Personnel Committee

Wednesday, 26 January 2022 at 14:00

County Hall, West Bridgford, Nottingham, NG2 7QP

AGENDA

<u>Notes</u>

(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

Nottinghamshire County Council

Minutes

Meeting	**PERSONNEL COMMITTEE**
Date	**Wednesday 15 December 2021 (commencing at 2.00pm)**

Membership
Persons absent are marked with an 'A'

COUNCILLORS

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

	Callum Bailey	Johno Lee
	Bethan Eddy	Sheila Place **A**
A	Errol Henry JP	Helen-Ann Smith
	Richard Jackson	Elizabeth Williamson

SUBSTITUTE MEMBERS

Councillor Pauline Allan for Councillor Errol Henry
Councillor Penny Gowland for Councillor Sheila Place

OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Head of Human Resources
Luke Barrett	Head of Communications

COUNCILLOR MAUREEN DOBSON

The Chairman of the Committee spoke in tribute to Councillor Maureen Dobson who had passed away on Tuesday 30 November 2021. The Committee stood and observed a minute's silence in tribute.

1. MINUTES OF THE LAST MEETING

The minutes of the last meeting held on 3 November 2021, 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

The following apologies of absence were received:

- Councillor Errol Henry (Other)
- Councillor Sheila Place (Medical)

3. DECLARATIONS OF INTEREST

No declarations of interests were made.

4. NOTTINGHAMSHIRE COUNTY COUNCIL SKILLS DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES STRATEGY

RESOLVED 2021/35

1) That the Skills Development and Employment Opportunities Strategy be approved, and that the Committee agrees to receive associated action plans on individual initiatives that are required for the strategy's successful delivery.

2) That the establishment of a Skills Development and Employment Team as set out in Appendix 2 and paragraph 30 of the repot be approved.

5. THE 'DEVELOPING THE NOTTINGHAMSHIRE WAY' PROGRAMME

RESOLVED 2021/36

1) That the Committee agrees to support the development of the "Developing the Nottinghamshire Way" programme and to receive further updates on the progress being made six months after its launch.

2) That funding of up to £125k per annum over a two-year period to design and deliver the programme be approved.

6. COMMUNICATIONS AND MARKETING STAFFING STRUCTURE

RESOLVED 2021/37

That the new staffing structure of the Communications and Marketing function as set out in Appendix 1 of the report be approved.

7. WORK PROGRAMME

RESOLVED 2021/38

That the Work Programme be updated to reflect members' requests.

The meeting closed at 3.15pm

CHAIRMAN

Nottinghamshire County Council

Report to Personnel Committee

26 January 2022

Agenda Item: 5

REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES

GENDER PAY GAP – UPDATE

Purpose of the Report

1. The purpose of the report is to provide Personnel Committee with an update of Nottinghamshire County Council's Gender Pay Gap (GPG) for publication as required by the public sector duty under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2016.

Information

2. An initial report was brought to Personnel Committee on 7 March 2018 which outlined the requirement for employers of over 250 employees to report their gender pay gap. As previously reported, schools' information is not required in the Council's reporting as this remains the responsibility of the governing body for eligible maintained schools or the proprietor for academies with 250 plus employees.

3. The 2018 report explained that there was a calculation required which 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. The subsequent report considered by Members at Committee on 30 January 2019, provided a brief update on the progress made to date and agreed an action plan to develop a range of responses to further improve the Council's performance in this area.

4. Although reporting requirements were relaxed due to the ongoing impact of the Covid-19 pandemic, a report was brought to this Committee in January 2021 providing a further update on the position as at March 2020. The table below reflects the year on year position since reporting began and highlights the steady improvement made:

Gender Pay Gap	2017	2018	2019	2020	2021
Mean	12.3%	11.5%	9.3%	8.4%	8.4%
Median	25.4%	20.2%	18.4%	20.1%	16.8%

5. Members were previously advised of the difference between the gender pay gap information and equal pay which specifically relates to the pay differences between men and women undertaking work of equal value and for which the Council continues to use nationally recognised job evaluation processes and the Single Status Agreement to maintain an equality proofed pay system.

6. One of the main reasons for the Council's position is the nature of a number of the services we continue to provide and the gender split of our workforce which is approximately **70% female**, a significant number of whom work part time.

7. There continues to be stringent vacancy control to limit recruitment within the Council. However, the last 20 months have seen an need for increased recruitment in key areas, notably ASCH. This remains an area where the majority of recruits are female. Members will be aware of the reported recruitment challenges in a number of other areas and that the past quarter has seen the greatest ever number of job vacancies advertised nationally meaning many applicants can pick and choose where they work in hard to recruit to sectors. In addition, turnover is at its lowest rate for over ten years, and combined with the continuing effects of the pandemic, there are limited opportunities to significantly alter the gender pay gap for the reported period.

8. The Council continues to pay the Living Wage Foundation Living Wage as oppose to the National Living Wage. This is paid as an allowance and increased to £9.70 per hour from 1 November 2021 and has most benefited our frontline part time female workers since the Council implemented payment from 1 April 2014.

9. The Gender Pay Gap requirements define pay as "ordinary gross pay" which includes 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.

10. The attached infographic at Appendix 1 provides information which reflects the organisational structure as at 31 March 2021. The summary information contained as part of the infographic includes the following:

    - Mean gender pay gap

    - Median gender pay gap

    - The proportion of gender in each pay quartile, that is, a breakdown into four equal sections lowest to highest, by their evaluated hourly rate and which shows the number and proportion of female to male employees in each quartile.

11. The overall GPG in Nottinghamshire County Council is a mean gap of **8.4%** and a median gap of **16.8%**,. The table below shows the incremental progress made since 2017 when we were first required to report this information:

Gender Pay Gap	2017	2018	2019	2020	2021
Mean	12.3%	11.5%	9.3%	8.4%	8.4%
Median	25.4%	20.2%	18.4%	20.1%	16.8%

12. Work continues to deliver the identified actions to reduce the GPG which includes the maintenance of an equality proofed pay system. The action plan shows actions already completed, those currently in train and any newly identified actions to provide Members with the complete picture of activity ongoing in the Council to address this issue. The Council

continues to be committed to taking further appropriate action to reduce the GPG, to report annually as required and to monitor progress over time.

13. As mentioned earlier, the limited amount of recruitment does impact on the speed the Council is able to make significant progress to address the gender pay gap. However, the current recruitment to the vacant Service Director Transformation post is an example of how targeted work is being undertaken to improve particularly the gender diversity of the field of applicants although this is always on the understanding that appointment is on merit.

14. Recruitment remains a priority area identified as is flexible working and career development and progression. Successive reports to Personnel Committee have described the range of job fairs and career events across the county which had been attended, details of our Graduate Development Programme and Apprenticeship offer and information regarding the career development portal My Learning, My Career. Career development and progression continues to be supported across the Council through the coaching network. Work in all these areas will continue throughout 2022 including the renewed focus on leadership development, talent management and work based learning opportunities. This approach draws together a range of activities around work experience, apprenticeships and graduate training schemes to ensure the issue addressing the GPG underpins all our activities relating to attracting and retaining people with the right skills and knowledge, to enable us to deliver on key strategic priorities as outlined in the new Council Plan.

15. Our Hybrid Working Strategy will assist us to attract and develop the best talent through flexible working and we will continue to explore and maximise all the opportunities presented by flexible working. This is not only through creating flexible physical working environments and opportunities for more flexible working hours, but also to consider how jobs are designed and how work is undertaken where it is appropriate to do so.

Other Options Considered

16. The Council has a legal duty to publish its Gender Pay Gap information on the public website. The calculations are prescribed within the legislation and do not allow employers to develop a separate approach.

Reasons for Recommendations

17. As mentioned above, the Council has a legal duty to publish information on the gender pay gap annually on its public website. This report provides the detail of the information required and also identifies and seeks approval for the ongoing actions required to address the Gender Pay Gap.

Statutory and Policy Implications

18. 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.

Equalities Implications

19. In seeking to meet our legal requirement for reporting and to maintain our position as an Employer of Choice, the ability to demonstrate actions to close the GPG to our current and future workforce indicates our commitment to inclusivity and equality as an employer where talent is recognised and promoted.

Data Protection Implications

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

Financial Implications

21. There are no direct financial implications arising from the content of this report.

Human Resources Implications

22. The Human Resource implications are set out in the body of the report.

Public Sector Equality Duty implications

23. The policies and procedures of the Council apply to all directly employed staff whatever their protected characteristic. However, given the content of the action plan, any activity around managing absence and supporting people to remain at work potentially has a greater impact on employees with a declared disability. An equality impact assessment will be completed once the detail of the refreshed action plan has been agreed in consultation with the recognised trade unions and the Disabled Employees Support Network.

RECOMMENDATIONS

It is recommended that Members:

1) Approve the publication of the required gender pay gap information on the public website.

2) Agree to the identified ongoing actions and to receive an annual update on their impact towards closing the Gender Pay Gap within the Council.

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 11/01/2022)

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

Financial Comments (SES 07/01/2022)

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

HR Comments (JP 11/01/2022)

26. The Human Resources implications are explicit within 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.
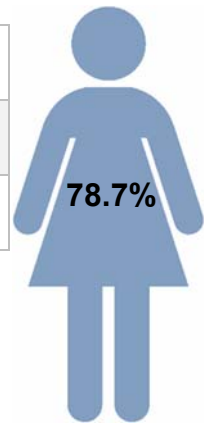
- None

Electoral Division(s) and Member(s) Affected

- All

Appendix 1: Nottinghamshire County Council Gender Pay Gap – March 2021

21.3%
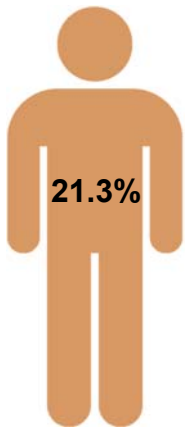
	Women's earnings are:
Mean gender pay gap in hourly rate	**8.4% lower**
Median gender pay gap in hourly rate	**16.8% lower**

