

## Personnel Committee

**Wednesday, 15 December 2021 at 14:00**

County Hall, West Bridgford, Nottingham, NG2 7QP

---

### AGENDA

- |   |  |         |
|---|--|---------|
| 1 | Minutes of the last meeting held on 3 November 2021  | 3 - 6   |
| 2 | Apologies for Absence  |         |
| 3 | Declarations of Interests by Members and Officers:- (see note below)<br>(a) Disclosable Pecuniary Interests<br>(b) Private Interests (pecuniary and non-pecuniary) |         |
| 4 | Nottinghamshire County Council Skills Development and Employment Opportunities Strategy  | 7 - 28  |
| 5 | The 'Developing the Nottinghamshire Way' Programme   | 29 - 38 |
| 6 | Communications and Marketing Staffing Structure  | 39 - 44 |
| 7 | Work Programme   | 45 - 48 |

### Notes

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

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

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

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



## Minutes

Meeting PERSONNEL COMMITTEE

Date Wednesday 3 November 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
<b>A</b> Maureen Dobson	Sheila Place <b>A</b>
Bethan Eddy	Helen-Ann Smith <b>A</b>
Errol Henry JP	Elizabeth Williamson
Richard Jackson	

### SUBSTITUTE MEMBERS

Councillor Jim Creamer for Councillor Sheila Place  
Councillor Francis Purdue-Horan for Councillor Helen-Ann Smith

### OFFICERS IN ATTENDANCE

Sarah Ashton	Democratic Services Officer
Marjorie Toward	Service Director – Customers, Governance and Employees
Gill Elder	Head of Human Resources
John Nilan	Team Manager, Health and Safety
Adrian McKiernan	Business Partner  HR, Workforce and Organisational Development
Iris Peel	Group Manager Living Well Mansfield and Ashfield
M Kinaeva	Personal Assistant to Iris Peel
Martin Harris	Senior Commissioning Officer (CHC)
Daisy Godwa	Personal Assistant to Martin Harris
Abi Burgoyne	Graduate Trainee
Abbie Teale	Graduate Trainee
Aislinn Forrest	Graduate Trainee
Alex Rainbow	Graduate Trainee
Bryony Adshead	Graduate Trainee
Christine Milne	Graduate Trainee
Emily Adkin	Graduate Trainee
Jade Daft	Graduate Trainee

## **1. MINUTES OF THE LAST MEETING**

The minutes of the last meeting held on 15 September 2021, having been circulated to all Members, were taken as read and were confirmed and were signed by the Chair.

## **2. APOLOGIES FOR ABSENCE**

The following apologies of absence were received:

- Councillor Maureen Dobson (Other)
- Councillor Sheila Place (Medical)
- Councillor Helen-Ann Smith (Other)

## **3. DECLARATIONS OF INTEREST**

None.

## **4. DISABILITY CONFIDENT LEADER ACCREDITATION**

### **RESOLVED 2021/29**

- 1) That the Committee agrees to continue the support to identify actions to maintain NCC's position as a Disability Confident Leader.
- 2) That the Committee acknowledge and congratulate colleagues in the HR, Workforce & Organisational Development Team, the Disabled Employee Support Network and all those who contributed towards the evidence submitted to the Department of Work and Pensions as part of the accreditation process.

## **5. PROGRESS REPORT REGARDING THE COUNCIL'S GRADUATE DEVELOPMENT PROGRAMME**

### **RESOLVED 2021/30**

- 1) That the Committee agrees to the continuation of the in-house graduate scheme for 2022.
- 2) That Committee approves the establishment of two additional graduate trainee posts that brings the total for this year's cohort to eight to be funded from contingency.
- 3) That the Committee commends the success of the Graduate Trainee Programme to date and agree to receive a further update report in November 2022.

## **6. EMPLOYEE RECOGNITION**

### **RESOLVED 2021/31**

- 1) That the Committee agrees to the organising of a series of events hosted by the Chairman and involving elected members of this and other relevant Committees.
- 2) That the Committee agrees to the development of a longer-term recognition scheme including an annual award ceremony.
- 3) That the Committee agrees to the expansion and amendment of the current Long Service Award scheme.

## **7. DOMESTIC VIOLENCE CHARTER**

### **RESOLVED 2021/32**

- 1) That the Committee agrees to sign the Work to Stop Domestic Abuse Charter and to any required actions to meet the associated pledge.
- 2) That the Committee agrees to undertake a review of the Council's existing policy, management guidance and training around supporting people experiencing domestic abuse to ensure its currency and fitness for purpose.

## **8. ELECTED MEMBERS PERSONAL SAFETY**

### **RESOLVED 2021/33**

- 1) That the Committee considered the actions taken to date as set out in the Action Plan in Appendix 1 and agreed there were no additional actions currently required.
- 2) That the Committee receive an update on progress to be contained within the next Health and Safety update report to this Committee.

## **9. WORK PROGRAMME**

### **RESOLVED 2021/34**

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

The meeting closed at 3.43pm

**CHAIRMAN**



**REPORT OF SERVICE DIRECTOR – CUSTOMERS, GOVERNANCE AND  
EMPLOYEES****NOTTINGHAMSHIRE COUNTY COUNCIL SKILLS DEVELOPMENT AND  
EMPLOYMENT OPPORTUNITIES STRATEGY****Purpose of the Report**

1. To seek approval from Elected Members of the draft Skills Development and Employment Opportunities strategy and associated resource requirements to enable effective delivery of the identified actions and to deliver the objectives set out in the new Council Plan.

**Information**

2. The Council Plan, approved at Full Council on 25<sup>th</sup> November, sets out the strategic vision for the future of Nottinghamshire and the local authority. It sets out an ambitious 10 year vision for a “healthier, prosperous and greener future for everyone.” It is recognised that having access to meaningful work through sustainable employment is essential for individuals’ health and well-being. Creating employment opportunities which pay a living wage contribute to the overall economic growth and prosperity of our communities.
3. A new People Strategy to support the delivery of the Council Plan will be considered at January’s Personnel Committee for approval. However, this report covers a key component of the People Strategy and associated workforce plan in creating an ambitious programme of skills development with an expectation that this will lead to permanent employment with the Council or one of its partner organisations.
4. Whilst there are certain risks attached to setting specific targets in a time of continuing financial uncertainty and the ongoing impact of the covid pandemic on service delivery, it is considered important to have identified milestones to enable Members to measure progress in delivering on the ambitions set out in the attached strategy. It is therefore intended that a minimum of 25% of all vacant posts to be recruited to up to and including Grade 5, will be offered as apprenticeships. The other potentially limiting factor is the time it is taking for new apprenticeship standards to become available.
5. It is recognised that some people’s job prospects and living standards have suffered due to COVID-19. The role of the Council in supporting the local economy has never been so critical during the pandemic and as we begin to build back for a better future. The impact of the

pandemic has been especially hard on those who already faced existing challenges on entering and maintaining employment, for example, figures show a significant increase in young people claiming unemployment benefits over this period. There is now, more than ever, the need for the Council to take a leadership role in creating new opportunities for all our communities, particularly those who have left care, have a disability or who are from an ethnic minority currently under-represented in the Council's or wider local workforce.

