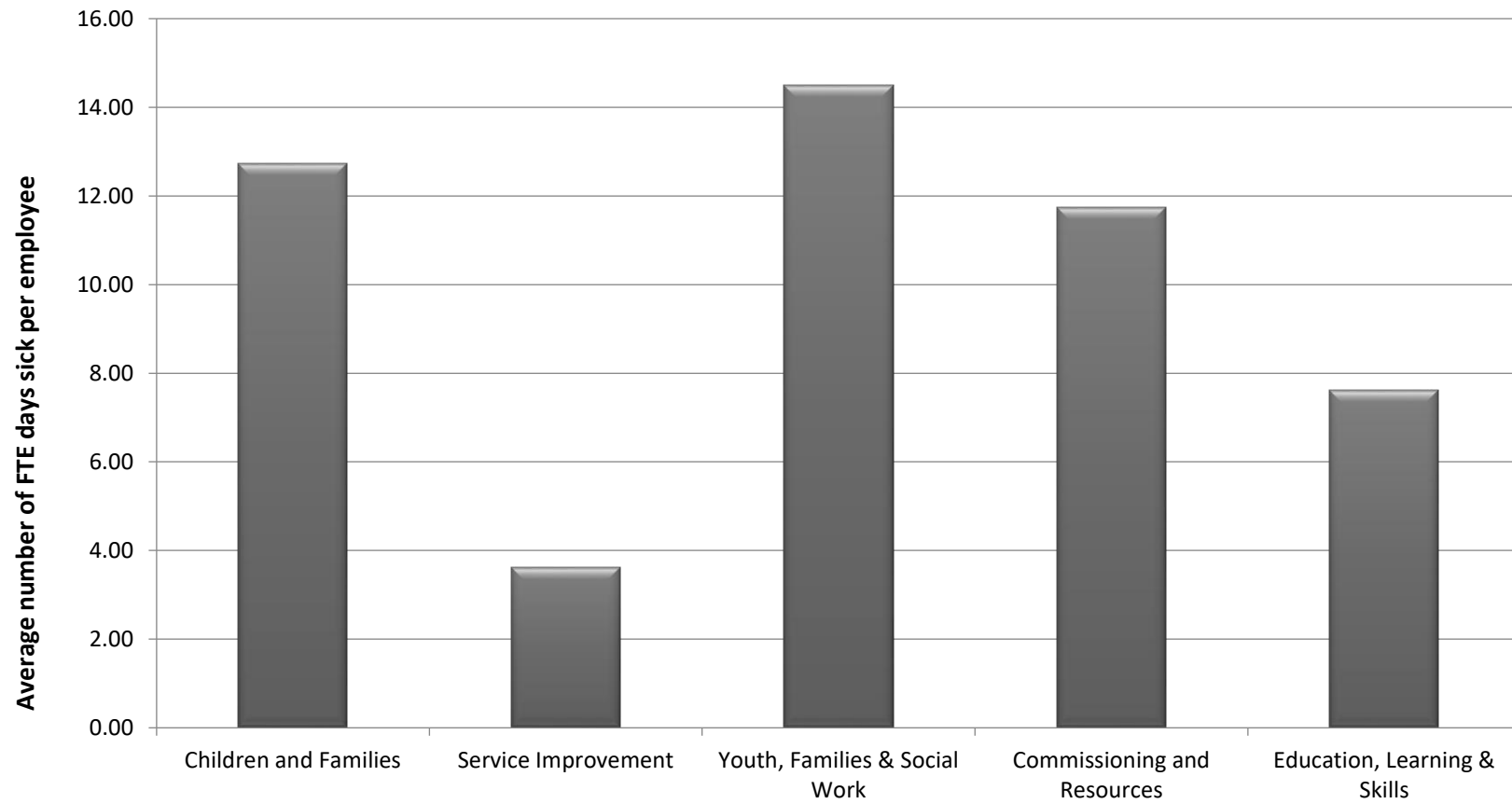


Chart 4 Place October April 2021 to March 2022

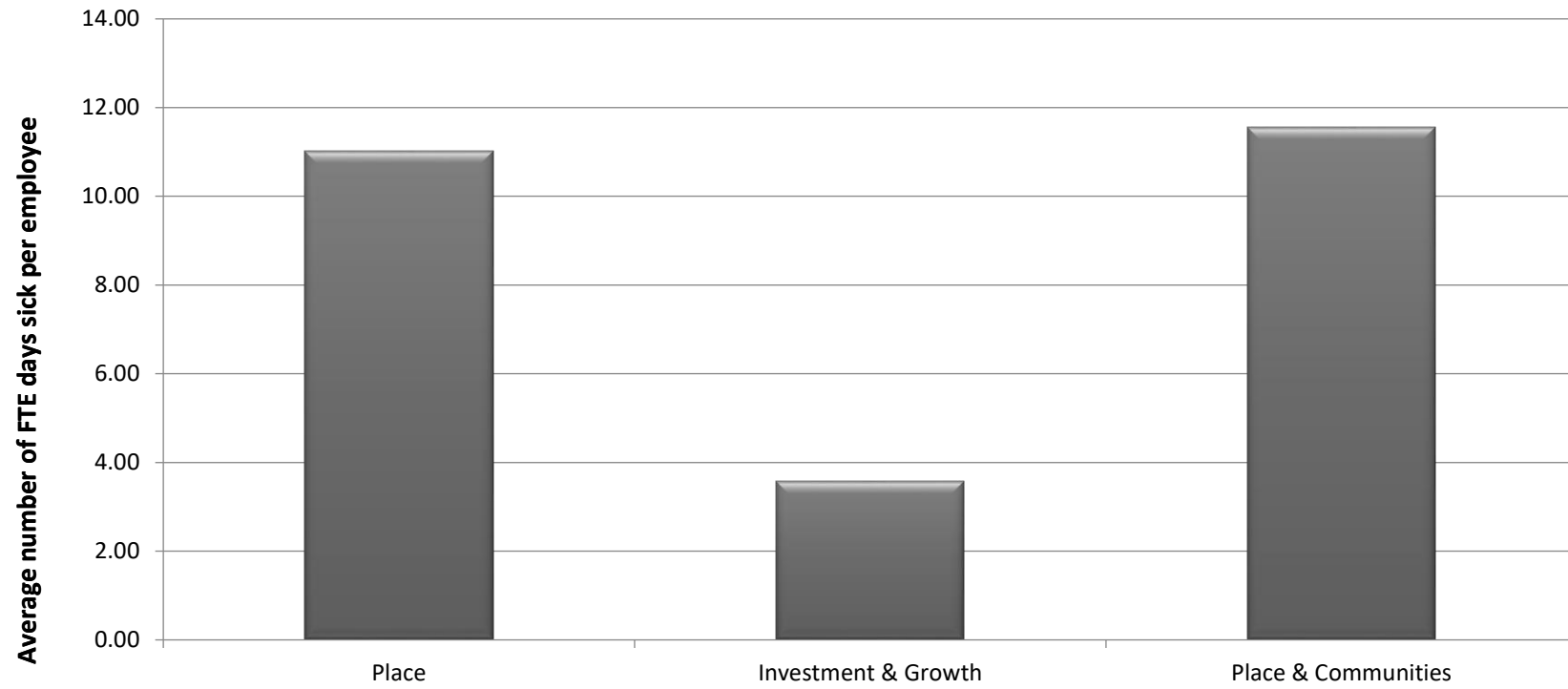