GPG Equivalent Workforce
Directly Employed Headcount in scope **7527**

78.7%

By Pay Quartile

Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
11… / 88.6%	24.5% / 75.5%	23.5% / 76.5%	25.6% / 74.4%
■ Female ■ Male	■ Female ■ Male	■ Female ■ Male	■ Female ■ Male
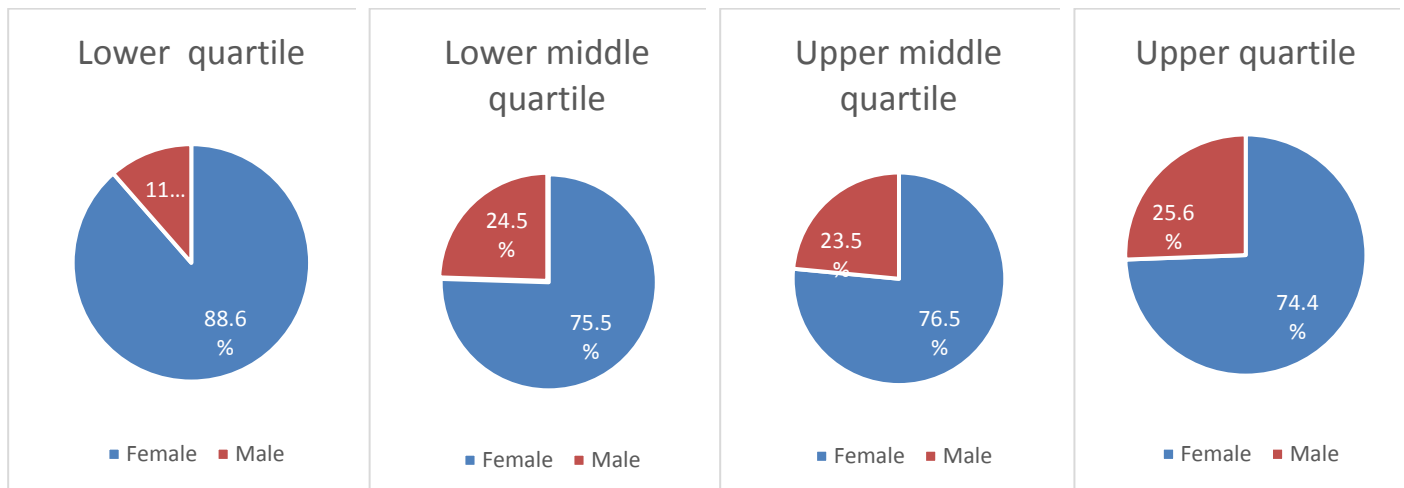
GENDER PAY GAP – ACTION PLAN

Priority Area	Action Required	Responsible Officer(s)	Date Required
Recruitment	Review existing e-learning module on Recruitment to consider any changes to raise awareness of potential gender bias in any part of the process from job design, advertising to how selection process is undertaken which may prevent any section of the population from applying for our roles. Consider delivering some targeted face to face sessions in service areas where the gender imbalance is particularly prominent	Sarah Tinsley	September 2019 – part completed

March 2020
Review by March 2022 |
| | Undertake refresher training for all elected members involved in Senior
Staffing Sub Committee, the responsible body for all appointments at Service Director level and above to ensure they remain aware of potential gender bias in senior officer recruitment | Marjorie Toward/ Keith Ford/ Gill Elder | Ongoing for Members who have not previously undertaken recruitment as part of Senior Staffing Committees |
| | Build a refreshed recruitment landing page highlighting all the commitments the Council has made in terms of equality standards and promoting our flexible working opportunities to encourage applications from women who are more often the primary carers for children and elderly relatives
 Work now includes further consideration of emerging legislation to provide further support to employees with caring responsibilities | Avneet Nahal/Sarah Stevenson/Gill Elder | End of February 2020
Completed
Further work now identified to promote flexible working and the Council's offer to increase attraction rates |
| | Continue to develop a range of metrics which will provide detailed information on recruitment statistics including attraction, application, interview success and subsequent retention broken down by gender | BSC/HR | Ongoing work involving the Equalities Officer to build further |

	and benchmark with comparable organisations and professional bodies		identified actions into supporting action plans
	Demonstrate accessibility and inclusivity through our comprehensive range of activities around work experience, apprenticeships and graduate training schemes which underpin our aspiration to further close the gender pay gap whilst maintaining a system which values talent and ability and promotes on merit. Links to the Council Plan ambition around prosperity	Gill Elder /SBP - WOD	Ongoing and will link with the Skills Development and Employment Opportunities Strategy agreed by Committee November 2021
Career Development and Progression	Continue to build on the initial success of the Council's coaching network enabling all employees to access a trained, accredited coach. Currently 70.3% of people accessing the coaching network are women and we will continue to monitor and target areas where there are limited requests coming forward	SBP - WOD	Ongoing but requires a further refresh to remind employees of the coaching offer.
	Promote relevant content on My Learning, My Career to support and assist employees grow and develop their knowledge and skills in terms of future needs and aspirations particularly in respect of building confidence to compete for leadership/management roles	HR Business Partners and departmental workforce leads	Review April as part of annual EPDR cycle
	Monitor completion of EPDRs and undertake audits of development requirements with course availability and relevance of content in meeting needs specifically in relation to supporting the workforce to develop leadership skills and competencies. This includes monitoring the gender breakdown of attendees and ensuring there are no barriers to attendance at development events (location, timing, dates)	Learning & Development Officers	Annual in June

	Launch the next phase of the Leadership Development Programme which has modular elements to facilitate different levels of engagement from very specific content to wider learning leading to a more formal qualification. This approach enables greater engagement for employees, predominately women, to access the programme. Further developments include a programme for aspirant managers. A coaching approach and action learning sets are key components to embed learning in the organisation	Gill Elder/ SBP - WOD	February 2022 Approach agreed by Committee in December 2021
	Continue to explore formal and informal learning opportunities to enable the Council to have a comprehensive learning and development offer which meets current and future needs and which can be delivered flexibly to ensure these opportunities are accessible	Workforce and Organisational Development Leads	Ongoing
	Create a working environment where people feel valued for what they do, the contribution they make every day, whether or not they wish to further develop their careers into management or more technically specialised positions. Ensure women returning to work after maternity leave or career break and those with other caring responsibilities are included in all development opportunities and develop a programme to utilise Keeping In Touch Days as part of wider career development	Crossover between Timewise Working Group and Workforce Development	Ongoing
Flexible Working	The work with Timewise has been completed after our formal accreditation. However work continues to identify how to maximise the opportunities provided by flexible working arrangements as a means of attracting and retaining talent having determined whether all our roles can be available for flexible working	Timewise Working Group	March 2020 Ongoing as the nature of work changes and new and emerging technologies are developed

	To expand understanding of flexible working beyond the physical environment and working patterns to include how jobs are designed and future outputs measured and where appropriate to create greater levels of self-determination around how and where work is carried out	HR/Job Analysts	Ongoing
	Create further opportunities to enable people to work flexibly to incorporate family/caring responsibilities whilst maintaining productivity and performance	HRBPs/OD Manager	Ongoing
Miscellaneous	Continue to work with Trade Union colleagues and the Corporate Equality Group to identify additional actions which may assist the Council close its gender pay gap within the parameters outlined within the January 2022 Personnel Committee Report	Gill Elder	Ongoing to December 2022
	Ensure there is a clear distinction and understanding between equal pay through the continuing robust application of job evaluation so work of equal value is consistently and fairly rewarded as opposed to reducing the gender pay gap which is about representation at various levels of the workforce. Discuss the results at departmental level with relevant Senior Leadership teams to share proposed actions	Gill Elder	Current piece of work to benchmark pay scales and work with external partner to further validate job evaluation process – report to CLT February 2022

Nottinghamshire County Council

REPORT OF THE SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND EMPLOYEES

PEOPLE STRATEGY 2022 - 2026

Purpose of the Report

1. The purpose of this report is to seek the approval of Personnel Committee to the attached People Strategy (Appendix 1) and to the development of annual action plans to support delivery of the workforce aspects of the Nottinghamshire Plan.

Information

Background

2. The purpose of the Council's People Strategy is to provide a high-level framework to enable the Council to have the right approaches, plans and activities in place to ensure that it has the right people, with the right skills and values, working collaboratively with partners, communities, and organisations across the County to deliver the ambitious 10-year vision set out in the Nottinghamshire Plan. For the next ten years the focus will be on:

- Improving health and wellbeing in all our communities
- Growing our economy and improving living standards
- Reducing the County's impact on the environment
- Helping everyone access the best of Nottinghamshire.

3. Our approach over the next four years to delivering these goals will be to:

- Listen to our communities
- Support Independence
- Reduce inequalities
- Spend wisely
- Make decisions based on evidence
- Work together
- Lead with optimism.

4. This is reflected in the Council's People Strategy and the activities and action plans which will be developed to deliver it.

Development of the People Strategy

5. The priorities in the Nottinghamshire Plan reflect the needs and aspirations of local people and the feedback we received through the Big Notts Survey as we recover from the pandemic and look to the future. This approach of building on what we have learnt during the pandemic and the strengths and resilience we have developed is reflected in the People Strategy.

6. The new People Strategy is set within the context of the ongoing challenges presented by the pandemic, increased digitalisation and the introduction of new and emerging technologies, different ways of working including flexible, remote and hybrid working, increased focus on employee resilience and wellbeing and widespread recruitment and retention issues across a number of previously unaffected sectors.

7. The Strategy has been informed by the information contained in the Council's emerging Workforce Resource Plan and the Workforce Profile report so that there is a strategic approach taken to future resource planning based on a deep understanding of our current workforce and of future needs. The ability to plan is a key requirement of any high performing organisation, demonstrating knowledge and understanding of future resourcing requirements, skills gaps, and development needs.

8. The People Strategy has been developed in the context of key drivers set out in Section 1 of the Strategy - Strategic Context and reflect the opportunities and challenges created by new technology but also our current and future workforce expectations with the move from the concept of "a job for life" to that of the millennial generation who are looking for career development and interesting work experiences whilst building their career portfolios.

The People Strategy

9. The high-level People Strategy sets out the key themes and priority areas of activity to ensure that the Council has an engaged and motivated workforce, with the knowledge and skills required working in the most effective way across the Council, with local people and communities and with our partners to deliver the Council's priorities as set out in the Nottinghamshire Plan.

10. The People Strategy seeks to describe the core components of a modern 21st century employer and builds on the Council's aspiration to be an Employer of Choice and demonstrates our ongoing consideration of the type of organisation we aim to be and what our people requirements are now and for the future.

11. The Strategy describes the key components for organisational success underpinned by a set of simple principles. The people we are looking to recruit or retain are those able to model the behaviours and attributes which are framed by these core principles. This is reflected in a new Nottinghamshire Way programme of activity which will ensure the Council and our people work in respectful, collegiate, empowering and collaborative ways which reflect our core values.

12. This approach and the underpinning principles will also need to be reflected in our leadership and management style and behaviours. The People Strategy includes a new Leadership Development programme to build confidence and consistency across our leadership cohort

and ensure we have the leaders we need now and for the future to empower and support our workforce to deliver the ambitions set out in the Nottinghamshire Plan.

13. We are in the process of developing further activities to build support for employees and develop our employees' wellbeing and continued resilience. This is reflected in the People Strategy and includes generic activities applicable across the entire workforce but also service specific, professional, technical and organisational development which is reflected in our refreshed learning and development offer.

Implementation of the People Strategy

14. A range of strategies, programmes and actions plans previously approved by this Committee, will provide vehicles for successful delivery of various aspects of the People Strategy and include the following:

- The new Leadership Development Programme
- The rollout of work on the "The Nottinghamshire Way" to develop the organisational culture and ways of working to deliver the vision set out in the Nottinghamshire Plan
- The recently approved Employment Opportunities and Skills Development Strategy to ensure we are able to recruit and develop the skills we need
- The overarching Equalities Action Plan
- The Workforce Resource Plan
- Hybrid Working Strategy
- Employee Engagement Strategy
- Employee Recognition and Reward Strategy.

15. These will be supplemented by an annual action plan setting out the key priorities and actions for each year to enable progress against the long-term vision and ambitions to be clearly articulated and measured. The development and use of accurate data to build our evidence base for future activity and measure progress will continue to grow in importance as the size and shape of the workforce evolves.