6. A recent study from the Institute of Employment Studies (IES) reports that the majority of young people have found it harder to secure high-quality work since the start of the pandemic. 62% of people aged 16 to 24 feel the pandemic has made it harder to find work based on factors including environment, job security and work life balance. The same percentage said the pandemic has impacted their confidence when it came to work.
7. The Council values its workforce and aims to be an inclusive and accessible place to come and work and, should people choose to, to develop their careers. This also ensures that the council has a workforce with the right skills, knowledge and experience to undertake their roles successfully. The Council continues to face significant challenges in securing suitable candidates to fill a range of roles, including entry level jobs where we previously have not experienced any shortage of applicants. The Council workforce covers over 450 different types of roles. Our current recruitment challenges include social care, both qualified and unqualified, catering and cleaning, customer services, business support, legal services and some more specialist roles. This is not a problem unique to this Council and one that is recognised locally and nationally across both the public and private sectors. Work is underway to consider why this is the case and to adopt more creative approaches to ensure the Council is well-placed in the race for talent.
8. The attached strategy provides an overview of the existing programmes offered by the Council, how these will be developed to offer sustainable employment opportunities and seeks to draw together activity taking place in all four departments. It seeks to form and build relationships with work experience candidates and graduates so when they begin thinking about their careers, Nottinghamshire County Council or one of our partner organisations, is at the forefront of their minds as a place where they will be supported to develop and have a genuine opportunity for sustainable employment at the end of their trainee placements. These include:
  - i. Work Experience
  - ii. Kickstart Programme
  - iii. Apprenticeships
  - iv. T-level industry placements
  - v. Graduate Programme
  - vi. Leonard Cheshire Change 100 interns
  - vii. Supported interns
9. The Council's apprenticeship programme utilises the Apprenticeship Levy to offer learning and development opportunities via approved apprenticeship standards to existing staff as continued professional development and through the conversion of appropriate vacancies to an apprenticeship or by the creation of entry to employment level apprenticeships additional to the staffing establishment.

10. There has been a steady increase in the number of young people employed on an apprenticeship programme with the Council, and whilst the majority of our Apprentices are existing employees, there has been a noted increase in the number of young people applying for apprenticeship vacancies. There are currently 241 Apprentices employed by the Council with a further 30 in train; 62 of these already in post are under 25 years old and 11 apprentices are aged 16-18 years.
11. There is a small budget identified for the employment costs associated with the Apprenticeship Programme that are additional to the staffing establishment and this is prioritised for those aged 16 – 18 years; looked after children and Care Leavers and anyone eligible for an apprenticeship on completion of a Kickstart placement.
12. The Council is also able to transfer a percentage of unspent Levy to other employers to fund apprenticeships and we are currently supporting and in the process of supporting 75 Apprentices in a range of businesses across Nottinghamshire. A proportion of the levy transfer has been committed to providing apprenticeships and associated support for any young person in contact with Children and Families Department, specifically looked after children and care leavers. An agreement is in place with Impact Futures to provide young people with careers information, advice and guidance and employability skills where appropriate and to identify apprenticeship opportunities with a local employer that meets the young persons aspirations.
13. Any organisation with a paybill over £3million has to pay 0.5% of each month's payroll as a levy. Members may recall that there are very specific ways in which the levy can be spent, that is, solely to fund the training provided. We cannot use the levy to fund salary costs or further support for apprentices. The Council has already committed £2.3m of the levy to fund apprenticeships in the last 12 months.
14. The Council is able to use the relevant incentive payments for a far wider range of support, including travel costs and to make up any salary differentials. Payments are claimed retrospectively but we are aiming to be more creative with how we utilise the payments and will share our learning with schools who are also employing apprentices to ensure they too maximise the opportunities presented.
15. The table below provides the information on the numbers of current and planned apprenticeship starts as at 30 November 2021.

	Number	Costs Committed
Current Live Apprentices	241	£1,544,371
Planned Apprentice Starts	30	£176,300
Live Levy Transfer Apprentices	33	£273,309
Planned Levy Transfer Apprentices	42	£298,191
<b>Total</b>	<b>346</b>	<b>£2,292,171</b>

16. The Council's Graduate Development Programme is a two year programme that is designed to shape the next generation of local government managers. Applicants should have graduated with at least a 2.1 degree within the last five years from one of the Nottingham Universities or be a Nottinghamshire resident. The scheme is also open to existing Council employees and members have recently received a report at November's Committee, attended by our most recent cohort, outlining the success of the programme.

17. The programme offers a rotation of placements across the departments that are designed to build on knowledge, skills and behaviours and the participants undertake the L5 Departmental Manager Apprenticeship throughout the programme. Now in its fourth year of being delivered in-house, the quality of applicants remains exceptionally high and recruitment for the next cohort will commence in March 2022 for a September start date.
18. Working in partnership with Leonard Cheshire, the Change 100 programme is designed to open employment opportunities to disabled people who are either in their final year of university or have recently graduated. As part of the programme, the Council offers paid three month internships for candidates over the summer and it is intended to continue our involvement in this programme.
19. The Council has been participating in the Change 100 scheme since 2017 with four placements available each year and continued to offer placements throughout the Coronavirus restrictions last year all but one at a reduction of one placement. Two of the participants in previous years have been successful in gaining employment with the Council as a result of their engagement in the scheme.
20. This year we had capacity for four placements and received a number of options for participants to be matched to across all departments. The placements started in mid June for three months and included development days with Leonard Cheshire for the participants and bespoke disability awareness sessions for the teams hosting the placements.
21. The development of the strategy provides an opportunity to progress the “levelling-up” agenda to address inequalities and to provide greater support to those disadvantaged in their search for employment. It also provides an excellent platform to build on partnership working with the boroughs and districts, Health partners, Council-owned businesses and SMEs across the county as well as our agency managed service provider, REED, who already support the council as part of the social value element of the contract by promoting work readiness.
22. There is significant activity across the council in the area of skills development and employability but this needs to be coordinated and organised to maximise the impact of the work already underway and to further grow this over time. This will include colleagues in Economic Development, the Family Service, the workforce development lead in children’s and adults social care, the Achievement Advisor Service, Children’s Centres, ICDS, I-Works, the Recruitment team and in Human Resources & Workforce and Organisational Development.
23. Successful delivery of the strategy will require a more creative approach to resourcing. It is understood that managers often prefer to select a fully qualified and experienced candidate when filling a vacancy as this reduces the time required to support a new employee. However in a period when we know there are existing skills shortages and ongoing challenges in attracting this type of candidate, it provides an opportunity to select a candidate who can be developed into the role using the various trainee programmes available. Managers will require support to shift from the more traditional recruitment models and to be open to accepting candidates who will not have all the necessary skills and attributes when they commence employment. Our revised approach to skills development creates wider opportunities for the people of Nottinghamshire to access and maintain employment with the Council. The use of a wide range of skills development programmes demonstrates our ambition that every trainee

will secure permanent employment at the end of whatever traineeship they have undertaken. Supporting people to be work ready and having a greater focus on assisting people through the recruitment process to enable them to secure employment either with the council, with one of our partner organisations or with external employers will be given greater priority under this refreshed approach.

24. To enable the successful delivery of the strategy, some additional capacity is required. We plan to utilise existing resources, where possible, with some adjustments in responsibilities. The existing Band C post which leads on apprenticeships will be redesignated to be the Lead Business Partner for Skills Development and Employment and take on coordination of the various existing and future programmes of work. It will report directly into the Head of Human Resources. The role will require re-evaluation in recognition of its expanded responsibilities and is anticipated to be evaluated as Band D. The existing 0.6 fte Band C role which is responsible for the graduate programme will sit within this team structure alongside the 0.6 fte existing Band A role which will incorporate the development of our work experience programme. This report also seeks approval for an additional full time Band C post and an apprentice role to support the development of this work. The new team will work across the council and with colleagues in Economic Development, I-works and other skills and employment advisers to ensure the Council maximises the opportunities presented both internally and through the transfer of the apprenticeship levy to Nottinghamshire business where appropriate to do so.

### **Other Options Considered**

25. As one of the largest local employers in Nottinghamshire, the Council has a lead role in identifying employment opportunities at varying levels for our residents. Engagement in the schemes identified above, ensures we maintain our offer to provide such opportunities and we continue to work with partner organisations to maximise the offer. Kickstart is a recent example of a new initiative which we have committed to and we will continue to engage in national and local programmes and initiatives to enhance opportunities for people of every level of ability. The option to do nothing would result in people who face additional challenges in accessing employment being left unsupported with the real possibility of falling into long term unemployment with all the issues associated with this.

### **Reasons for Recommendations**

26. The Council seeks to build on its brand as an employer of choice and our commitment to these initiatives provides demonstrable proof of the work underway to improve employment chances which has an overall positive impact on the local economy. The strategy ensures we have a programme of work which provides work experience opportunities to enable young people to see what opportunities are available for them within the Council and provides a potential talent pipeline for future recruitment particularly in hard to recruit to areas. Given the age profile of our current workforce, encouraging younger residents to consider the Council as a place they can begin and develop their careers, is critical to guaranteeing the Council can access new employees with the relevant skills, knowledge and experience to ensure the future success of the Council on delivering its identified priorities.
27. The strategy draws together existing activity and will enable the Council to maximise both internal and external opportunities through a more coordinated approach to work experience, traineeships and employment.