Chart 5 Chief Executive's April 2021 to March 2022

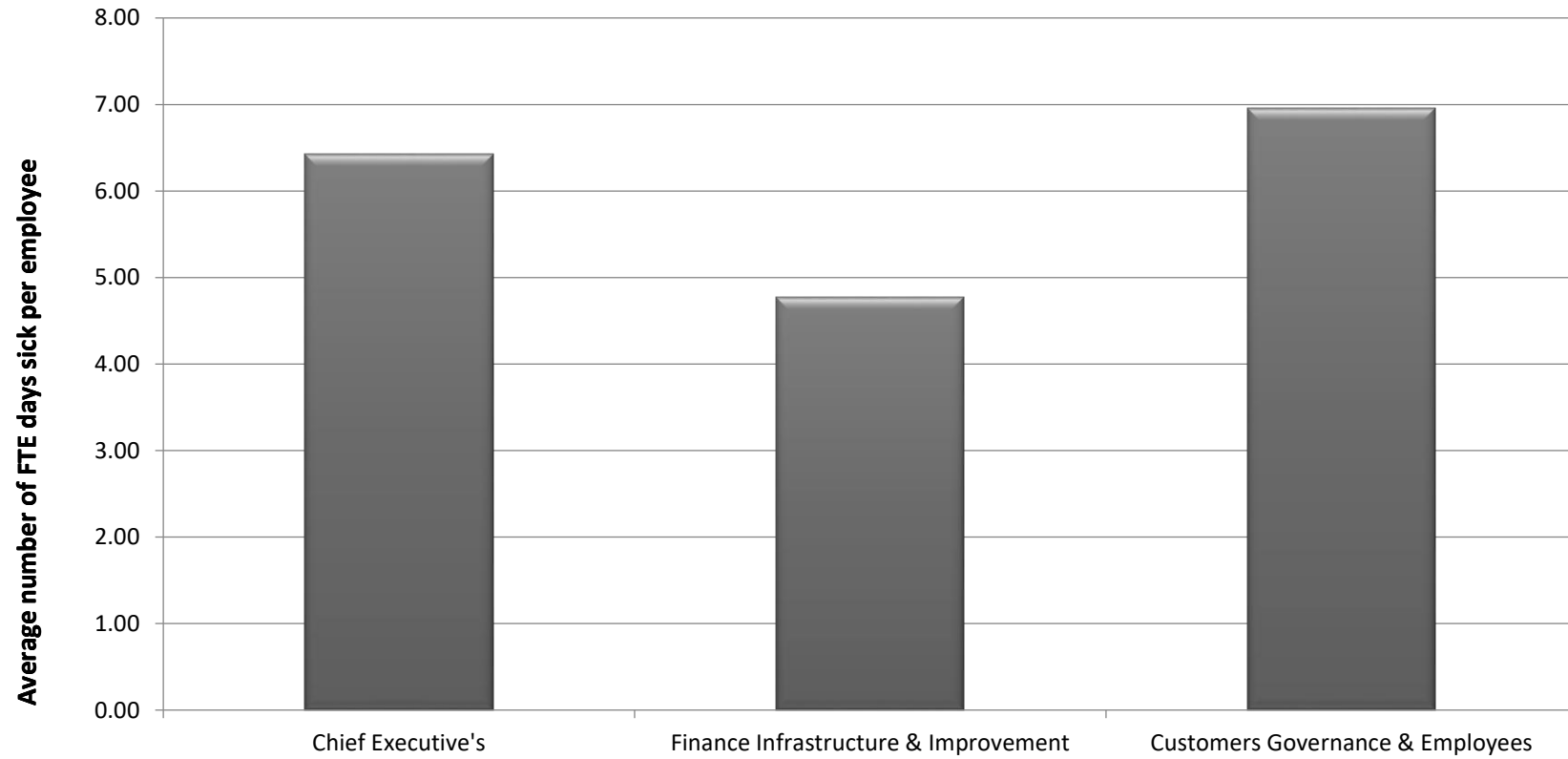