Other Options Considered

16. The People Strategy is a high level document outlining how we will deliver on the core ambitions set out in the Council Plan and utilise existing and newly emerging service and cross-cutting action plans as the most effective delivery model to achieve this. The option not to have a published people/workforce strategy was not considered appropriate for an organisation the size of the Council which aspires to being an "Employer of Choice". The plan focusses on immediate priorities but with a view to our longer term ambitions. It ensures we have detailed plans in place to enable us to have the right people, with the right skills, knowledge and experience in place, to ensure the Council delivers on the commitments made in the Council Plan to the residents of Nottinghamshire.

Reasons for Recommendation

17. The overarching People Strategy and underpinning information in the Workforce Resource Plan provide a framework for Members and senior officers to make informed decisions in respect of budget setting and future resourcing requirements, ensuring there is enough

flexibility to meet evolving needs whilst delivering on the commitments set out in the Nottinghamshire Plan. We have adopted a bottom-up approach in drafting the People Strategy to understand our current and future needs and to identify what skills and attributes we need our future workforce to possess and develop. The Strategy has been developed in the context of the key drivers which will support the Council to deliver on the published commitments and further work will be undertaken to work with the various leadership teams to meet the varying departmental priorities and requirements, which contribute to this.

Statutory and Policy Implications

18. 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

19. There are no data protection implications arising from this report.as all information is in relation to key themes, priorities, and trends rather than named individuals' data.

Financial Implications

20. There are no direct financial implications arising from the People Strategy. Clearly the ability to identify future resourcing requirements and effective workforce planning are key components of an organisation which places value for money and efficiency at the heart of all that we do.

Human Resources Implications

21. The Human Resources implications are implicit in the body of this report. The future success of the Council relies on our ability to predict and plan effectively for our future resourcing requirements and to recruit and retain employees with the necessary skills and experience to deliver on the commitments and ambitions set out in the Nottinghamshire Plan.

22. The Strategy has been circulated to the recognised trades unions for comment and will be discussed at the first opportunity at the Central Joint Consultative and Negotiating Panel to be held on 27 January 2022. The approach will evolve as the Nottinghamshire Plan develops and matures as ambitions begin to be delivered. The Strategy provides a framework around future activity, but we will provide further opportunities for trades union colleagues to input into the Strategy as part of our joint working approach.

Public Sector Equality Duty Implications

23. In seeking to maintain our position as an Employer of Choice, the ability to engage our current and future workforce is essential to our ongoing success. The themes identified in the People Strategy apply to every part of the workforce and therefore there is no group of employees disadvantaged because of this report. Activities to address issues in relation to people from

particular groups are reflected in the Equalities Action Plan and Gender Pay Gap Action Plan and will continue to be discussed at Corporate Equality Group.

RECOMMENDATION

It is recommended that Members:

1)   Approve the People Strategy 2022 -2026 attached as Appendix 1 and the development of annual action plans to enable its effective implementation and monitoring of progress.

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

For any enquiries about this report please contact:
Gill Elder, Group Manager HR on 0115 9773867 or gill.elder@nottscc.gov.uk

Constitutional Comments (13/01/2022)

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

Financial Comments (RWK 17/01/2022)

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

HR Comments (JP 13/01/2022)

26. The human resources implications are contained within the report and will be the platform for wider employee engagement with the Corporate Leadership Team, departmental leadership teams and directly with the wider workforce and their nominated representatives.

Background Papers and Published Documents

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

- The Nottinghamshire Plan 2021 -2031

Electoral Division(s) and Member(s) Affected

- All

PEOPLE STRATEGY 2022 – 2026

DRAFT

Nottinghamshire County Council

Introduction

The Nottinghamshire Plan was approved at Full Council in November 2021 and sets out a clear and ambitious vision for the future of Nottinghamshire for the next ten years in which we're working towards a healthy, prosperous, and greener future for everyone. To ensure the plan had the needs and aspirations of local people and their communities at its heart the Big Notts Survey was undertaken to find out what really matters to local people and ensure that the Nottinghamshire Plan was built around this.

Our people are critical to our ability to achieve our ambitions. People we employ directly; people employed by our partners and those from whom we commission services; people who undertake work on our behalf and are employed by themselves or others such as agency workers and consultants.

This high-level strategy sets out our priorities for the next four years to ensure that we have the right people, with the right knowledge, skills, and experience, working collaboratively in an inclusive, positive, and supportive culture with a wide range of internal and external partners to remove barriers and make things better for local residents and their communities.

To achieve this, we will need to plan our workforce in a more sustainable way. This means considering the psychological contract we have with our people and by adopting different approaches to:
- attract, retain, support, and develop our employees.
- job and organisational design including career pathways.
- empower employees to grow by giving them the tools, resources, training and working environment they need to thrive.
- foster confident leaders who inspire and empower others.
- develop the resilience and promote the wellbeing of our employees
- create a more diverse workforce where everyone feels included and valued.

The development of this high-level strategy has been influenced by feedback from employees, managers, trades unions colleagues and representatives of the self-managed groups to ensure that it reflects the things which are most important to our people. This strategy will support our aim to be an Employer of Choice and strengthen our overall approach, to help us to deliver the Nottinghamshire Plan in the Nottinghamshire Way.

Councillor Gordon Wheeler
Chair of Personnel Committee

Background and context

The Council is operating in and adapting to a constantly changing world. The pace and degree of change is increasing. The Council needs to continue to explore ways to do things differently, both internally and in collaboration with partners, to make public money go further. We need to find innovative ways of doing business, generating sound returns for all residents and making Nottinghamshire an even better place to live, work and visit.

The Council's previous People Strategy covered the period from 2019 to 2021. However, during the pandemic it was considered necessary to develop a bridging plan to cover the period from the height of the pandemic until the new Nottinghamshire Plan was in place.

The Workforce Resilience and Recovery Strategy approved in November 2020 set out to define the "new normal" for the Council's workforce in the short to medium term. In the immediate short term, it related to the response to the next phase of the pandemic. An important aspect of the strategy and supporting action plan was to establish and describe a new baseline and context to support our employees' wellbeing and resilience and organisational resilience to respond to future phases and eventual recovery from the pandemic. This is still critical to our continued success.

The new People Strategy builds on work and activities underway before the pandemic, identifies key priorities for action and develops them for the future. For example, strength-based approaches in Children's and Adults' services; leadership development; coaching; flexible working and continuing to be a good employer and Employer of Choice.

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

Although, the covid pandemic has shaped much of what we have done and way we have been able to do things since 2020, there are a range of other factors which will have an impact on our workforce and ways of working, including:
- Increased digitisation
- New and emerging technologies including Artificial Intelligence
- Changes to our governance arrangements
- Potential devolution of additional powers
- New regional and pan regional approaches
- Ongoing financial challenges
- Workforce availability, employment opportunities and skills development
- Wider socio-economic factors

The new People Strategy will continue to shape what work will look like within the Council in a new world context – where and how people will be working, changing expectations in relation to work, what people will be doing (new operating models, digitisation, automation), how they will collaborate and work together with refreshed approaches to organisational culture, values, and behaviours.

This strategy sets out our aspirations for the future of our workforce, provides the building blocks and sets the foundations for future workforce planning, development, and transformation. As such it provides for a route map from where we are now, with key milestones to where we want to be in the future which will ensure we are able to develop and deliver the future vision as set out in the Nottinghamshire Plan.

Underpinning Principles

The People Strategy is underpinned by a set of identified principles, which are set out below:

- We will continue to invest in our workforce to build our organisational resilience.
- We will use a data and evidence-based approach to develop our workforce plans.
- Workforce plans will also reflect the physical and psychological environment and working relationships and ensure the physical and mental health and wellbeing of our employees is considered at every stage of planning.
- The intention is to create and foster an inclusive, fair, and flexible working environment where the differing needs of colleagues are recognised and respected alongside service needs.
- Managers will be empowered to make decisions about how their teams operate within the parameters of updated Council policies and procedures.
- Employees will be engaged in developing and implementing activities and approaches to ensure their needs are met.
- Learning and experiences gained throughout the Covid emergency will be used to shape the future workforce and ways of working.
- Any plans put in place will build on existing foundations and be sufficiently flexible to reflect changing requirements, need and context.
- We will continue to engage regularly with the recognised trades unions, self-managed support networks and groups and our employees, to understand their issues and to work together wherever possible to address these and identify the best way forward.

Key Themes

The activities to deliver the strategy have been grouped into themes which are set out below:

Workforce planning and resourcing

Key priorities in the People Strategy are the review of our recruitment and retention approaches and development of a range of resourcing models, recognising that there is not a "one size fits all" approach to workforce planning. To ensure that we have the right skills going forward, we need to identify what these will be and have plans in place to effectively enable us to develop a "build, buy, borrow or share" approach which will include partner organisations as well as a complementary contingent workforce. The latter will be delivered through the renewed agency managed service but also recognise the value of consultants to complete appropriately defined targeted pieces of specialist work. The principles of effective vacancy management and value for money will underpin all the activity in this area.

Increasingly the use of workforce data and analytics will inform our future people related strategies and workforce plans. Detailed knowledge and understanding of our current workforce and their expectations and aspirations will inform future recruitment and development activity. Early identification of new skills required will enable us to plan more effectively for the future and ensure we are at the forefront of the race for talent and have a continually developing talent pipeline.

People are increasingly likely to change jobs more often and be employed or engaged in work in different ways by a range of organisations. There will be competition for scarce skills which make it more important to identify and plan for our future people requirements. The implementation of the Employment and Skills Strategy, including apprenticeships, traineeships, work experience and work placements, will be critical to ensuring we have the people with the knowledge and skills we need.

Once we have recruited new people to the workforce and continue to assess and develop the skills of our existing workforce, it is essential that there are clear and accessible career pathways which underpin succession planning to build resilience and future proofing into our resourcing model.

The Council aims to continue to be an employer of choice to ensure that we are able to attract and retain the best people who share our values and are invested in making this Council a success and who in turn feel invested in by the Council as their chosen employer. This is a complex and multi-faceted process that needs to ensure whilst presenting an attractive proposition to future employees that, as a good employer, the needs of our current workforce continue to be met.

Sitting alongside this overarching strategy, our contingent workforce will be provided in the main part through our recommissioned Managed Service. This provides the opportunity to align the culture and vision for the Council with that of

our provider and for them to provide an additional talent pipeline to close any skills gaps and assist in areas where we lack the capacity to deliver.

Organisational culture

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

How we value and treat our people to create the right environment to support and engage them in organisational change will have a significant impact on our success. Equity, fairness, and inclusivity need to run through our approach to our people, people who access our services, residents, and their communities.

The Nottinghamshire Way programme will involve employees from across the Council and utilise various cultural inquiry tools to help define the culture of the Council and the way we work. This work will be used to identify the steps the Council needs to take and key milestones to being a progressive, forward thinking organisation, delivering improved outcomes for local people and a great place to work.

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

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

Leadership development

As the Council moves into the next phases of response, recovery and living with covid, the Council needs to develop strong, confident, adaptive, inclusive, and engaging leadership capacity with a clearly articulated vision of success and positive role modelling. The leadership development theme builds on the level of confidence amongst leaders and managers to do things differently, in new ways and operate in a new context to remove barriers to change, foster innovation and creativity which has been demonstrated during the pandemic. This will build on the momentum and positive experiences during the pandemic and learning from the less positive aspects.