## **Statutory and Policy Implications**

28. 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**

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

## **Financial Implications**

30. Financial implications to the Council arise from the potential change of grade from Band C to Band D for the Lead Business Partner role. The new Band C role and the apprentice role require funding. Approval has already been given for the employment costs of participants in the Graduate Programme, Change 100 and the Apprenticeship Programme. Funds relating to the Kickstart scheme are drawn down from Department of Work and Pensions grants and utilise existing funding initiatives available to Inspire through Education and Skills funding. The delivery of Apprenticeship training is funded through the Council's Levy payments and any unspent levy is removed by HMRC after 24 months. The transfer of unspent levy to Nottinghamshire employers and residents ensure these funds are maximised and remain in the local economy.

## **Human Resources Implications**

31. The range of training programmes enables the Council to maximise career development opportunities and to expand the offer of in-work training to ensure its workforce has the right skills and knowledge required by a modern, public service organisation. The challenge to create sustainable employment opportunities will require a change of mind-set in recruiting managers, with support from senior leaders, to explore appointing candidates who will develop into roles rather than being employed as "the finished article".

## **Public Sector Equality Duty implications**

32. The proposals in this report meet the Council's existing commitment to meeting, and where possible exceeding, the statutory requirements of the Equality Act 2010. The transfer of levy funds with a focus on delivering opportunities for under-represented and vulnerable groups supports the Council in meeting its statutory obligations.

## **Smarter Working Implications**

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

## RECOMMENDATIONS

That Personnel Committee approve:

- 1) The attached Skills Development and Employment Opportunities Strategy – Appendix 1 and agree to receive associated action plans on individual initiatives required for its successful delivery.
- 2) The establishment of a Skills Development and Employment Team as set out in Appendix 2 and discussed in paragraph 30 of the report.

**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, Tel. 01159773461 or email [Gill.elder@nottsc.gov.uk](mailto:Gill.elder@nottsc.gov.uk)

### **Constitutional Comments (KK 07/12/2021)**

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

### **Financial Comments NS 07/12/2021)**

35. Any additional funding required will be considered as part of the construction of the budget for 2022/23.

### **HR Comments (JP 06/12/2021)**

36. The resources identified in paragraph 30 will be subject to the Authority's Job Evaluation, Recruitment and HR procedures.

### **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



# Skills Development and Employment Opportunities Strategy

# Introduction

The Council continues to be one of the largest employers in the county. It seeks to build on its brand as an employer of choice and to deliver on the commitments set out in the new Council Plan 2021–31 to build skills that help people to get good local jobs. As part of the “Levelling-Up” agenda, the aim is to develop a sustainable programme of skills development which provides the best opportunities for Nottinghamshire residents to access meaningful employment.

We are already committed to a number of employment and training initiatives which provide demonstrable proof of the work underway to improve employment chances. Ultimately this will have an overall positive impact on the local economy. Attracting and retaining a new and talented generation who have grown up with modern technologies will be key to generating a strong and vibrant economy in our County. However, to reflect our developing “all age” approach, the strategy reflects training and employment opportunities available to all sections of our communities whatever their level of academic attainment or work aspirations.

Having an agreed ambitious programme which provides a range of work experiences to enable our existing and future workforce to see what opportunities are available for them within the Council, provides a potential talent pipeline for future recruitment. This is within the local and national context of recognised skills gaps and the ongoing challenges particularly in hard to recruit to areas.

We know there is an aging profile across our current workforce which presents a number of challenges but also creates opportunities and by encouraging our younger residents to consider the Council as a place they can begin and develop their careers, is critical to guaranteeing the Council has access to new employees. It is our ambition to provide them with the relevant skills, knowledge and experiences to ensure the continuing success of the Council in delivering its identified priorities.

The development and implementation of the new Council Plan with its refreshed focus on economic recovery and regeneration post-Covid, provides the opportunity to review the Council’s approach to employment and skills development within this wider context and to maximise the potential opportunities and improve outcomes for everyone including young people, people with disabilities and any groups who experience additional challenges in securing and maintaining sustainable employment.

This strategy sets out our high-level approach to how the Council, together with partner organisations, will draw together the existing areas of good practice into one cohesive plan to deliver on the ambitions set out above.

# Strategic Context

Our people are our most important asset and it is vital that we continue to attract new talent to the workforce that will future proof the Council's ability to innovate and react to the challenges of delivering effective and efficient public services.

Finding employees with the right skills, attitudes and expertise can be an ongoing challenge. Bringing in young people who can grow and develop with the Council makes excellent business sense and will support our workforce plans by:

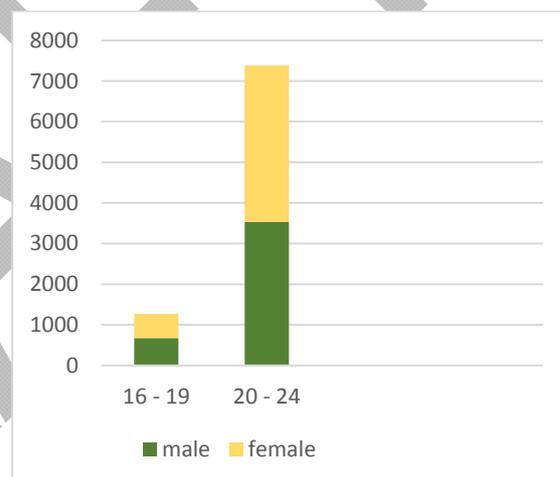
- Building a talent pipeline
- Providing new skills, attitudes, and different motivation
- Improving workforce diversity
- Embedding a culture of learning and development
- Growing our own workforce
- Boosting the reputation of the Council as an employer of choice
- Developing existing employees through mentoring and coaching programmes

Developing skills and employment opportunities is also vital to support our residents and communities, particularly after the challenging nature of the last few years.

Young people (aged 16 – 24 years) were the most affected by the Coronavirus Pandemic in the UK compared with other age groups. The employment of young people declined while unemployment increased in 2020. More young people became economically inactive between March and July 2020 than in the same period in previous years.

The increase in economic inactivity has been linked to an increase of young people going into full-time education in 2020. This increase in full time education was driven by young people aged 16 to 17 years. In addition, the numbers of young people unemployed can be attributed to employment in industries most affected by the pandemic such as hospitality, retail and food services.

## **Current Figures for Nottinghamshire Young People claiming Universal Credit:**



The most impact has been felt by the 16-19 age range in Nottinghamshire for whom the unemployment figure has increased from 16.1% in the period July 2019 – July 2020 to 23.2% in the period July 2020 – July 2021.

This strategy includes the objectives set out by the Government in the "A Plan for Jobs" policy, published in July 2020 to address the impact of the pandemic on the employment opportunities for young people. The subsequent initiatives available to employers include:

- T Levels industry Placements
- Traineeships

- Sector-based Work Academies

It will also include developments relating to initiatives already being offered by the Council that encompasses:

- General and specialist work experience programmes
- Kickstart
- Apprenticeships
- Change100 Internships
- Supported Internships
- Graduate Placements

In addition, it will set out the Corporate Parenting commitment to supporting Looked After Children and care leavers in Nottinghamshire to find appropriate employment with industry linked learning and development that meets their individual aspirations.

As one of the largest employers in the County, providing opportunities with the Council is an integral part of Nottinghamshire's wider Economic Development approach and also supports educational improvement priorities by helping to raise skills and aspirations, working with partners in the wider region to take a strong lead in harnessing the energy of communities and institutions to drive the skills agenda.