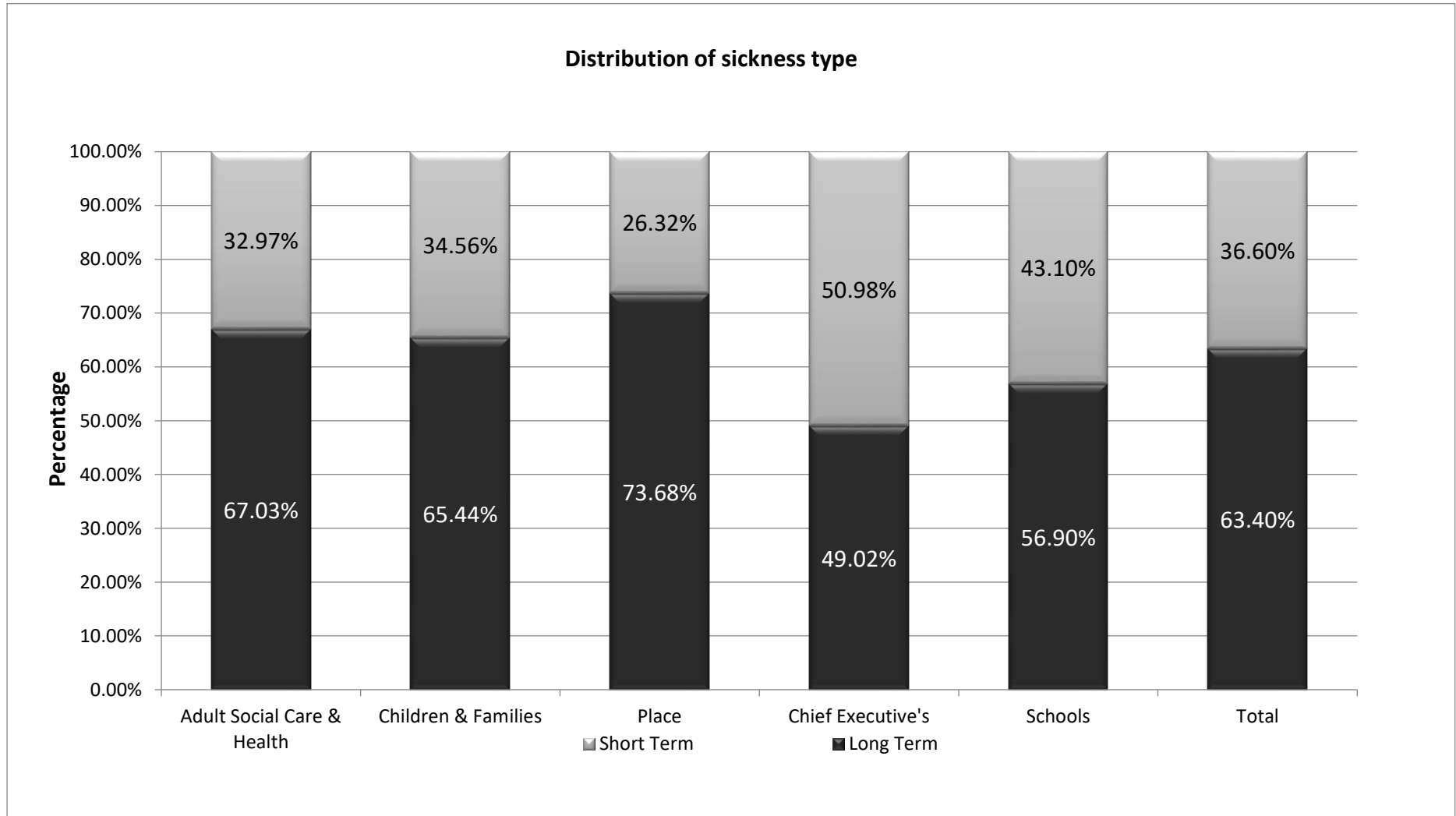
Table 1. Sickness Levels over rolling 12 month basis by Department