The ability to lead positively and with optimism is one of the core approaches identified for the successful delivery of the ambitions and priorities set out in the Nottinghamshire Plan by supporting an organisational culture which values, engages and develops our people. The core attributes we are seeking to develop and maintain in our current and future leaders include:

- The ability to enable change
- The ability to and use of coaching skills and approaches
- Supportive and empowering
- Adaptive
- Inspirational
- Encouraging
- Advocating for and modelling our values
- Positive and forward looking
- Confident
- Collaborative and collegiate

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

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

The leadership theme will also build and develop activity already underway, such as coaching and developing strength-based leadership approaches, across the Council. The refreshed leadership development programme will be launched in early 2022 and has been developed to support leading in new ways in a new context. This includes providing and promoting opportunities for career development and career pathways to support and enable those with ambitions to progress.

People development

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

7

The new Employment Opportunities and Skills Development Strategy creates a cohesive programme of development opportunities for current and future employees to ensure we can address existing and emerging skills gaps. This strategy will form a critical part of our workforce planning and resourcing activity to ensure we have the right people, with the knowledge, skills and experience required at the right time and have an ongoing talent pipeline to sustain and refresh this supply.

Whilst we share common values and behaviours, our workforce possesses a range of attributes which will prepare them to face the challenges of delivering efficient and effective public services to the people of Nottinghamshire. The key attributes are listed below, and whilst the list is not exhaustive, it provides a helpful reminder to enable our people to meet current and emerging priorities.

Attributes:
- The desire for continuous learning and willingness to learn
- Willing to take personal responsibility
- Ability to develop and maintain an attitude which welcomes change
- Respect and valuing other people
- A sense of fairness and equity
- Kindness
- A mindset which accepts and embraces technology as an opportunity
- Agile and adaptable
- Enthusiastic with a drive for collective success
- Collaborative
- Understanding the importance of, building, and maintaining effective relationships
- Good communication skills
- Resilient
- High performing
- Ability to work to local and national standards and frameworks to achieve the best possible outcomes
- Willingness to be engaged/involved
- Inclusive
- Creative and innovative

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

This strategy also includes a review of our approach to role and job design and career pathways across the whole Council to enhance opportunities for career development and ensure greater consistency to enable us to grow, develop and retain our own staff and encourage collaborative working as the Council moves away from hierarchical,

silo-based career paths to portfolio careers maximising the development and use of transferrable skills.

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

Employee health and wellbeing

We recognise the impact the pandemic has had on the health, wellbeing and resilience of our employees and the importance of having a range of support available to our workforce now and for the future.

The valuable intelligence gathered via a number of employee surveys has been used to shape this strategy. Further surveys, alongside other tools such as webinars, focus groups and question and answer sessions as well as ad hoc feedback will be used to gather additional information from a wide cross section of the Council's workforce as we continue to respond to the demands of the pandemic, into the recovery phase and beyond.

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

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

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

Smarter working and the working environment

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

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

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

The strategy and associated action plans reflect the need for flexibility, agility and pace and the need to learn from and incorporate the positives from the "test bed" we created during our response to the pandemic. Working patterns and arrangements for the future will need to build on the work already underway to become a truly flexible employer in all aspects.

Implementation of the strategy

The People Strategy has been informed by the work of the cross-council Workforce Resilience and Recovery Working Group building on corporate and departmental feedback and activity and utilising results and feedback from the wellbeing surveys and feedback from the Q&A sessions already held with the Corporate Leadership Team. It reflects learning and experience during the response to the pandemic and builds on activity underway in departments and corporately prior to the pandemic. It is proposed to continue to use a series of task and finish groups led by members of the working group, supported by corporate enabling services, to take forward the scoping and implementation of the strategy and associated action plans. It is also planned to engage the Council's Extended Leadership Team in taking forward these activities to encourage broader ownership of the solutions.

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

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

An initial area of activity will involve communication about the strategy itself involving managers and employees what we are doing, explaining why and what we hope to achieve, timescales for the work and seeking views and input. This will include ongoing involvement of trades union representatives and staff support networks and groups. This will ensure a broad range of views are reflected in the development and implementation of the annual action plans that will set out how we will achieve the objectives of the People Strategy and vision and actions set out in the Nottinghamshire Plan and ensure that we have a forward looking and resilient council focussed on the needs and aspirations of local people.

Discussions have also taken place with the employee self-managed groups to ensure proper consideration is given to the potential impacts on all colleagues across the Council. This includes black, Asian and minority ethnic employees, LGBT+ employees and employees with a disability or underlying health condition. Working with these

support networks has resulted in very positive and constructive engagement which it is intended to build on as part of implementation of the People Strategy.

The People Strategy will be implemented initially through existing action plans and programmes of work where possible, adapted to meet the objectives and long-term vision of the Nottinghamshire Plan. These will be reviewed and realigned to ensure a cohesive, collective approach to ensure delivery of the priorities set out in the Nottinghamshire Plan and underpinning People Strategy.

Existing action plans and programmes of work include:

- Health and Wellbeing Action Plan
- Health and Safety Action Plan
- Investing in Nottinghamshire (Smarter Working Phase 2)
- Digital Strategy
- Hybrid Working Strategy
- Leadership Development Programme – existing, aspirant, qualification/on job/ apprenticeships
- Employment Opportunities and Skills Development strategy
- Corporate and Departmental Equalities Action plans
- Disability Confident – Self Assessment
- Gender Pay Gap – Action Plan
- Workforce Resource Plan including departmental and service specific resourcing action plans
- Workforce Profile Data

Annual action plans and specific targeted plans and work will be developed and commissioned to deliver actions not already underway, working under the auspices of the high-level People Strategy. Targets and key milestones will be identified to monitor progress against the People Strategy and contribution towards meeting the longer-term ambitions set out in the Nottinghamshire Plan. In addition to cross-council planning, this will involve departmental leadership teams being fully engaged in the development of more detailed action plans to reflect specific service needs.

Nottinghamshire County Council

REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

FIRE SAFETY - UPDATE

Purpose of the Report

1. To inform members on action being taken to review and maintain safe emergency fire and evacuation arrangements in key County Office buildings.

Background

2. Over time ways of working have changed from fixed office-based working to the hybrid approach of today. This added flexibility brings challenges in respect of planning and availability of staff to undertake voluntary roles that support fire emergencies and evacuation.

3. The report and action focusses on the larger County Office premises spread across the county. Other buildings primarily occupied by Adult Social Care and Health such as Day Services or Children's and Family Services, and Youth Centres have their own embedded systems and evacuation arrangements.

4. Staffing attendance is more predictable and consistent in the non-County Office estate however shared learning from the review of fire arrangements can be applied together with the new training package being accessible for all sites.

5. Covid -19 and subsequent working from home during lockdowns has compounded the problem but in itself is not the sole cause, we have a smaller workforce from which to draw volunteers and cannot reasonably pre-plan for their attendance for fire cover at any given time or location.

6. The Regulatory Reform Fire (Safety Order) 2005 and the Health and Safety at Work Act 1974 places legal duties on the authority to provide effective systems and means of escape in the event of a fire. Compliance is reflected in our fire risk assessments, but these are based on systems having guaranteed Fire Marshal and Fire Warden cover within specified buildings.

7. An incident at Lawn View House in June 2021 confirmed the need for a review and move to a more dynamic and flexible approach.

8. It is against this background that a thorough review was required to safeguard staff, building users and fulfil our legal duties.

Identifying areas for improvement

9. Building on feedback from the Lawn View House incident, a minor and contained fire within a microwave initiating a full building evacuation, it was decided to further examine current evacuation preparedness across a broader range of sites.

10. Observed evacuation practices were undertaken across six sites focussing on:

    - Time to evacuate the building
    - Did all occupiers evacuate as planned?
    - Accuracy of signing in /out forms
    - Actions taken by fire wardens and marshals
    - Was the assembly point known and used?
    - Ability to implement Personal Emergency Evacuation Plans.

11. Key learning points from the observed evacuations include limited trained staff available to undertake fire warden and marshal roles, inconsistency of fire safety signage and equipment locations, lack of awareness of 'fire warden sweep zones', extended evacuation times with some staff having to be prompted to evacuate and inaccuracies in signing in or out.

12. Outcomes were shared with Arc's fire compliance team as background information to a detailed report focussing on considerations for effective evacuation in a hybrid working model.

13. Subsequently a project team plan consisting of representatives from Arc, Corporate Property, Facilities Management, Health and Safety and Communications was established to develop an improvement and new workable approach within the known constraints.

New approach to Fire Evacuation- 'Listen Look Leave'

14. The aim is to enable all staff to undertake fire warden duties during evacuations with the addition of designated fire wardens leading when available. Similarly, where fire marshals aren't available, acting fire wardens can provide cover in their absence.

15. For ease of understanding the strapline Listen, Look, Leave will be used to convey immediate actions to be taken by all evacuating staff. The flow chart in Appendix 1 indicates the new evacuation approach in outline.

16. Staff will initially be guided to look to the new 'Fire Points' to see if the fire wardens vest has been taken, the fire warden role being fulfilled or if they take action themselves.

17. A new intranet resource and information page will be available providing links to evacuation guidance, infographics and briefing videoclips.

18. More formal training will be via the existing mandatory Fire Awareness module on 'My Learning My Career' which will be revised to incorporate the new approach.

19. Training is monitored for uptake and discussed with staff at annual review. New systems for managers to monitor team completion of mandatory training has now been rolled out and includes fire awareness training.

20. The evacuation of visitors will continue to be the responsibility of the officers that they are meeting with. Information on evacuation procedures and fire alarm tests will be drawn to their attention when signing in and are posted on notice boards through the buildings.

21. Additional supporting improvements are:

- Signed fire points in offices holding fire wardens' vests and zone information cards
- Re-mapped fire warden sweep zones on laminated cards. These have been reduced in number and colour coded for ease of use
- Zone cards contain other essential information including safe refuge areas
- Fire warden vests changed to red to avoid confusion with other high visibility clothing present
- Fire boxes located by the fire panel with essential user information and site documentation
- General upgraded fire signage including removal of obsolete material.
- Enhanced frequency of fire evacuation practices to embed learning

Personal Emergency Evacuation Plans

22. A separate review of Personal Emergency Evacuation Plans (PEEPs) for those persons requiring assisted evacuation is being undertaken. We are consulting with the Business Disability Forum on current best practice and outcomes will be fed into the overall new approach.

23. Relevant training will be provided in the use of evacuation aides 'Evac-chairs' and evacuation mattresses. Awareness covered on induction and more specific focussed training for those in roles supporting evacuation.

Elected Members Arrangements

24. County Hall fire safety arrangements are included in the Elected Members induction programme. Participation in fire evacuation practices builds upon the initial training.

25. Fire safety is considered within risk assessments for Council Meetings, Officers present will always adopt lead roles including fire warden area sweeps during any evacuation.

Other Options Considered

26. Consultation has taken place with other authorities and private sector organisations. A range of options have been considered from remaining as we are, formal rotoring of staff or 'first on site' undertaking Fire Warden/ Marshal roles. All are dependent on staff availability.