# Principles

This strategy is underpinned by a number of principles which reflect how the Council operates and the financial implications of employment including:

- To ensure the Council maximises the development opportunities available for all sections of our communities to enable them to successfully gain permanent and sustainable employment
- To maximise the use of the apprenticeship levy both in-house and with businesses across Nottinghamshire in the most creative ways possible within the laid down criteria
- To continue to explore new ways to create sustainable employment for Looked After Children, Care Leavers and other groups of young people currently under-represented within our workforce
- To build improved commitment from managers to utilise these programmes as part of effective workforce and resource planning
- To ensure Nottinghamshire is a place people have access to quality development opportunities and access to local employment to build successful careers
- To secure local talent to ensure the Council continues to meet the aspirations and objectives set out in the 2021 Council Plan for the immediate and longer-term future
- To expand communication about opportunities by engaging with schools and further education providers
- Developing a joined-up approach to maximise opportunities with our key stakeholders and partners
- To draw together the excellent work which is delivered within various

departments for different cohorts and share learning across the Council and our partners

- To be an employer of choice and encourage people to engage with the development opportunities we have on offer
- The strategy will deliver by providing quality development opportunities which provide:



These principles are underpinned by the attributes we are looking for in our future workforce. These include being:

- Flexible
- Agile and adaptive
- Innovative and creative
- Engaged in the work of the Council
- Continually improving
- Agree to maximise the use of new technologies
- Able to deliver excellent services
- From a diverse range of backgrounds with a wide range of skills and experiences.

# Employment Opportunities and Programmes of Work

There are a number of programmes outlined in this strategy that can be accessed separately but could also be progression routes into careers in Local Government for anyone who aspires to this goal. Participation in any stage of this programme should provide people with the transferable skills, knowledge and behaviours for them to be enabled to pursue their career goals.



## Pre-Employment Opportunities

Preparing young people and those who are finding it difficult to gain employment, for the world of work is key to long-term productivity and competitiveness in society. The current economic situation has resulted in fewer opportunities for young people and people from other disadvantaged groups to experience the world of work and build those initial skills in preparing for the workplace.

This strategy delivers a number of pre-employment opportunities that will welcome young people into a supportive workplace and provide a quality learning programme to develop key transferable skills.

The following programmes sit under the pre-employment offer:

### Work Experience

The Council's work experience offer is currently being reviewed to better reflect the hybrid working arrangements that have been emerging for some time. There are new challenges for people starting their working lives with the changes arising from the pandemic.

The new blended programme will allow young people to engage in a weeklong programme that provides an experience of working for the council and the roles within the departments. The initial sessions can be added to by the young person if they have identified areas they may be interested in as a future career. These programmes will

include employability skills, be facilitated by Council employees and the participants will complete a workbook and receive a certificate of completion. Regular termly news items promoting the opportunities will be circulated to qualifying schools, training providers and the Department of Work and Pensions (DWP).

The Council will also work with schools to provide discovery workshops and insight days for pupils prior to offering work experience placements, and will maintain contact with schools and individuals through bulletins and social media stories to promote new opportunities and to sustain engagement.

### **Traineeships**

A traineeship is a skills development programme that includes a work placement for young people aged 16 – 24 years.

Programme length can vary but most will last between six months and a year. Traineeships deliver qualifications in English, maths, digital skills and work-related qualifications that will enable the young person to access an apprenticeship, employment or further education.

Traineeship work experience needs to offer at least 70 hours of a meaningful and high-quality work experience.

### **T Levels**

T Levels focus on vocational skills and are available to 16 – 19-year olds as an alternative to A levels. The T Level student spends 80% of their time with a training organisation and the other 20% in an industry placement that lasts at least 45 days. Most T Level courses are two years in duration

### **Sector-based Work Academies**

Sector-based work academies are available to anyone claiming unemployment benefits over 18 years of age and are designed to support the recruitment of a workforce with the right skills for job vacancies or for an apprenticeship. The duration is between one and six weeks depending upon the sector.

The Sector-based work academy has three elements:

1. Pre-employment training - accredited with the Qualifications and Credit Framework, is fully funded through the Education Skills Funding Agency (ESFA) and is delivered by a training provider.
2. Work experience placement
3. A guaranteed job interview – this can be for either a job vacancy or for an apprenticeship opportunity

Sector-based work academies would be beneficial to the Council if there are many vacancies that are difficult to fill. The work experience placement can be used as a work trial.

### **Development Opportunities**

For young people who want a more sustained experience of working for the Council, these initiatives offer greater potential to engage with projects across departments to get a real insight into the types of services, projects and programmes a local authority delivers. The majority of these initiatives include a salary.

### **Kickstart**

The Kickstart Scheme offers six-month work placements, in new jobs created using grant funding from the scheme, for 16 to 24-year olds who are currently out of work claiming Universal Credit and are at risk of long-term unemployment. 100% of their time is spent in the workplace with in-work

training to help develop transferable skills aimed at increasing their chances of sustained employment.

Young people are referred through their DWP Job Coach and the grant funding pays for salary at Age Related Minimum Wage, National Insurance and pension contributions as well as funding employability training and job start-up costs.

The Kickstart scheme is only currently available for new starters until March 2022.

### **Internships**

An internship is a period of work experience that can last for up to 12 months and are typically undertaken by students and graduates looking to gain relevant workplace skills.

In addition to the Council's successful Graduate Development Programme, we are increasingly receiving requests from universities and individuals looking for paid internships.

Internships provides an opportunity to build relationships with our potential future workforce. It is intended to provide some guidance for managers if they are approached as to what is recognised best practice when offering this type of placement.

### **Supported Internships**

The Council has an existing commitment to create and develop a supported intern programme as part of the Employment and Health Strategy 2020 to 2030. Progress has been hampered by the Covid pandemic as the young people who would benefit from this type of traineeship have particular support needs. We need to revitalise our commitment as we move towards the "new normal" bearing in

mind the impact of hybrid working on this potential cohort of trainees.

A supported internship is one type of study programme specifically aimed at young people aged 16 to 24 who have a statement of special educational needs or an EHC plan, who want to move into employment and need extra support to do so. All young people should be helped to develop the skills and experience and achieve the qualifications they need to succeed in their careers. The overwhelming majority of young people in this cohort are capable of sustainable paid employment with the right preparation and support. Supported internships are structured study programmes based primarily with an employer. They are intended to enable young people with learning difficulties and/or disabilities to achieve sustainable, paid employment by equipping them with the skills they need for work through learning in the workplace. These internships normally last for a year and include unpaid work placements of at least six months. Wherever possible, they support the young person to move into paid employment at the end of the programme.

### **Change100 Programme**

Our continued involvement in the Leonard Cheshire Change 100 programme provides opportunities for final year students with a disability to have a three-month paid internship in one of the Council's services.

This has led to employment opportunities for previous participants and has provided all participants with valuable experience of what could be available after they graduate.

### **Year in Industry**

The Year in Industry placements are for those currently studying at University

who are looking to enhance their academic studies with a paid work placement that offers the opportunity to make a valuable contribution to a real business project or work stream.

Students committed to undertaking a Year of Industry placement with the Council could qualify for a fast-tracked entrance into our Graduate Programme.

## Employment Opportunities

In addition to the standard recruitment relating to job vacancies, the Council offers two main routes for young people to enter into employment.

### Apprenticeships

An apprenticeship is paid employment in a recognised role with learning and development delivery against an appropriate Apprenticeship Standard.

Apprenticeships offer a monitored and structured route for the Council to:

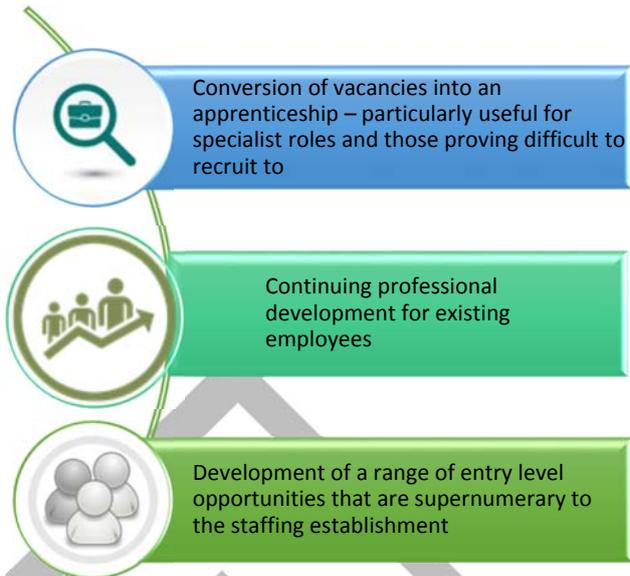
- Proactively address skills gaps
- Meet resource needs and improve workforce planning including succession planning
- Develop a committed and competent workforce and
- Develop employees to meet future requirements of the workplace

The Council currently offers three routes into apprenticeships:

The Council is also committed to developing an internal apprenticeship opportunity for a looked after young person or care leaver wherever possible. In situations where this is not possible due to the career aspirations of the young person, arrangements are in place to support an external apprenticeship through the transfer of levy funding.