	(A) April 2020 to March 2021	(B) July 2020 to June 2021	(C) October 2020 to September 2021	(D) January 2021 to December 2021
Adult Social Care, Health	15.24	14.61	15.96	16.89
Children and Families	10.27	10.35	11.65	12.72
Place	9.93	9.53	10.25	11.02
Chief Executive's	5.32	5.60	6.19	6.43
NCC Schools	6.43	6.39	6.99	8.06
Authority	8.68	8.49	9.45	10.38

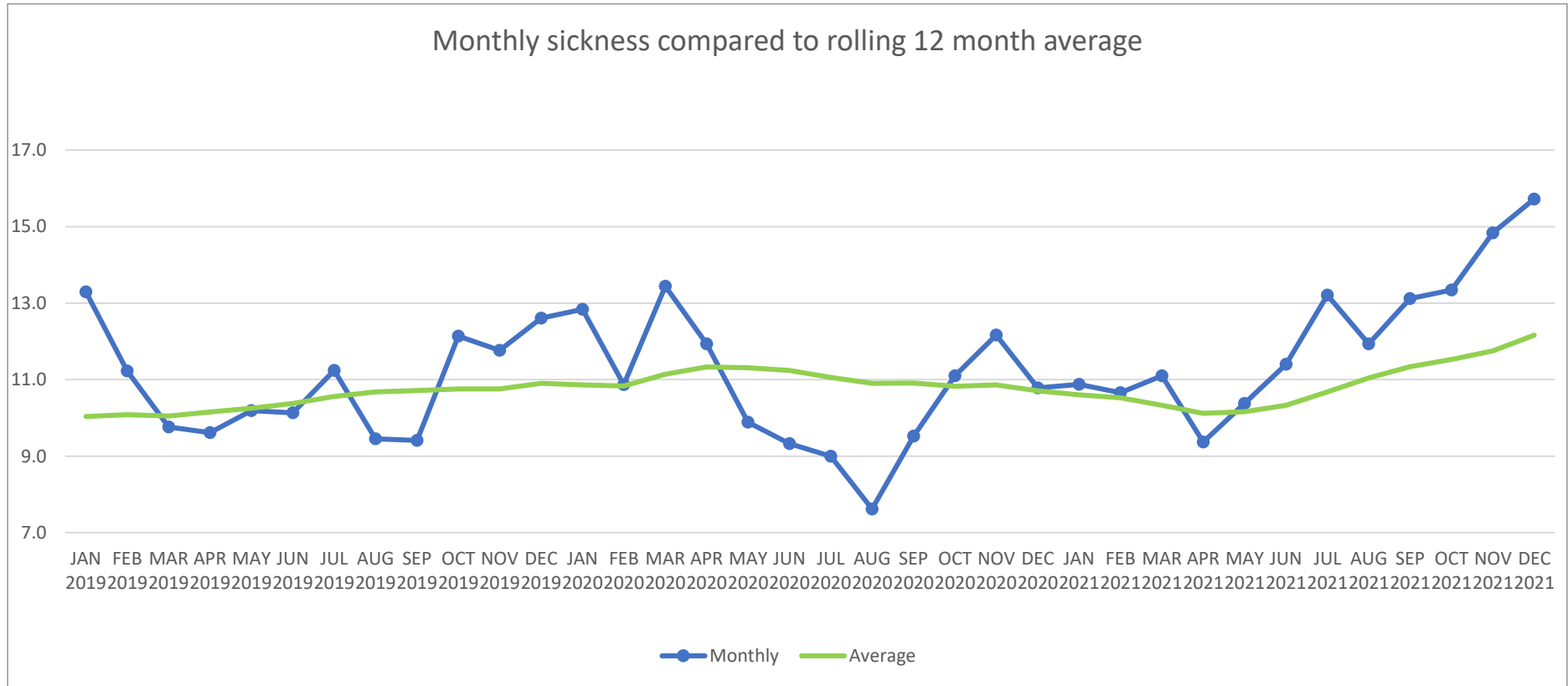
Appendix B

	Back Problems	Cold/Flu/Sore Throat	Coronavirus	Headache/Migraine	Heart/Circulation	Infection	Muscular/Skeletal	Op/Post Op Recovery	Other	Pregnancy Related	Respiratory	Skin Disorder	Stomach/Digestion	Stress/Depression	Terminal Illness	Not assigned
ASCH & Public Protection	4.77%	4.67%	9.20%	3.33%	1.68%	1.95%	8.81%	9.46%	15.08%	0.49%	2.73%	0.04%	3.14%	32.22%	0.00%	2.41%
Children and Families	3.41%	4.72%	15.66%	4.17%	2.38%	2.26%	7.85%	7.43%	12.70%	1.87%	1.75%	0.04%	3.65%	31.04%	0.00%	1.05%
Place	5.86%	3.37%	7.00%	0.64%	2.62%	1.43%	22.76%	12.01%	10.80%	0.46%	2.94%	0.66%	4.36%	22.46%	0.00%	2.58%
Chief Executive's	1.24%	8.47%	11.64%	2.71%	0.43%	1.73%	10.68%	8.56%	14.97%	0.52%	0.97%	0.28%	6.05%	29.77%	0.00%	1.99%
Schools	3.04%	7.15%	20.78%	2.60%	1.49%	2.20%	6.18%	9.66%	16.47%	1.37%	3.50%	0.10%	6.03%	19.43%	0.00%	0.00%
Totals	4.24%	4.77%	11.01%	2.94%	1.99%	1.91%	11.82%	9.29%	13.35%	0.93%	2.29%	0.20%	3.86%	29.42%	0.00%	1.97%

Appendix C



Appendix D



**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND
EMPLOYEES**

HEALTH AND SAFETY REVIEW AND ACTION PLAN APRIL 2022-23

Purpose of the Report

1. To inform Members of key health and safety activities during the period April 2021-22 and ongoing health and safety management system developments.
2. To seek approval for the Corporate Health and Safety Action Plan 2022-2023 (Appendix A)

Information

Health and Safety management system development

3. The British Standards institute (BSI) have undertaken two ISO45001 continuing assessment visits during this period, July 2021, and January 2022.
4. No major nonconformities have been raised and only minor operational or documentation issues identified.
5. The audits continue to find that the council's health and safety management system remains effectively implemented and capable of meeting internal and legislative requirements