Reasons for Recommendation

27. The new system identified offers the best workable solution under hybrid working arrangements where attendance is less predictable and reinforces a culture of individual behavioural safety.

28. It also balances what can be realistically achieved against our legal duty and provides a foundation for future and continuous improvement.

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

Financial Implications

31. The cost for implementing the new arrangements will be met from existing budgets.

Human Resources Implications

32. 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

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

RECOMMENDATIONS

It is recommended that Members:

1) Support the proposed approach to changes to fire evacuation procedures.

2) Receive a progress report on Fire Safety incorporated in the next Health and Safety update in May 2022.

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

For any enquiries about this report please contact:
John Nilan, Team Manager – Health & Safety john.nilan@nottscc.gov.uk or 0115 8040380

Constitutional Comments (KK 11/01/2022)

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

Financial Comments (SES 07/01/2022)

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

36. The cost for implementing the new arrangements will be met from existing budgets.

HR Comments (JP 11/01/2022)

37. Any Human Resources implications are highlighted in 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

Listen, Look, Leave

What should you do if a fire alarm goes off?

If it goes on for longer than 10 SECONDS, it is not a test

Look for the hi-vis vest

Look for signs to it

A fire zone map can be

Found with the vest

If the vest is still there, put it on and search the area.

- Toilets ☑
- Lift lobbies ☑
- Meeting rooms ☑
- Washrooms ☑
- Storerooms ☑

If possible, support people who need help.

If the vest has gone, or someone else is wearing it, then leave.

EXIT

Once the area is clear, leave. Sweep the area as you go.

EXIT

Go to the building's assembly point.

Look for the Fire Marshall.

As Fire Marshall you need to:

Fire Marshal

Collect information
Make sure the building is **clear**
Contain the area
Call the fire service
Confirm when it is safe to go back

If no Fire Marshall is present, and you are the first one there wearing a vest,

Fire Marshal

then assume the role of the Fire Marshall. Go to the building's fire panel and put on the Fire Marshall jacket.

The Site Manager can support you.

Nottinghamshire County Council

Report to Personnel Committee

26 January 2022

Agenda Item: 8

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 3 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 workstream.

Information

2. Members last received a report at September'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 realtime data to continue.

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 is being led by a manger from Children and Families department with input from colleagues from across the Council. A regular Newsletter has received positive feedback; it provides tips and information on how employees can manage their health and wellbeing whilst at work, at home, in an office or in our communities. An example of the wellbeing Newsletter is attached at Appendix F for Members' information to illustrate the tone and subject matter covered in these bulletins.

4. Further developments include renewing our lapsed membership of the Business Disability Forum (BDF) 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. The work with the BDF supports our recent accreditation as a Disability Confident Leader. We will do further analysis on usage of the BDF knowledge hub and telephone helpline after 6 months of membership to determine whether it is delivering the anticipated benefits of our membership.

5. Current sickness absence for Quarter 3 2021/22 is **8.89 days,** up by **0.77 days,** excluding Covid related sickness absence and **10.38 days,** up **0.93 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.

6. The table below shows the breakdown by department of Quarter 3 figures.

Quarter 3	BVPI12 (excluding Coronavirus)	BVPI12 (all)	Coronavirus BVPI12
NCC Directly employed	**10.86**	**12.21**	1.34
Adult Social Care & Health	15.33	16.89	1.55
Children and Families	10.73	12.72	1.99
Place	10.24	11.02	0.77
Chief Executive's	5.68	6.43	0.75
Schools	6.39	8.06	1.68
NCC & Schools	**8.89**	**10.38**	1.49

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 **25 ill health retirements** in Quarter 3. 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 virtually.

8. There is further concern about the use of "Other" as an absence reason and further work with managers to understand and reduce this is required so that we have a proper understanding of the nature of all absences. Work is underway by the HR Business Partners who support ASCH to look at every incidence of absence where "other" is the attributed reason and this work will be developed across any service area where this is a feature.

9. Members have previously expressed a particular interest in the mental health and wellbeing of the workforce. We have begun our partnership with a local National Lottery funded charity Bipolar Lift from 1 December 2021. We are also utilising our Mental Health First Aiders to run further Time to Talk events, the most recent took place on 6 January 2022. This was 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.

10. Appendix E provides additional information on the nature of absences across our workforce. It is important to note that in quarter 3 over 70.5% of employees had no sickness absence at all in the previous 12 months and of the remainder, 6.3% 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 23% of absences ranging from 1 to 28 days to wherever possible prevent this from becoming long term. 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.

11. The employee health and wellbeing action plan, previously approved by Members, forms the basis of the workstream 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.

Other Options Considered

12. The Council continues to recognise that its workforce is its most valuable asset and needs to be prepared and protected during 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 approach 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 People Strategy, also to be considered at today's Committee.

Reasons for Recommendations

13. 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 as the pandemic extends beyond 2021 into the New Year. 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.

Statutory and Policy Implications

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

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

Data Protection and Information Governance

15. 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 most recently the promotion of Vaccination Conversation Events arranged by health partners to dispel concerns regarding the vaccines to people who may be hesitant. We continue to engage with the recognised Trade Unions and Council's self-managed groups and support networks to ensure we take full account of the concerns and needs of the entire workforce.

RECOMMENDATIONS

It is recommended that Members:

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

2) Agree to receive a further report in April 2022 which provides information on Quarter 4 2021/22 absence figures and workforce availability.

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

For any enquiries about this report please contact:
Gill Elder, Head of Human Resources, on gill.elder@nottscc.gov.uk or 0115 9773867

Constitutional Comments (KK 11/01/2022)

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

Finance Comments (SES 07/01/2022)

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

HR Comments (JP 11/01/2022)

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

Legend:
- (A) April 2020 to March 2021
- (B) July 2020 to June 2021
- (C) October 2020 to September 2021
- (D) January 2021 to December 2021
- NCC Target
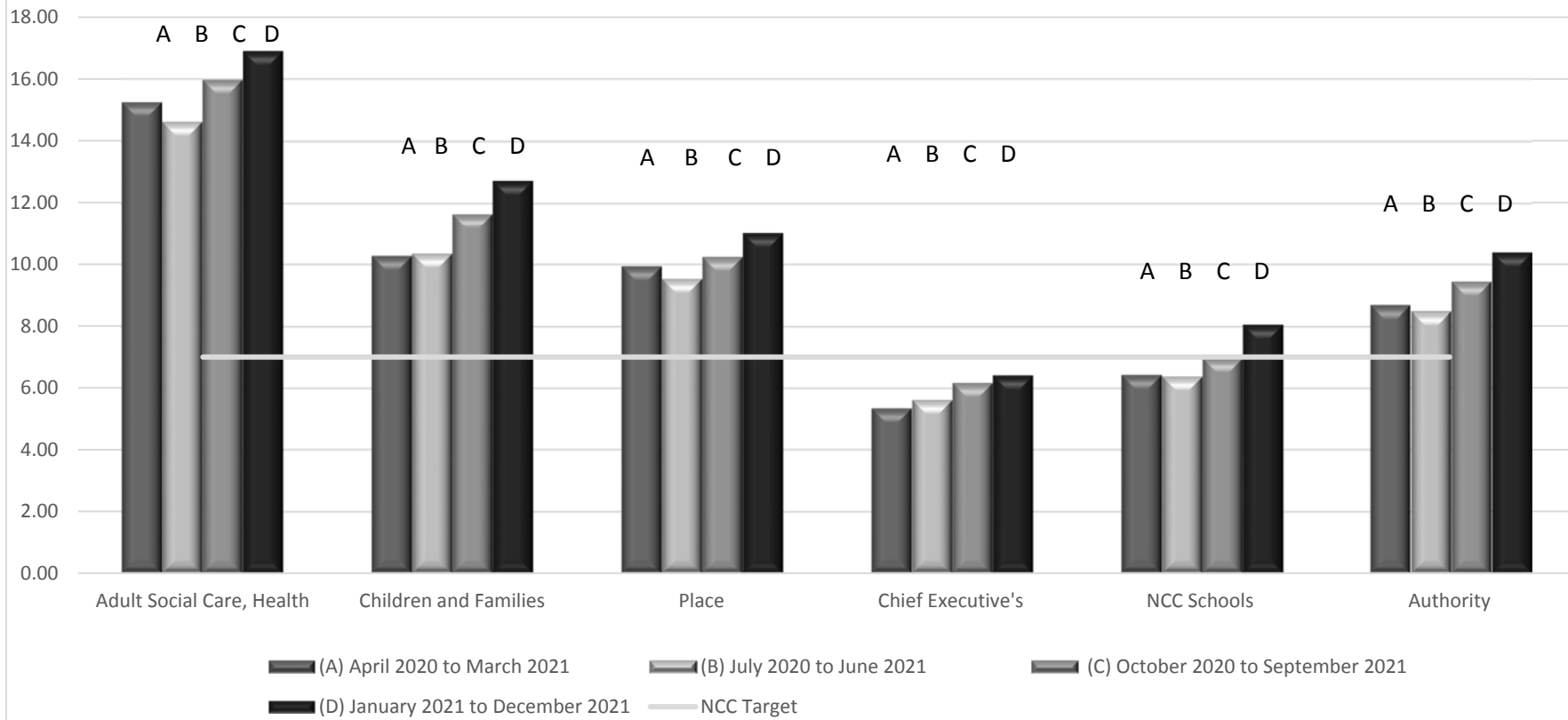
Chart 2 ASCH January to December 2021
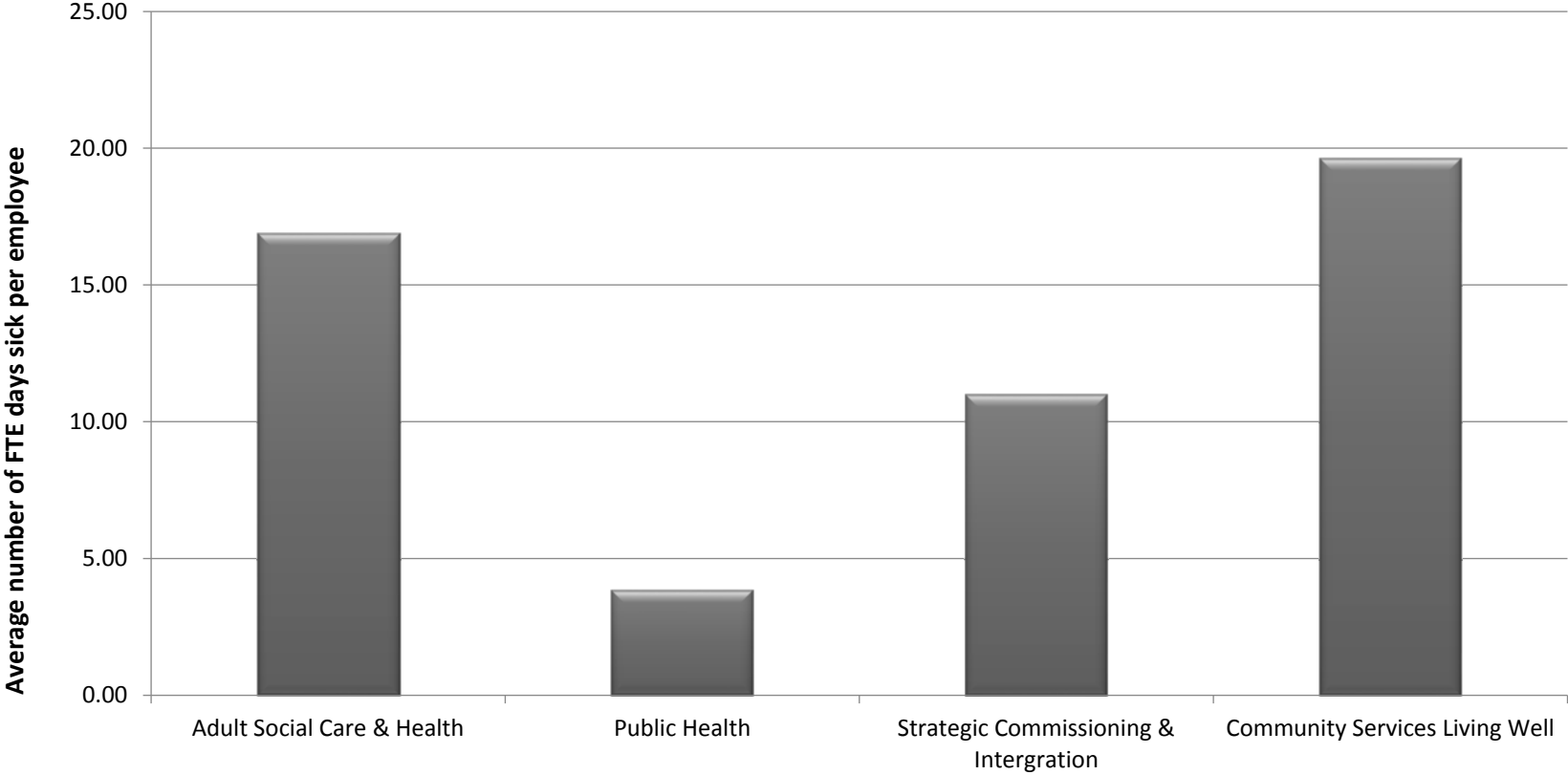
Chart 3 Children and Families January to December 2021