As an Apprenticeship Levy paying employer, it is important that the Council maximises the use of levy

funds and utilises the opportunity to transfer the allowed percentage of



unspent funds to support apprenticeships for local people and local businesses. The application process has been available to employers since August 2020 and prioritises those applications that offer apprenticeships to young people and addresses identified skills gaps in Nottinghamshire.

### Graduate Programme

The Council has been delivering a very successful in-house Graduate Programme since 2018.

The two-year programme offers an excellent opportunity to work in different departments and on a range of projects to provide participants with a wealth of experience to boost their career. The graduates undertake a Level 5 Management Apprenticeship and a project management qualification during the programme.

The current scheme has proved highly successful in identifying and developing new talent. It also gives us significant intelligence on the graduate market more widely.

It is also important for a large employer like the Council, to have close working relationships with our local universities so we can work together on areas of current and future skills shortages and develop programmes of work which assist and support local businesses and the overall economy.

DRAFT

# Approach

This strategy will be delivered through a series of action plans and programmes of work that will be regularly reviewed and aligned to ensure a cohesive, collective approach to delivery of the priorities within the Council Plan and the People Strategy.

We have seen how investment in our graduate trainee programme has delivered significant opportunities to each cohort and want to develop this approach to all our skills development programmes. Whilst there will be some immediate opportunities, it is expected that our approach will develop over time as we discover how the future of work will be shaped by a number of external factors.

The approach will require dedicated resource to bring together the range of activity across the council within all four departments. This team will formalise existing excellent relationships to maximise the impact of delivery of the strategy. The ambition is to create a resource model which delivers sustainable employment opportunities for all, including those groups who previously have been disadvantaged within the job market. This will also address known and future skills gaps and the all-age approach will enable early identification of new and emerging skills requirements so focus can be directed to the areas required.

The delivery of this strategy relies on the commitment of the Council's senior leadership to support these initiatives and departmental managers to identify fresh opportunities for people to work within their teams. Successful outcomes will be achieved through the co-ordination of existing internal resources across departments and

aligning both the approach and opportunities. The need for effective resourcing discussions will be key to delivering sustainable employment opportunities which address existing skills gaps. It will be necessary to promote the business benefits of this approach to engage individual managers and to convince them of the advantages to be gained by investing their time in developing new cohorts of employees. Current challenges in attracting suitably qualified and experienced candidates will be a key lever to change existing recruitment practices.

To further widen successful outcomes, there is a great opportunity presented in this strategy to work collaboratively with schools and Further Education providers, local training agencies, District and Borough Councils, and our external partners such as VIA, ARC and Inspire.

Experience has shown that those young people without employment experience have struggled to engage with programmes without specific support. A mentoring programme to offer learning support to young people will support this transition into work and existing employees will develop their own skills by undertaking mentor development programmes that will complement our existing coaching offer. The coaching offer is currently available to all staff and can be extended to provide specific development support to young people on the longer term initiatives covered in this strategy.

The recent study undertaken by the Institute of Employment Studies supported by further research

undertaken by the Chartered Institute of Personnel Management highlights the importance of supporting young people into employment and once employed. The pandemic has created greater social isolation and all our skills development programmes need to consider how this can be addressed to ensure young people have the support they need to successfully complete their traineeships and transition into permanent employment opportunities.

This high-level strategy will be underpinned by the various action plans which are currently being developed to deliver this ambitious programme of skills development and employment. It will also require consideration of our employee well-being programme to ensure the support our trainees require to maintain their physical and mental health is available and easily accessible.

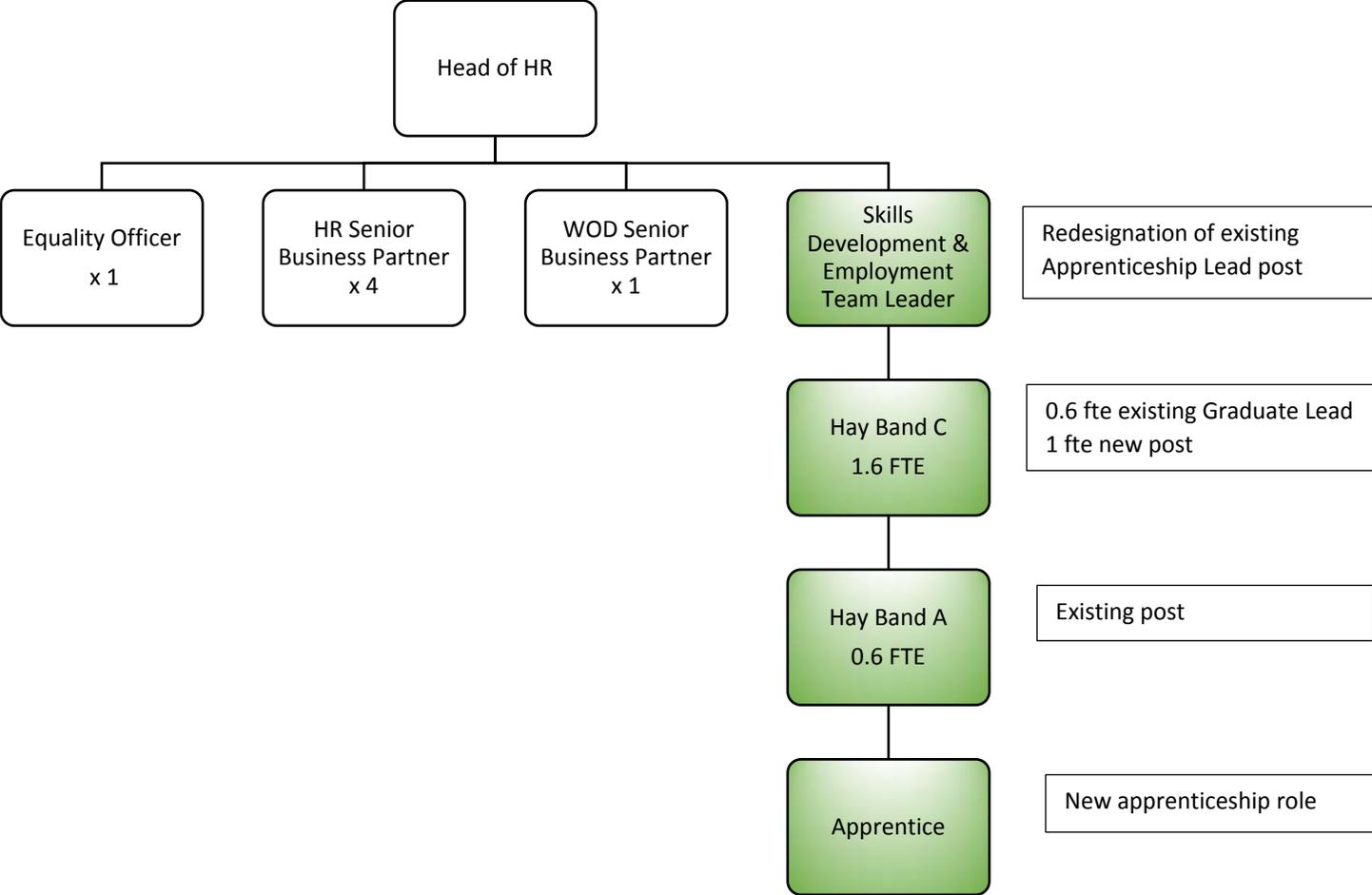
The importance of setting targets is recognised as being important to enable Members to measure the successful implementation of the strategy. An initial target of 25% of all vacant posts to be recruited to up to and including grade 5 will be filled by an apprentice within 12 months of the strategy being approved. There is already an existing target for the Council to provide 3 supported internships identified in the Employment and Health Strategy. The most recent graduate trainee cohort has 8 members. This will remain under review and consideration given annually to the number appointed in order to maximise take up of the scheme.