6. Work to close those latent gaps against the ISO45001 management standard, since being awarded certification, has continued with only three remaining for closure at the planned July 2022 assessment. These relate to context of the organisation and a process for identification of risk variances and health and safety needs of interested parties.
7. A process of rationalising documents and improvements to the health and safety intranet pages has been undertaken making information more accessible.
8. Building on the remote working approach developed over the last two years, a manager's annual self-assessment (F45-2) has been launched replacing the former SR60 management arrangements form.

9. The new F45-2 has been rolled out to group and team managers for self-completion with returns individually reviewed by senior health and safety business partners. This has facilitated both dialogue on safety matters with managers and enabled a broader assessment of compliance.
10. Work continues to embrace good practice from the ISO 45003 standard focusing on psychosocial risks in the workplace which recognises the long-term mental health impact of the pandemic on workers from factors like social isolation, exposure to trauma and lack of control over events.
11. A successful ISO 45003 workshop sponsored by Nottingham University and the Council was run at County Hall on the 25th March bringing together interested parties from lead bodies, private industry and the public sector examining the application of the standard and the start point for further joint working moving forwards.
12. Health and safety and HR Colleagues are working together to build on existing processes and initiatives supporting employee wellbeing and address the emerging psychosocial risks arising post Covid 19 pandemic.
13. The next continuing assessment visit will be 18 and 19 July 2022 and will also include a strategic review of health and safety performance over the last three years based on BSI's audit findings. Positive outcomes will lead to a recommendation of ISO45001 re-certification for the council for a further three years.