Average number of FTE days sick per employee

| Children and Families | Service Improvement | Youth, Families & Social Work | Commissioning and Resources | Education, Learning & Skills |
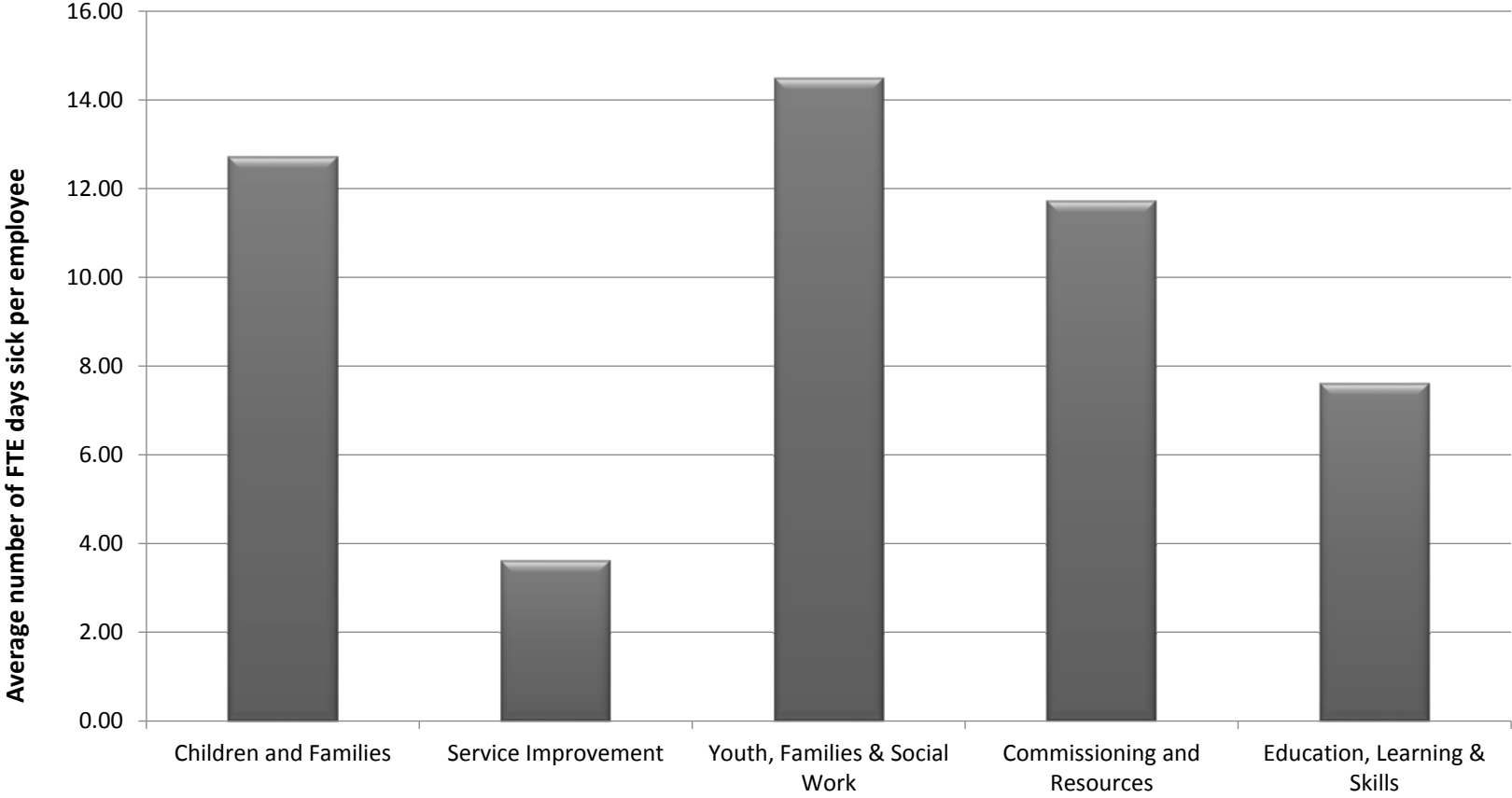
Chart 4 Place October January to December 2021
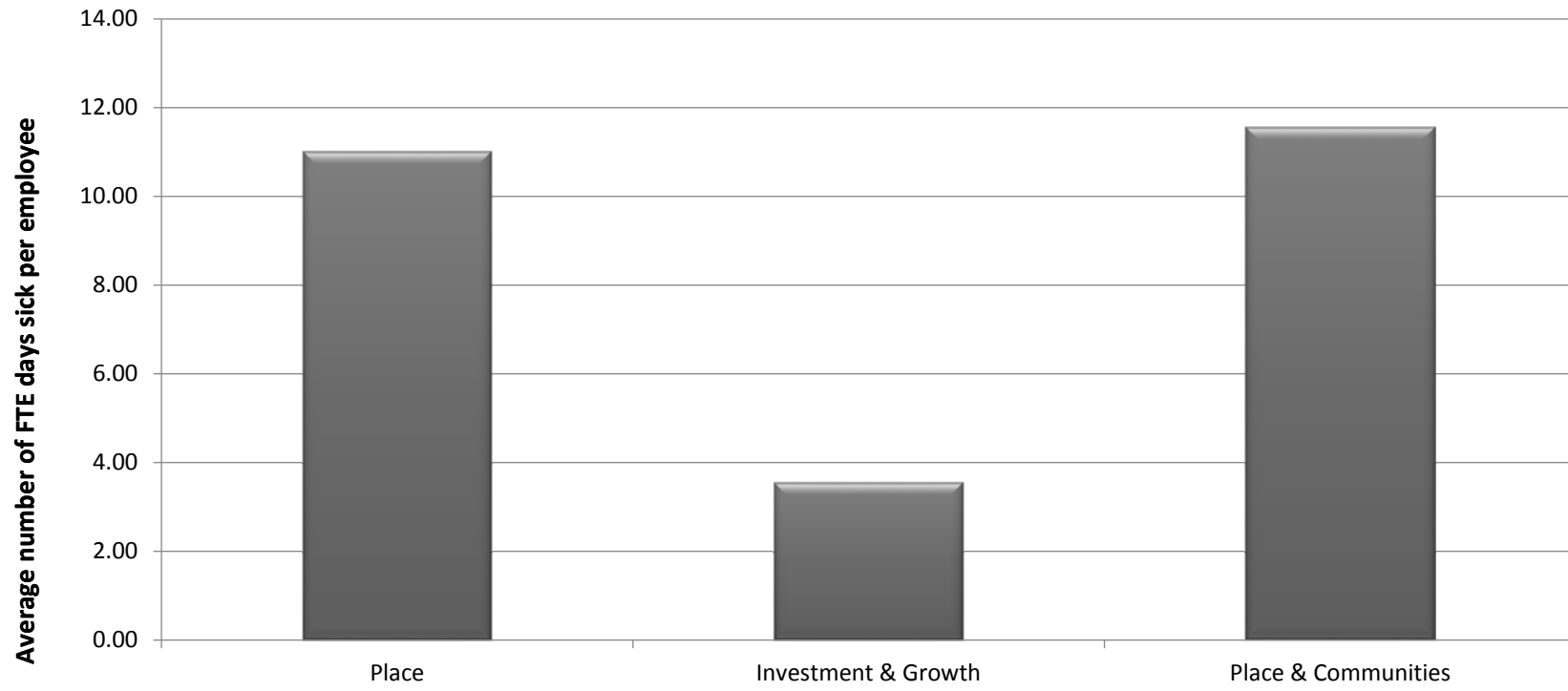
Chart 5 Chief Executive's January to December 2021