An important part of the action plans will be the tracking of trainees through their development opportunities into permanent employment. As our approach develops, this will provide

important information on the success of the various programmes to enable informed decisions to be taken on where to focus our resources. This approach is currently used to track the career progression of our graduate trainees since we moved from the national to an in-house scheme.

This strategy will be incorporated into the overarching People Strategy and will initially be reviewed after 12 months along with the various action plans and associated workforce plan.

Appendix 2





**REPORT OF SERVICE DIRECTOR - CUSTOMERS, GOVERNANCE AND EMPLOYEES****THE “DEVELOPING THE NOTTINGHAMSHIRE WAY” PROGRAMME****Purpose of the Report**

1. To provide Elected Members with information regarding a new leadership development and cultural change programme which will embed cultural change and be instrumental in the successful delivery of the refreshed priorities set out in new Council Plan.

**Information**

2. The Workforce Resilience and Recovery Strategy approved by Personnel Committee in November 2020 defines the “new normal” for the Council’s employees and sets out how we will continue to invest in our workforce to build organisational resilience during and beyond the Covid-19 pandemic. Our ambition is to develop and maintain a culture of continuous improvement to ensure the Council maintains a working environment and workforce which is resilient, capable, agile and responsive to current and emerging challenges.
3. Successful cultural change will require us to look at how we work, how we lead and manage people to shift existing mindsets and behaviours. Leadership capability and capacity are essential to drive the required cultural change and deliver the ambitions set out in the new Council Plan. We will need to continue to support our workforce to meet new challenges and exploit the opportunities created by the cross-cutting transformation programmes. This is within a context of potential changes to our governance arrangements; the ongoing impact of Covid 19; new hybrid working arrangements and digital developments as well as the continuing national and local pressures on budgets and many of our services.
4. In order to support sustained cultural change, the “Developing the Nottinghamshire Way” programme has been considered and progressed through the cross-council work of the Workforce Resilience and Recovery Group, chaired by the Service Director, Customers, Governance and Employees. The purpose of the programme is to further develop the key attributes and skills we need our leaders and managers to demonstrate to underpin the delivery of the Council Plan and to secure a shift in culture to reflect the new set of corporate values and beliefs. This work will be underpinned by a common set of values and behaviours which draws on the work previously undertaken in each department. The expectation is that these will identify how we want to operate; how we do business, deliver services, and work collaboratively with both internal and external partners.

5. In January 2019, we refreshed our leadership and development offer to complement the existing provision and to build on the progress made since its inception in 2014. The further refreshed programme will build on what is already provided such as our existing internal coaching offer; the ongoing departmental change programme(s) such as Owning and Driving Performance in Adult Social Care and Health; developing strength based approaches and existing leadership and employee learning and development inputs.
6. The guiding principles we have adopted in building the programme include:
  - Adopting and developing a distributive leadership model to lead cultural change
  - Building on what already is in place and continues to be delivered such as the work in the departmental change programmes, the use of strength-based approaches and the existing systems leadership programme
  - A Cross council approach
  - Engaging managers/employees at all levels of the organisation
  - Focusing on personal change (change in mind sets and behaviours)
  - Creating a culture of trust
  - Creating ownership and empowering others to act
  - Building a culture of accountability
  - Focusing on delivering outcomes
  - Using existing mechanisms for ongoing review such as supervision and the employee performance and development review (EPDR) processes
  - Sustainable ways of working.
7. “Developing the Nottinghamshire Way” programme is intended to be launched in January 2022 and is expected to run between 18 to 24 months. The programme is targeted at all Service Directors, Group and Team Managers which is a cohort of approximately 450 managers from across the Council. Managers will be supported and enabled to attend and the focus will be on mixing the cohorts to ensure people have an ongoing opportunity to work with colleagues they would not normally engage with as a means of understanding different service challenges and priorities. The cohorts have been validated and agreed with each departmental leadership team to ensure the programme is being delivered to the managers who influence and lead their teams and provide the support to enable successful delivery of the Council Plan. The programme was discussed by the Corporate Leadership Team on 9 November and they asked for the following elements to be incorporated:
  - To include future leaders in elements of the programme
  - Explore how partner organisations could be included in our training offer
  - Wider organisational culture to be addressed, for example a more permissive approach to approvals, to empower managers to make decisions
  - CLT and lead members to play an advocacy role in the programme.
8. This programme is specifically for existing leaders and managers at Team Manager level and above. However, it is recognised that we also need to develop further input for our aspirant managers and this will form part of a future programme. We want to explore how we can instil greater system leadership through involvement of delegates from partner organisations,

including the borough and district councils. Invitations to the external speaker events, which will support the programme, is a simple way to begin to develop this approach.

9. As part of this programme, participants will be required to attend up to 5 modules. However, for those who have recently completed one of the existing modules, they will have the option to repeat or to join the relevant action learning set to develop and embed their learning. In addition, the programme will be enhanced by input from the Corporate Leadership Team and a range of external guest speakers. There are elements identified as being of interest to Elected Members and there will be an opportunity for them to be part of the programme. A separate module has been designed to provide Members with an overview of the whole programme. A snapshot of the proposed programme is attached at **Appendix 1**.
10. Running in parallel with the launch of the leadership development programme, a number of corporate activities will be carried out to engage with employees on the Council Plan and how it will be delivered with any required culture shift. Some of these activities are illustrated in **Appendix 2**. These activities will include opportunities for employees to attend Focus Groups; take part in Appreciative Inquiry activities; use digital tools such as Yammer and Teams to provide their feedback. Our developing distributive leadership model will be used to challenge and where necessary, change employee behaviours to maximise the delivery of the ambitions set out in the new Council Plan. “Developing the Nottinghamshire Way” programme is not a stand-alone programme as it is intended that existing, complimentary learning will continue to be delivered.
11. It is recognised that effective communication and engagement with all our employees, including front line workers, is essential to deliver sustainable cultural change including developing new behaviours and ways of working. The developing Employee Communication and Engagement Strategy will underpin successful delivery of this programme by encouraging a more bottom up and effective cross-council approach to communication, collaboration and partnership working.
12. The programme will enable us to empower our leaders and managers to support and enable our employees to successfully deliver the priorities set out the Council Plan. The objectives of the leadership development programme and the wider “Developing the Nottinghamshire Way” programme include:
  - Development of a shared understanding of the Council’s vision and goals
  - Working together to deliver the Council Plan and improve outcomes for our local residents
  - Effective collaboration and partnership working in practice
  - Consistency in use of language, symbols and conversations across all departments
  - Building on positives (e.g. strength-based approaches)
  - Creating a cycle of continuous improvement
  - Building greater confidence in leadership and management
  - Building and maintaining personal and collective resilience
  - Trusting people to act independently.

### **Other Options Considered**

13. The proposed approach outlined in this report enables the programme to be responsive to the changing needs of the Council and ensure that cultural change programme is delivered in the

most cost effective and flexible way. The Council could continue with its ad-hoc leadership and management development but the option of a cohesive programme of learning inputs, building on what is already in place, was considered the most effective way of delivering the cultural shift necessary to meet the changing priorities of the Council within the current context.

### **Reason for Recommendation**

14. This programme will enable the Council to continue to develop its leaders and managers, equipping them with the necessary skills and attributes required to deliver the latest Council Plan. It is intended to create and sustain a positive and inclusive culture that reflects all the collective values and behaviours identified as being important in the discovery work with the Workforce Resilience and Recovery Group. The programme requires a degree of investment to maintain the position as an employer of choice, and as a learning organisation which is ambitious and resilient.