Health and Safety action plan

14. The Health and Safety Action Plan for April 2022-23 is attached at appendix A.
15. This sets out key safety activity for the period and is required under objective setting to meet the requirements of the ISO45001 standard.
16. Progress will be monitored by both BSI during continuing assessment visits and at Health and Safety Compliance Board as an ongoing management review.

Corporate building reoccupation

17. The Health and Safety Team in conjunction with property and facilities management focussed last year on maintaining effective infection prevention and control (IPC) measures in line with government and Health and Safety Executive statutory Covid related requirements.
18. Initial preparations focussed on social distancing, pedestrian routing and cleaning regimes moving latterly to ventilation, something which continues to be important moving forward with the identification and remedy of poorly ventilated areas.
19. A three-point supporting inspection regime was established with over 70 inspections across key buildings being undertaken. These looked at effectiveness of emergency procedures considering reduced staffing numbers, compliance with IPC control measures and staff behaviours and safety concerns.

20. Revised fire safety procedures have resulted from issues identified during site checks and are currently being rolled out ensuring a robust approach moving forward into a hybrid working environment as reported to Personnel Committee 24 January 2022.
21. Challenges remain establishing effective personal emergency evacuation plans (PEEPS) but work with the Business Disability Forum and Corporate Disabled Workers Group is giving direction to finding a workable solution with improvements to the former already being made in respect of understanding individuals evacuation requirements, numbers of persons requiring support and information security of PEEPS documents.

Covid 19 support

22. Work continued during 2021 providing support to personal protective equipment distribution. A senior advisor committed dedicated days to verify PPE standards, undertake checks to maintain suitability and review and investigate reported defects as well as the provision of general advice.
23. Health and safety support contributed to the successful Go Award the council received for personal protective equipment procurement and distribution.
24. The Health and Safety Team also provided the safety component to the establishment of community lateral flow test sites, undertaking initial risk assessments and routine compliance monitoring visits in liaison with the fire service and other partners. 38 inspections of these facilities were undertaken.
25. Support continued with the transition to mobile test units and the management of both road risk from the vehicle towed units and the temporary demountable structures utilised.
26. Schools and academies were supported enabling site-based education to continue with specific inputs into onsite Covid testing, air quality monitoring and risk assessment following the Government's distribution of carbon dioxide monitors.
27. As Government schools guidance changed and was updated, inputs to whole school risk assessment was provided together with the adapting of supporting training to online sessions.
28. An additional 51 face fit tests were undertaken since April 2021 for persons working with those most vulnerable in special educational needs and social care requiring a higher degree of respiratory protection. This saw a fall in demand from the previous year but brings the total delivered overall to 395.
29. To provide a degree of resilience moving forward, the Health and Safety Team will maintain its capability to face fit test and hold a contingent stock of appropriate facemasks and test kits together with a programme of retesting staff according to user demand.

Performance monitoring

30. No enforcement action has been taken against the council in respect of health and safety breaches and no requests for enforcing authority investigations were received during the last year.

31. No corporate complaints have been received against safety standards or performance.
32. A focussed audit programme was undertaken with strict IPC Covid 19 control measures in place seeing 82 audits across educational establishments, 30 Inspire audits and 3 corporate audits.
33. Incidents and accidents reportable under Reporting of Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) have fallen by circa 28% this year.

RIDDOR incident comparison 2020-21 and 2021-22

Department	1.4.20-9.3.21		1.4.21 - 9.3.22	
	Over 7 Day Absence	Specified Injury	Over 7 Day Absence	Specified Injury
Adult Social Care	3	0	1	0
Chief Executives	0	1	0	0
Children's, Families and Schools	4	1	3	1
Local Authority Schools	3	2	4	5
Place	4	3	1	0
Total	14	7	9	6
Year overall total	21		15	
Indicator per 1000 employees	2.8		2.00	
Percentage Change	Decrease by 28%			

Other Options Considered

34. No other options have been considered.

Reasons for Recommendations

35. 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

36. 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

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

Financial Implications

38. There are no additional financial implications arising from this report.

Human Resources Implications

39. 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

40. 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) Approve the Corporate Health and Safety Action Plan 2022-2023 attached as Appendix A.