Bar chart showing Average number of FTE days sick per employee:
- Chief Executive's: approximately 6.40
- Finance Infrastructure & Improvement: approximately 4.75
- Customers Governance & Employees: approximately 6.95
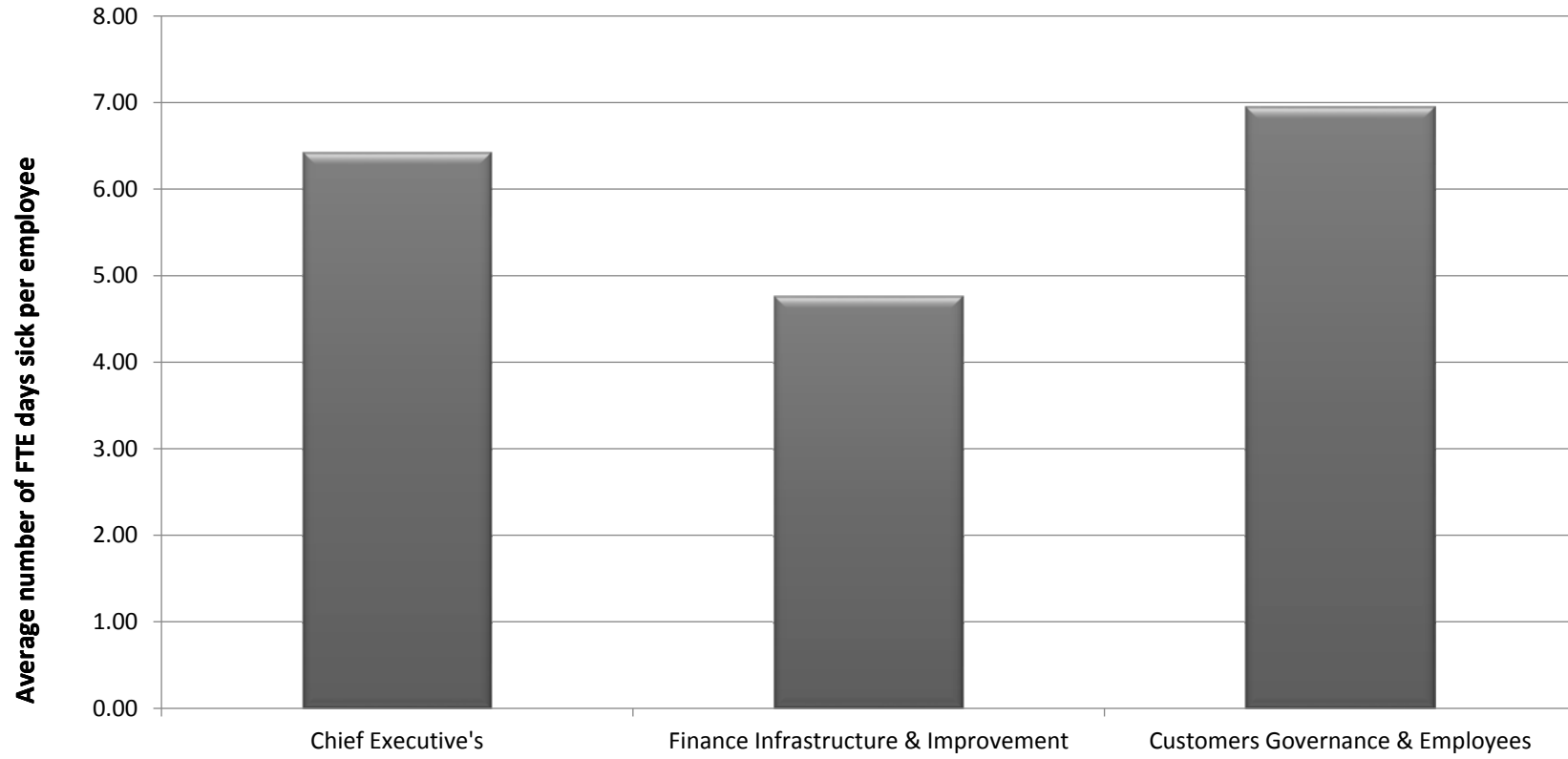
Table 1. Sickness Levels over rolling 12 month basis by Department

	(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	Corona virus	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%**

Long term and short term sickness
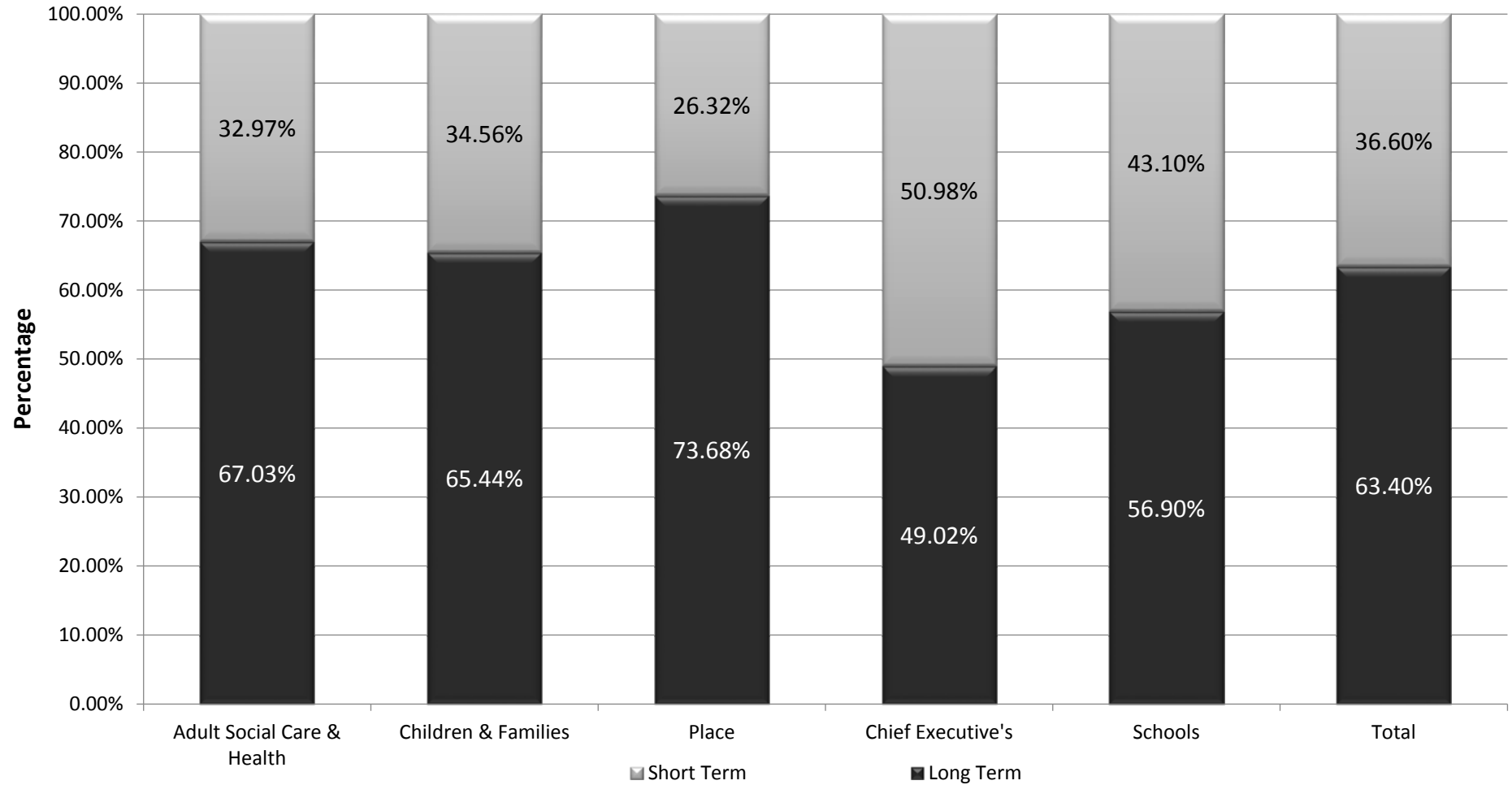
Monthly sickness compared to rolling 12 month average
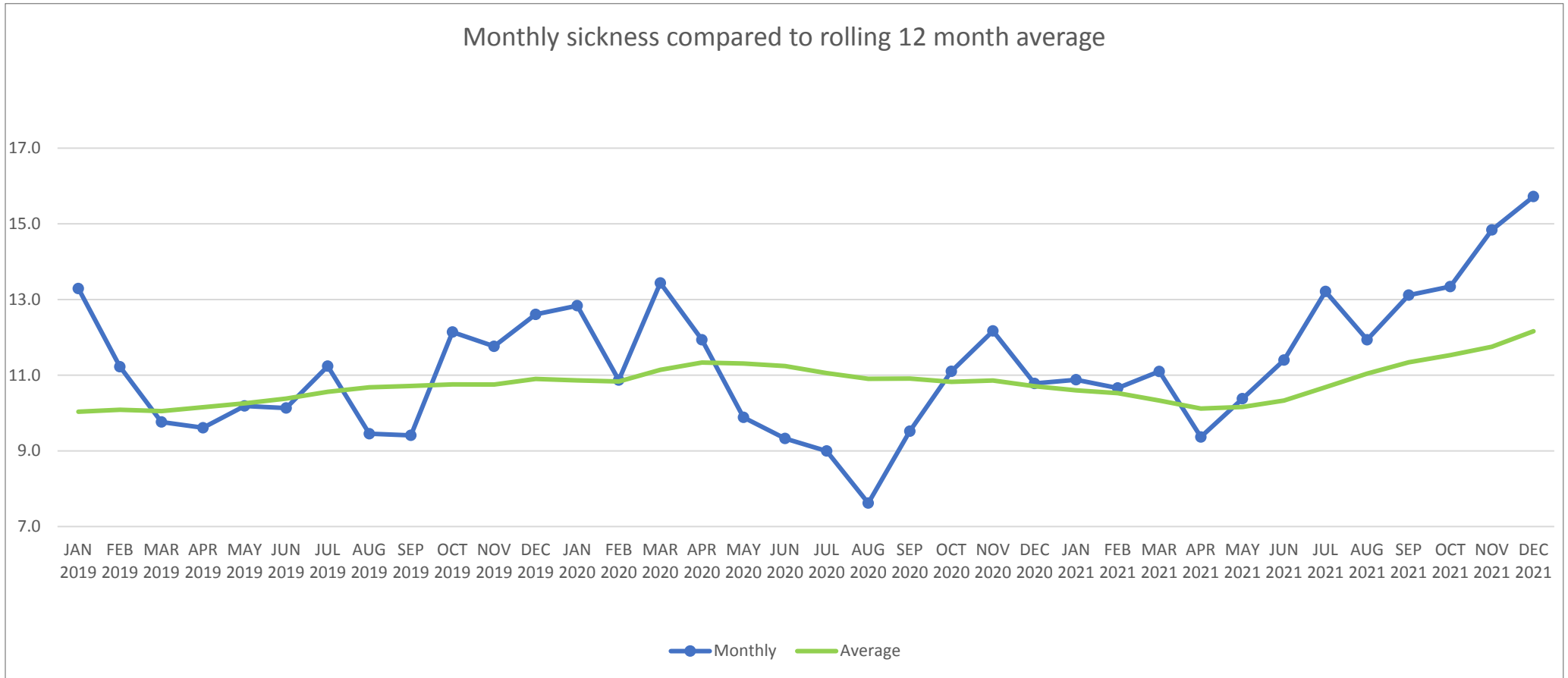
Appendix E.	0 Days	1	2	3	4	5	6	7	8	9		28+
Adult Social Care & Health	1082	60	65	64	44	45	19	29	22	12		163
Chief Executive's	854	61	65	26	20	19	10	13	13	3		33
Children & Families	1742	98	85	60	32	33	23	25	8	12		148
Place	1865	71	98	61	35	42	18	14	15	18		153
Total	5543	290	313	211	131	139	70	81	58	45		497

Appendix E.1	Percent with no sickness	4 weeks or more
NCC	70.5%	6.3%
Adult Social Care & Health	61.9%	9.3%
Chief Executive's	73.4%	2.8%
Children & Families	73.0%	6.2%
Place	73.7%	6.0%

Appendix E.2	Dismissal Capability	Retirement Ill Health
Adult Social Care and Health	1	9
Chief Executive's	0	5
Children and Families	4	3
Place	1	8
	6	25

Nottinghamshire County Council

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Workforce Wellbeing

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The importance of supporting staff through the menopause

According to the Chartered Institute of Personnel & Development, three out of five working women aged between 45 to 55 who are experiencing menopause symptoms say it has a negative impact on them at work. Women make up three quarters of the Local Government workforce in England, so the menopause will affect a significant proportion of our employees. How it affects women's working lives and relationships can be an issue that managers find difficult to discuss.