### **Statutory and Policy Implications**

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

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

16. There is no personal information about named individuals contained within the report.

### **Financial Implications**

17. Discussions have taken place with the Section 151 Officer to agree that the cost of designing and delivering the programme at a cost of up to £125k per annum can be funded from contingency to be split over two financial years spanning 2022/23 and 2023/24. This is equivalent to spending around £550 per head over a two-year period which represents significant value for delivering a programme of this scale and ambition.

### **Human Resources Implications**

18. The Human Resources implications are implicit in the body of this report. The future success of the Council relies on the ability and skills of our workforce to deliver on our current and future commitments made to the residents of Nottinghamshire in our Council Plan.

### **Smarter Working Implications**

19. Findings of the latest staff survey will inform the development of future vision for Smarter Working (Hybrid Working) which takes account of changes to working practices and staff culture since the Covid-19 pandemic began.

## RECOMMENDATIONS

It is recommended that Members:

- 1) Support the development of the “Developing the Nottinghamshire Way” programme and agree to receive further updates on the progress being made six months after its launch.
- 2) Approve funding of up to £125k per annum over a two-year period to design and deliver the programme.

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

**For any enquiries about this report please contact:** Gill Elder, Head of HR on 01159773867 or [gill.elder@nottsc.gov.uk](mailto:gill.elder@nottsc.gov.uk)

### **Constitutional Comments (KK 24/11/2021)**

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

### **Financial Comments (SES 07/12/2021)**

21. The financial implications are set out in paragraph 17 of the report.

22. Discussions have taken place with the Section 151 Officer to agree that the cost of designing and delivering the programme at a cost of up to £125k per annum can be funded from contingency to be split over two financial years spanning 2022/23 and 2023/24. This is equivalent to spending around £550 per head over a two-year period which represents significant value for delivering a programme of this scale and ambition.

### **HR Comments (GME 16/11/2021)**

23. The Council values its workforce and recognises the importance of investing in a programme to further develop leaders and managers to ensure employees are supported and work in a culture which maximises performance to deliver the priorities outlined in the new Council Plan. The programme has been developed over a period of time incorporating the views of departmental representatives on the Workforce Recovery and Resilience Group. This collaborative approach seeks to gain maximum buy-in and engagement with the programme, building on what is already in place, to assist with the key cross-council transformation programmes.

## **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.

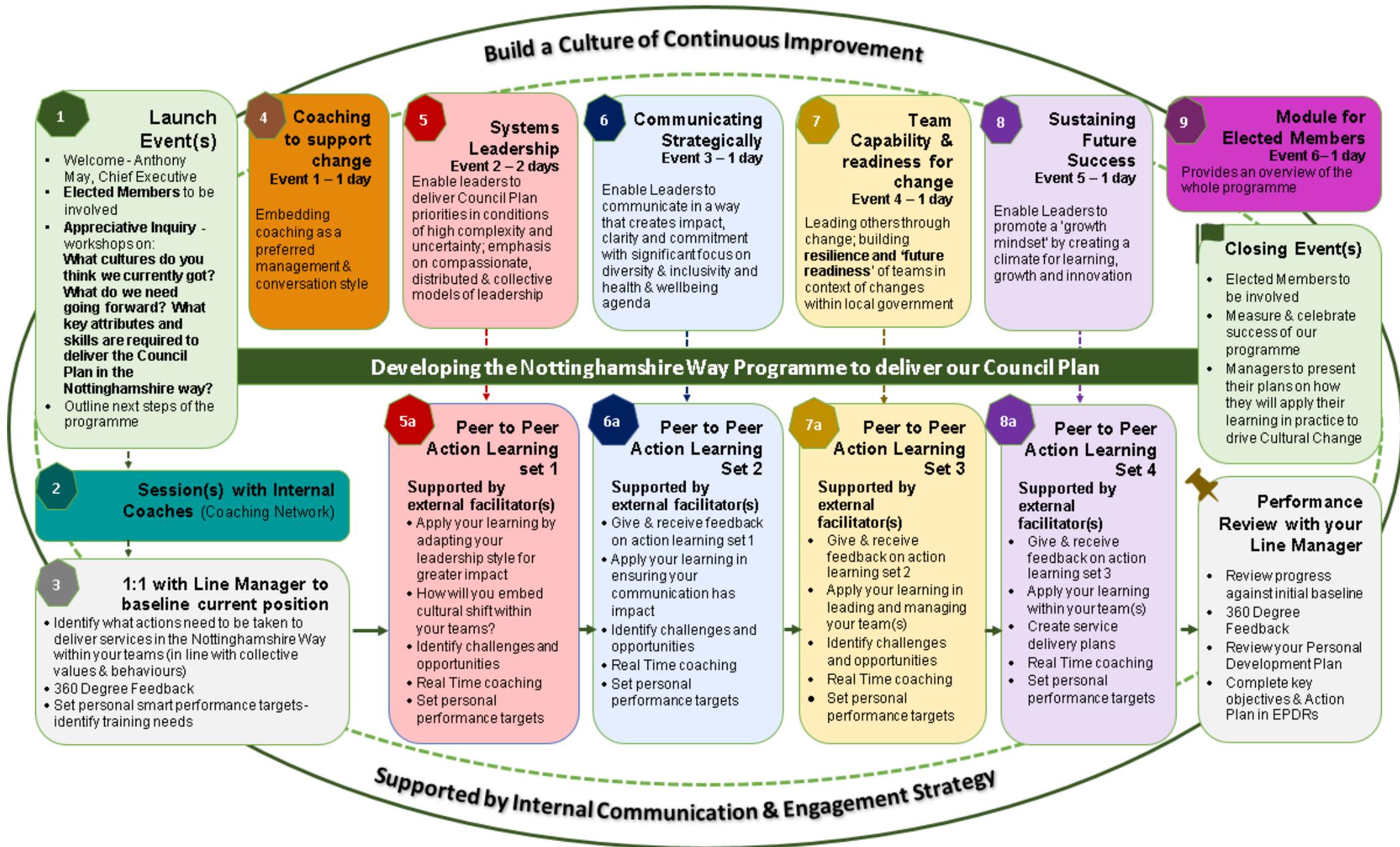
- None

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

- All

# Appendix 1 – Developing the Nottinghamshire Way Programme at a glance

Purpose of this Programme: Develop key attributes and skills that our Leaders require to deliver the Council Plan and cultural transformation in a way that reflects our collective values and beliefs.





## Appendix 2







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

**COMMUNICATIONS AND MARKETING STAFFING STRUCTURE**

**Purpose of the Report**

1. To seek approval for a revised staffing structure in the communications and marketing function that reflects the outcomes of an external review of the service to ensure that the service is sustainable and able to continue to meet the needs of the Council going forward.

**Information**

2. Following the elections in May 2021 the new administration set out its clear vision to engage and communicate with Nottinghamshire residents about their priorities. The need to listen to residents and for an ongoing dialogue with local people and local communities were identified as critical components to ensure effective engagement in the setting and delivery of the Council's vision for the future.
3. It was recognised at an early stage that the current staffing structure was not equipped with the necessary resources to meet the short-term needs and emerging longer-term ambitions of the Council as set out in the new Council Plan which was approved at Full Council on 25<sup>th</sup> November 2021.
4. An external review was therefore commissioned to review the Communications and Marketing service to assess how it could be better equipped and resourced to respond to and deliver the vision and ambitions of the Council as set out in the new Council Plan.
5. An external agency was commissioned to conduct the review which involved consulting a wide range of officers, elected members, and external media agencies. The company who undertook the review is a market leading strategic communications consultancy that was commissioned because of its track record in delivering local government communications.
6. The review recognised that the Council is ambitious for the County and aims to make a real impact at pace. The review highlighted that the Communications Team needs to be at the heart of the Council's planning and delivery of this ambitious vision and programme of work supporting the Council Plan. The report set out the importance of having the right tools, framework, and skills in place to be able to advise, plan and deliver effectively.