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@nottsc.gov.uk or 07968 860420

Constitutional Comments (KK 23/03/2022)

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

Financial Comments (SES 22/03/2022)

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

HR Comments (JP 06/04/2022)

43. 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

F45-4: Corporate Health and Safety Action Plan April 2022-23

Department:	Corporate	Service:	Corporate	Team:	Health and Safety
Approved by:	Personnel Committee	Date:	11/03/2022 Version 2		

This plan identifies key Corporate safety actions and priorities and progress will be monitored Compliance Board

Action Number:	Action	Priority	Timescale	Lead	Comments and Progress
1	Maintain health and safety management system ISO45001 <ul style="list-style-type: none"> Continuing assessment visits by BSI including strategic review period 2019-2022 Development of ISO45001 process manual 	High	18-19 July 2022 Jan 2023 TBC May 2022	Health and Safety	Context of organisation and interested parties to evidence
2	Management of psychosocial risk <ul style="list-style-type: none"> Partnership working with Nottingham University embedding principles of ISO45003 to support staff health and wellbeing 	Medium	Ongoing	Health and Safety, Occupational Health and HR	Following Workshop 25 th March 2022 and arising actions Health and safety team ISO45003 training - BSI 12 April 2022



Action Number:	Action	Priority	Timescale	Lead	Comments and Progress
	<ul style="list-style-type: none">Development of stress management tool for schools and internal NCC use linking to HSE toolkit	Medium	June 2022		
3	<p>Effective response to fire evacuation</p> <ul style="list-style-type: none">Monitor effective implementation of new fire warden/marshal systemReview and implement systems to aid those requiring assisted evacuation including Personal Emergency Evacuation Plans (PEEPS)Review existing Deaf Alert system and alternative alerting meansAudit effectiveness of lift/disabled facilities alarms	High High Medium Medium	April 2022 May 2022 June 2022 June 2022	Health and safety Property safety and facilities management	
4	<p>Hybrid working</p> <ul style="list-style-type: none">Ongoing assessment of risk posed by hybrid workingReview Hybrid/home working arrangements Dash form and relaunch	Medium Low	Ongoing October 2022	Health and safety	Link to action points 2 and 3



Action Number:	Action	Priority	Timescale	Lead	Comments and Progress
	<ul style="list-style-type: none"> Monitor hybrid / home working workstation provision ensuring compliance with Display Screen Equipment Regulations 	Medium	Ongoing		
5	<p>Implementation of 'Peoplesafe' lone worker system</p> <ul style="list-style-type: none"> Establish new user requirement baseline Ensure adoption process is complete and devices functional Develop reporting and monitoring framework Relaunch communication re system and capability 	Medium	September 2022	<p>Health and safety</p> <p>Programmes and projects Service departments</p>	
6	<p>Protective security</p> <ul style="list-style-type: none"> Note Pending 'Protect' legislation requirements for publicly accessible locations (PALS) and implications for risk assessment, protective security measures and training 	Low	TBC	<p>Health and safety</p> <p>Emergency planning</p>	Await draft legislation and launch date
7	<p>Monitoring health and safety performance</p> <ul style="list-style-type: none"> Maintain corporate and maintained schools audit programme Maintain sold services and joint Ventures audit programme and review meetings 	Medium	Ongoing	<p>Health and safety</p> <p>Place commissioning</p>	Where practicable remote auditing approach will be applied for pre-audit/main arrangements



Action Number:	Action	Priority	Timescale	Lead	Comments and Progress
	<ul style="list-style-type: none"> • Ongoing inspection according to risk demand including 3 point building checks • F45-2 Health and safety arrangements self-audit - annual completion • Summary reporting of incident statistics to management teams and Risk Safety and Emergency Management Groups • Management review through Health and Safety Compliance Board quarterly meetings 	Medium	Ongoing	Health and safety	Group managers and designated team managers to complete
		Medium	March 2022		
		Medium	Ongoing		
		Medium	Ongoing		
8	<p style="text-align: center;">Incident reporting system</p> <ul style="list-style-type: none"> • Develop replacement for Wellworker system and launch internally • Review incident reporting means for sold services 	Low	May 2022	Health and safety	System at trial stage, retain Wellworker until March 2023
		Low	September 2022	Health and safety	
9	<p style="text-align: center;">Water safety and drowning prevention</p> <ul style="list-style-type: none"> • Develop NCC Downing Prevention Policy based on ROSPA guidance • Continue working with Nottinghamshire Water Safety Partnership 	Medium	August 2022	Health and safety	Key activity period summer 2022
		Medium	Ongoing		