Menopause symptoms vary from person to person and can last a few months or years with potentially some having a significant overwhelming, frightening, life changing and isolating impact on daily life. Common symptoms can include hot flushes, poor mental focus and concentration, night sweats, tiredness and insomnia, low mood and anxiety, headaches, joint pain, and palpitations. Many women can lose their confidence and start to believe that they cannot perform their job competently during the menopause.

We know that if employees feel supported at work, they feel more engaged. In the case of working women, if they're supported through the menopause, they will be more likely to stay. Sharing knowledge and openness is the way forward for addressing menopause in the workplace. We need to open up the discussion to raise the profile and awareness of menopause and encourage a culture where people can share information on this topic. This

could be done potentially by creating a group environment for women to share how they are feeling and 'buddy up' to have one-to-one discussions if needed.

Finally, the LGA menopause guide discusses what councils can do to be 'menopause friendly' employers and create workplaces where female workers and their managers are supported to discuss and consider ways to manage the impact of the menopause at work.

Content contributed by Heather Bennett, Mental Health First Aider

Shape the future of the Wellbeing Newsletter by participating in our survey

The Wellbeing Newsletter aims to give advice, personal stories, details of wellbeing events and more to employees of Nottinghamshire County Council.

Please complete this short survey to help us improve the Newsletter so it is most useful to you - it should take less than five minutes, and your feedback will be greatly appreciated.

The effect of light on mood

During the winter months, we take in less natural light due to the shorter days. This reduced light exposure affects our circadian rhythm (body clock) and alters the levels of certain

hormones in our bodies. This can cause symptoms such as low mood, tiredness, and a lack of motivation.

There are lots of ways to combat these feelings of depression during winter and what works for you might not work for someone else.

Here are three top tips:

- Try to increase the amount of natural sunlight where you work. For example, open your curtains / blinds and sit near a window.

- Get outside regularly during the daytime, especially around midday.

- Consider buying a specialist light therapy light. These are designed to mimic natural sunlight and evidence suggests they are effective at treating seasonal affective disorder (SAD), otherwise known as winter depression.

And finally, try to avoid additional pressure by making drastic New Year resolutions. I have already forgotten mine anyway!

(Remember that if you are seriously struggling to cope it's important to seek help. There are links to different mental health services later in this newsletter.)

Content contributed by Lucy Fox, Mental Health First Aider

A winter walk at Rufford Abbey

Rufford Abbey was founded as a Cistercian monastery in the 12th Century, but is now a beautiful country park for all to enjoy. After being taken over by Nottinghamshire County Council in 1952, the park has gone from strength to strength and now offers an adventure play area, archery, adventure golf and boat trips, as well as cafes, walks around the lake, and a gift shop.

A trip to Rufford Abbey doesn't have to simply be a great day out – it can also be an opportunity for mindfulness and to take care of your wellbeing. For example, as we said in the last Wellbeing Newsletter, birdwatching can improve your mental health. So why not spend some time reaping the benefits of this by watching the waterfowl on the lake?

As some scents can be linked to relaxation, a walk around the herb garden can be a great way to participate in some self-care. Look at the beautiful plants, take a few deep breaths to enjoy the calming scents, listen out for any wildlife you can hear. This could be the perfect place to practise the 5-4-3-2-1 grounding technique:

- Acknowledge FIVE things you can see.
- Acknowledge FOUR things you can touch.
- Acknowledge THREE things you can hear.
- Acknowledge TWO things you can smell.
- Acknowledge ONE thing you can taste.

Content contributed by Bryony Adshead, Graduate Trainee

A positive lockdown experience

When the pandemic first hit and the lockdown began, I told myself I was going to learn something and use this time well. I started by completing an Acupressure Diploma online, which I absolutely loved. It kept me busy and my mind active, so I wasn't dwelling on the fact that we were in the middle of a pandemic and in lockdown.

My learning journey continued throughout the pandemic and I became qualified in both Sports and Holistic Massage. I have now turned this into a job I am passionate about, which exceeded all my expectations when I decided to just 'learn something'.

The lockdown for me was a game changer – I literally changed my life.

While none of us want another lockdown, having lots of time on your hands doesn't always have to be a bad thing. You just have to think outside the box and try to stay positive.

Content contributed by Sarah Golding, Workplace Health Champion

Valuing the mental health benefits of woodlands

During the COVID-19 pandemic, the prevalence of mental illness has increased. Access to trees, woods, forests, and other natural environments including urban parks and green spaces has become even more important for individuals to support and maintain their wellbeing.

A recently published report by Forest Research estimates the annual mental health benefits associated with visits to the UK's woodlands to be £185 million. This new research is the first of its kind to value the mental health benefits associated with the UK's woodlands.

Vadim Saraev at Forest Research, quoted in a recent Guardian news article, said: "If people spend 30 minutes a week in trees, doing whatever they like – walking, sitting, meditating – there are noticeable benefits. It's amazing how small that is in terms of time."

It might be colder this time of year but if you embrace the weather and wrap up warm, we're sure you won't regret the time spent outdoors. Obviously we have a bias for the Sherwood Forest area and our suggestion this month for a woodland walk is Moor Pond Woods in Papplewick. The site of a former cotton mill, it is now a designated local wildlife site with mature ash, oak and chestnut trees and an extensive area of wetland. A real hidden gem and well worth a visit!

 Content contributed by Steve Little, Miner2Major

Wellbeing Time to Talk events

A programme of interesting and helpful monthly wellbeing events is being led by our Mental Health First Aiders, with changing topics each month to help with colleagues' mental wellbeing.

Event Dates and Themes

Title	Time	Date
Low mood and depression	11 – 12pm	Thursday 6 January 2022
Viva Insight	2 – 3pm	Tuesday 1 February 2022
Wellbeing toolkit	11 – 12pm	Thursday 3 March 2022

At the end of each session, there will be time to talk, ask questions and socialise about anything and everything! You will also have an opportunity to ask a Mental Health First Aider for a follow up call to talk about your wellbeing and anything you may be struggling with.

Book onto a Time to Talk event

Looking after our social work staff

The D2N2 Social Work Teaching Partnership is putting on a series of wellbeing events from January, aimed at frontline social work teams.

These events will provide social work staff from both Children's and Adults' social care with an opportunity to reflect on the last 18-20 months – and explore the benefits of embracing good self-care habits as we move into a 'new normal'.

These workshops will give us all a chance to take a breath, consider where we are now, and look at what we need to do, as individuals and as teams, to make sure that we stay well and look after ourselves and each other.

Looking After You: three repeated wellbeing workshops for frontline social workers (only book one date)

- All at The Post Mill Centre, South Normanton, Derbyshire, DE55 2EJ
- Tuesday 25 January, 1.00pm – 5.00pm, book your place for 25 Jan
- Wednesday 26 January, 1.00pm – 5.00pm, book your place for 26 Jan
- Tuesday 1 February, 9.00am – 1.00pm, book your place 1 Feb

Please note: the above links work better with Chrome, rather than with Explorer.

Please use your **work email address** to book your place.

Content contributed by Liz Maslen, Workplace Health Champion

- **Dry January** - *throughout January* - a challenge to go without alcohol for January to raise awareness of alcohol-related issues.
- **Veganuary** - *throughout January* - encourages people to try being vegan for a month to help the planet and improve personal health.
- **World Braille Day** - *4 January* - a reminder of the importance of accessibility and independence for those who are blind or visually-impaired.
- **World Religion Day** - *16 January* - promoting inter-faith understanding and acceptance.
- **Brew Monday** - *17 January* - a day for everyone to reach out for a cuppa and a catch-up with the people you care about.

Useful contacts

Support available at work

Here at NCC we have dedicated workforce teams you can contact for support, advice, or a general chat.

- Mental Health First Aiders
- Workplace Health Champions
- Workplace Chaplaincy Service

Explore wellbeing support

*Please note: Mental Health First Aiders, Workplace Health Champions and Chaplaincy can listen or provide reassurance but they are not therapists. If you require ongoing support or

counselling please contact the [Employee Counselling Service](). This service is available 24/7 and you do not require line manager approval to refer yourself.

Who to contact in a crisis

- [Nottinghamshire Healthcare Mental Health Advice Line](#)– 0808 196 3779 (available 24/7)

- [Samaritans](#) – call 116 123 (available 24/7)

- [NHS Urgent Mental Health Helpline](#) – 0808 196 3779 (available 24/7)

- [National Domestic Abuse Helpline](#) – call 0808 2000 247 (available 24/7)

- [Mind](#) – call 0300 123 3393 (available 9am – 6pm, Monday to Friday except bank holidays)

☕ Take 5 ☕

The winter, with its cold temperature and dark mornings, can make it even harder to get out of bed. Here are three top tips for better sleep:

1. Creating a routine is key. Aim to go to sleep and wake up at the same time each day, and try to 'wind down' for at least 30 minutes before bed by doing relaxing activities such as reading or light yoga.

2. If you have thoughts and worries about tomorrow racing round your head, write a 'to do' list for the next day. This is a simple way to organise your thoughts and make space in your mind for relaxation.

3. Keep TVs, smartphones, tablets and other electronic devices out of the bedroom, and try not to use these during your 'wind down' routine as the light emitted from these has a negative effect on sleep.

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Start something new this year and you'll change lives   nottinghamshire.gov.uk/foster

giving local children roots

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REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES

WORK PROGRAMME

Purpose of the Report

1. To consider the Committee's work programme for 2022.

Information

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.

3. The attached work programme has been drafted in consultation with the Chairman and Vice-Chairman and includes items which can be anticipated at the present time. (meeting dates and agenda items are subject to review in light of the ongoing COVID-19 period). Other items will be added to the programme as they are identified,

4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.

Other Options Considered

5. None.

Reason/s for Recommendation/s

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

Statutory and Policy Implications

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

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

RECOMMENDATION/S

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

Marjorie Toward
Service Director – Customers, Governance and Employees

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

Constitutional Comments (HD)

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

Financial Comments (NS)

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

Background Papers

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

   • None

Electoral Division(s) and Member(s) Affected

   • All

Personnel Committee Work Programme

Title	Brief Summary of Agenda Item	Lead Officer	Report Author
9 March 2022 - 2pm			
Health and Safety Update	Update on health and safety activity and issues and approval of actions	Marje Toward	John Nilan
Annual Business Support Review Update	Annual update report	Marje Toward	Julie Forster
Review of Recruitment Practice and Procedures	Review of recruitment practice and procedures and supporting guidance, documentation and training	Marje Toward	Gill Elder
20 April 2022 - 2pm			
NCC Workforce Availability, Sickness Absence Performance and Support to Maintain Employee Health and Wellbeing (Quarter 4 - 2020/21)	Quarterly update and review of progress against action plan	Marje Toward	Gill Elder
Graduate Development Programme	Update on programme	Marje Toward	Adrian McKiernan
British Sign Language Charter - Update	Update on progress for implementation	Marje Toward	Gill Elder
25 May 2022 - 2pm			
To be confirmed			
13 July 2022 - 2pm			
To be confirmed			