7. The review recognised that the current team is enthusiastic and is well-regarded for its skills in protecting the reputation of the Council, delivering annual service activities such as the winter programme and supporting the activity of the Committees. Over the course of the review improvements to the Team were noted, in particular by Committee Chairs but also by several senior officers. The hard-work and resilience of the team throughout the pandemic was also commended.
8. The review also recognised the challenges presented by a new ambitious Council Plan and vision setting out short and long-term priorities which focusses on a renewed emphasis on strong and proactive communication and engagement with residents and local communities.
9. The report concluded with recommendations for changes to the service that would address the feedback received. The main recommendations were centred around key areas:
  - a) Brand identity, vision and narrative
  - b) Communications leadership
  - c) Strategy and planning
  - d) Research and insight
  - e) Campaign and communications plan delivery
  - f) Channels
  - g) Resources, budget and structure.
10. Within these areas were specific recommendations such as the need to:
  - develop a core narrative that reflects agreed priorities aligned to a communications strategy and annual plan.
  - create a small, specialist media team to build capacity and ability to sell in across all media.
  - ensure that the senior management capacity is able to provide sustainable reputational advice.
11. The independent review found that the average number of FTEs in a comparable upper tier council was 22.3 FTEs. As a result of the review, it is recommended that a revised authorised staffing structure is established to provide the foundations on which to develop the communications and marketing strategy to support the Council Plan. A proposed core structure is attached as Appendix 1.
12. The proposal is that the authorised established staffing structure would increase from 17 FTEs to 19 FTEs. The structure comprises a range of marketing, media and digital posts with the focus of some roles changed to provide additional capacity in key areas. The rationale for the changes to the authorised staffing structure is to address the recommendations in the review to build senior management capacity and to create a dedicated media team.
13. The core structure is complemented by additional temporary resources commissioned by departments to meet specific targeted short and medium term demands on services. This will meet the inevitable demand for additional communications support to deliver key projects and ensure the Council has sufficient capacity to work to tight deadlines which are often externally determined.

## **Other Options Considered**

14. The existing staffing structure is currently supported by temporary media officer support through agency provision. This is a costly and unsustainable resource model so formalising the existing resource to support the communications and marketing team is the preferred option.

## **Reasons for Recommendations**

15. A secure and stable core team structure would equip the council with a consistent resource around which it can build a sustainable communications and marketing strategy to support the priorities of the council, complemented by the provision of temporary funded communications resource for specific projects and focussed work activity.

## **Statutory and Policy Implications**

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

## **Data Protection and Information Governance**

17. 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**

18. The cost of implementing the proposed structure can be met from within existing budgets by generating savings from within the service.

## **Human Resources Implications**

19. It is proposed that the existing established staffing structure, currently at 17 FTEs, be increased to 19 FTEs incorporating the existing temporary resource currently supporting the team. Confirmation of grades of the new posts within the structure will be confirmed using the agreed job evaluation process. Changes to the structure will be implemented using agreed Council policies and procedures.

## **RECOMMENDATION**

It is recommended that Members:

- 1) Approve the new staffing structure of the Communications and Marketing function as set out in Appendix 1.

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

**For any enquiries about this report please contact:**  
**Luke Barrett, Head of Communications on 0115 8044 421 or [luke.barrett@nottscc.gov.uk](mailto:luke.barrett@nottscc.gov.uk)**

### **Constitutional Comments (KK 24/11/2021)**

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

### **Financial Comments (RWK 06/12/21)**

21. The report seeks approval to amend the staffing structure in communications and marketing function to reflect the outcomes of an external review of the service. The new structure proposed increase the number of posts from 17 to 19 FTEs at an estimated additional cost of £26,000 in 2021/22 and £105,000 in a full year. These additional costs will be funded from savings made elsewhere within the service's revenue budget.

### **HR Comments (JP 06/12/2021)**

22. The additional resources identified in the report will be subject to the Authority's Recruitment and HR procedures.

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

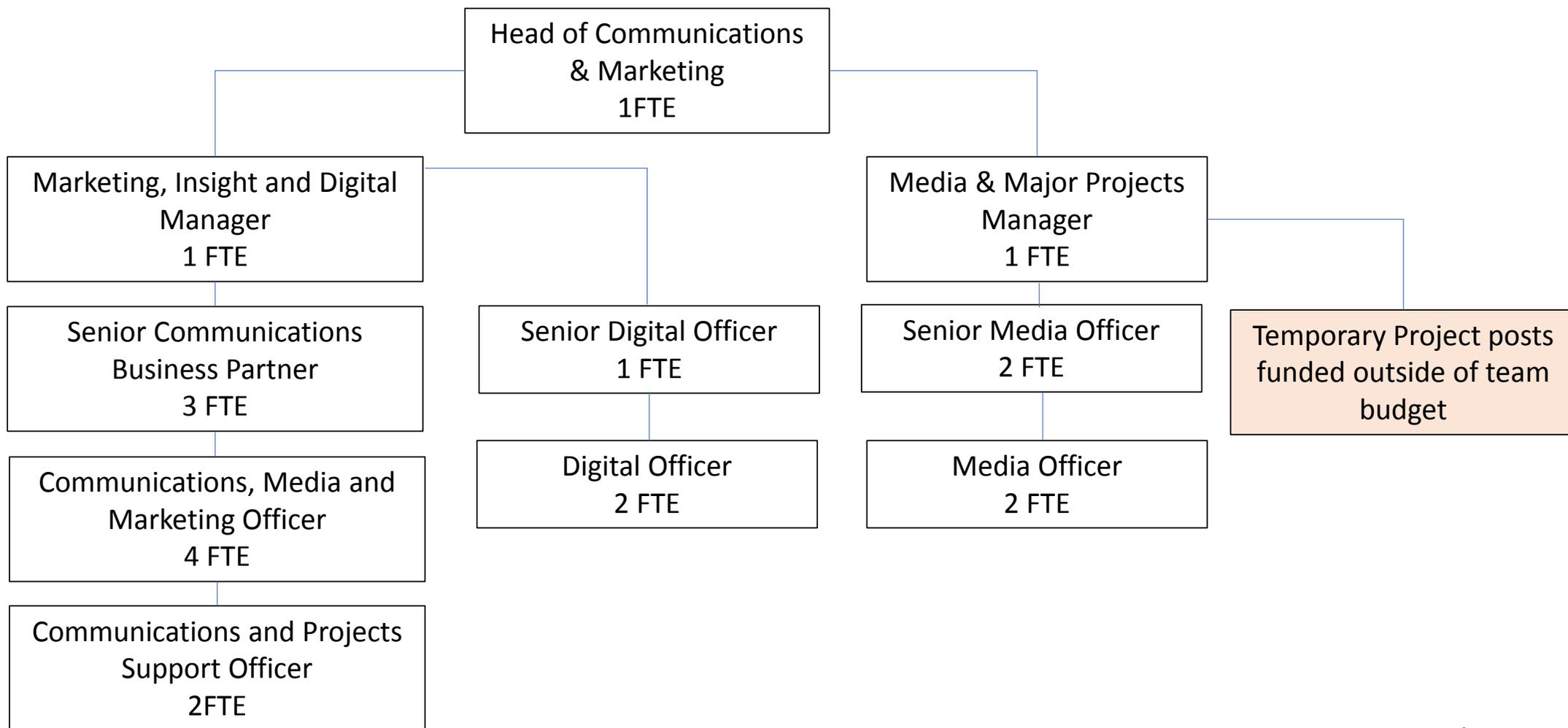
Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

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

- All

## Appendix 1 - Communications and Marketing Service Structure



\*No structural changes have been made to Document Services Team

December 2021



**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
<b>26 January 2022 - 2pm</b>			
Gender Pay Gap	Annual update report and approval of actions and publication of data	Marje Toward	Gill Elder
People Strategy	Approval of People Strategy 2022-2025 to enable delivery of the Council Plan	Marje Toward	Gill Elder
Fire Safety Update	Update on revised approach to fire safety to reflect hybrid working arrangements	Marje Toward	John Nilan
NCC Workforce Availability, Sickness Absence Performance and Support to Maintain Employee Health and Wellbeing (Quarter 3 - 2021/22)	Quarterly update and review of progress against annual action plan	Marje Toward	Gill Elder
<b>9 March 2022 - 2pm</b>			
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
<b>20 April 2022 - 2pm</b>			
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

<b>25 May 2022 - 2pm</b>			
To be confirmed			
<b>13 July 2022 - 2pm</b>			
To be confirmed			