Action Number:	Action	Priority	Timescale	Lead	Comments and Progress
	<ul style="list-style-type: none"> Ongoing support to water safety group established for National Water Sports Centre and support their water safety education events Undertake refresher training in water safety awareness for key NCC staff who may be exposed to risk Review Risk assessment for flood risk team 	Medium	Ongoing	Place Commissioning	
10	<p>Infection Prevention and control (IPC)</p> <ul style="list-style-type: none"> Monitor corporate buildings for poorly ventilated areas and action by procedural or environmental improvements with specific focus on adult social care specific premises Maintain capability to deliver face fit testing for respiratory protection and build capacity reflecting changing DHSC guidance on FFP masks in adult social care 	Medium	Ongoing	Health and safety Property safety and facilities management	<p>Covid-19 - As per remaining HSE and national guidance</p> <p>Residual stock of FFP3 masks and face fit testing kits held by health & Safety at Lawn View House.</p>



Action Number:	Action	Priority	Timescale	Lead	Comments and Progress
11	<p>Learning and development</p> <ul style="list-style-type: none"> Review health and safety training offer including eLearning and face to face packages and remote delivery means 	Medium	September 2022	Health and safety Learning and development and communications team	
	<ul style="list-style-type: none"> Mandatory Fire awareness to include new fire warden/marshal procedures 	High	April 2022		

Reviews – this action plan should be reviewed at least every 3 months							
Review Date	Comments/Amendments	Reviewed By	Signature	Review Date	Comments/Amendments	Reviewed By	Signature
Click or tap to enter a date.				Click or tap to enter a date.			
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REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES**TO APPROVE THE ARRANGEMENTS FOR THE DEPUTY CHIEF EXECUTIVE TO UNDERTAKE LEARNING & DEVELOPMENT OVERSEAS IN WORKTIME****Purpose of the Report**

1. To seek consent for the Deputy Chief Executive/Corporate Director Place to undertake learning and development during work time overseas at their own expense.

Information

2. Every year, around 20 Leaders and Chief Executives from different sectors, sponsored by the Leadership Centre, are invited to form a leadership cohort and work on complex public policy challenges. In July 2021, Nottinghamshire County Council Deputy Chief Executive/Corporate Director Place received an invitation to take part in the 2021/2022 cohort.
3. Other participants in this year's cohort include Leaders and Cabinet Members of a County Council and a London Borough, Chief Executives of County Councils, Chief Executives from the NHS, a Chief Constable and a Chief Fire Officer as well as senior Directors from a number of Central Government Departments including Dept Levelling Up, Housing & Communities, the Dept Health & Social Care, and the Dept for Education.
4. The programme is focused on adaptive leadership that crosses organisational boundaries. The Covid-19 crisis has demonstrated that we live in an increasingly complex and interconnected world requiring cross-boundary systems leadership. The aim of the programme is to provide current active leaders the opportunity to explore what a model for progress may look like and provide more effective leadership in their own organisations.
5. The event is brokered by the Leadership Centre with the Birmingham Leadership Institution (University of Birmingham). The Leadership Centre has a wealth of experience of designing and implementing bespoke place leadership projects as well as national programmes for leadership development.
6. Over the last 8 months the Deputy Chief Executive/Corporate Director Place has taken part in a number of development blocks. These have been a combination of virtual and physically attendance events, either odd days or blocks of days including weekends & evenings.
7. The next training block is to be held over a week during May and this is to be held in Boston, Massachusetts. The purpose is to discover cutting-edge insights, leadership development and

learning with peers from around the world. The event is delivered via senior coaches from Harvard Kennedy School and The Massachusetts Institute of Technology (MIT).

8. The Deputy Chief Executive/Corporate Director Place will personally meet all costs associated with this trip including course fees, travel, accommodation and expenses. Approval is sought to allow the Deputy Chief Executive/Corporate Director Place to be released during work time to attend the programme.

Other Options Considered

9. No other options considered.

Reason for Recommendation

10. The County Council's Travel and Accommodation Policy states that officers travelling outside of the UK must seek Committee approval.

Statutory and Policy Implications

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

Financial Implications

12. The financial implications are detailed in paragraph 8 of this report.

RECOMMENDATION

It is recommended that Members:

- 1) Approve the arrangements for the Deputy Chief Executive to attend the leadership programme overseas and at their own expense.

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

For any enquiries about this report please contact: Avneet Nahal 0115 977 4429

Constitutional Comments (EKH 30/03/2022)

13. The recommendation falls within the remit of Personnel Committee under its terms of reference.

Financial Comments (SES 28/03/2022)

14. The financial implications are set out in paragraph 8 of the report.

15. The Deputy Chief Executive/Corporate Director Place will personally meet all costs associated with this trip including course fees, travel, accommodation, and expenses. Approval is sought to allow the Deputy Chief Executive/Corporate Director Place to be released during work time to attend the programme.

HR Comments (JP 06/04/2022)

16. Any HR implications are within the body of the report.

Background Papers and Published Documents

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

- None

Electoral Division(s) and Member(s) Affected

- All

