Public Document Pack

Nottingham City Council
Audit Committee

Date: Friday 29 April 2022

Time: 10.30 am

Place: Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG

Councillors are requested to attend the above meeting to transact the following business

Director for Legal and Governance

Governance Officer: Kate Morris   **Direct Dial:** 0115 876 4353

11 Exclusion of the public
To consider excluding the public from the meeting during consideration of the remaining items in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

To confirm the exempt minutes of the meeting held on 25 February 2022

Report of the Interim Corporate Director for Finance and Resources

If you need any advice on declaring an interest in any item on the agenda, please contact the Governance Officer shown above, if possible before the day of the meeting

Citizens attending meetings are asked to arrive at least 15 minutes before the start of the meeting to be issued with visitor badges

Citizens are advised that this meeting may be recorded by members of the public. Any recording or reporting on this meeting should take place in accordance with the Council's policy on recording and reporting on public meetings, which is available at www.nottinghamcity.gov.uk. Individuals intending to record the meeting are asked to notify the Governance Officer shown above in advance.

Nottingham City Council

Audit Committee

Minutes of the meeting held at Ground Floor Committee Room - Loxley House, Station Street, Nottingham, NG2 3NG on 25 February 2022 from Time Not Specified - Time Not Specified

Membership

Present	Absent
Councillor Audra Wynter (Chair)	Councillor AJ Matsiko
Councillor Graham Chapman	
Councillor Michael Edwards	
Councillor Jane Lakey	
Councillor Sajid Mohammed (Vice Chair)	
Councillor Anne Peach	
Councillor Ethan Radford	
Councillor Andrew Rule	

Colleagues, partners and others in attendance:

Beth Brown	-	Head of Legal and Governance
Mel Barrett	-	Chief Executive
Councillor Mellen	-	Leader of the Council
John Gregory	-	Grant Thornton External Auditors
Clive Heaphy	-	Interim Corporate Director of Finance and Resources
Shail Shah	-	Head of Audit & Risk
John Slater	-	Group Auditor
Janine Walker	-	Head of Service SEND and Vulnerable Pupil
Emma Powley	-	Governance Officer

61   Apologies for Absence

Councillor AJ Matsiko (Personal)

62   Declarations of Interests

None

63   Minutes

The minutes of the meeting held on the 26 November 2021 were agreed as a true record.

64   Verbal update from Working Groups

Councillor Michael Edwards informed the Committee that the Risk working group had not met since the last Committee but noted that a meeting had been arranged for the first week of March 2022 and would focus on the Section 114 (S114) notice.

Councillor Andrew Rule advised the Committee that the Companies working group had met twice and had discussed governance arrangements including the Conflict of Interest Policy for members sitting on company boards. There had also been focus on the need for a clear demarcation between the work of the overview and Scrutiny Committee and the Audit Committee to limit the duplication of work.

Councillor Jane Lakey advised the Committee that the Capital working group had met and had looked at a number of Key Performance Indicators (KPIs), high value assets and the phasing of receipts. The impact of increases in interest rates had been considered but was not a significant concern as the Council is not particularly exposed to interest rate variability due to a preference for certainty through fixing interest rates.

The Chair commented that the working groups had been in place for some time and suggested that a review of their value should be considered. Whilst they have provided the opportunity for the Committee to drill down in specific areas of concerns, there may be a need for a more agile approach.

65   Work Programme and Action Log

The Committee noted the work programme

66   Review of Accounting Policies 2021/22

Clive Heaphy, Interim Corporate Director of Finance and Resources introduced the report updating the Committee on the Review of the Accounting Policies 2021/22. The following points were highlighted:

a) Each year, the finance team review the accounting policies to ensure that they comply with accounting standards; any irrelevant or policies with no material effect are removed.

b) Following the 2021/22 review there are no significant changes to the accounting policies from 2020/21

c) The following accounting standards have been introduced by the Code of Practice on Local Authority Accounting for 2021/22:

   i)   Definition of a Business: Amendments to IFRS 3 issued in October 2018. This amendment is not anticipated to have a material impact on the Council's Statement of Accounts.

   ii) Interest Rate Benchmark Reform (Amendments to IFRS 9, IAS 39 and IFRS 7) issued in September 2019.

   iii) Interest Rate Benchmark Reform – Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16) issued in August 2020.

d) The amendments were not anticipated to have a material impact on the Council's Statement of Accounts.

e) London Inter-Bank Offered Rates (LIBOR) and (London Interbank Bid Rate (LIBID) rates ceased from the end of 2021 and have been replaced with a rate linked to the Sterling Overnight Index Average (SONIA) which also had no material impact on the Council.

Having reviewed the report the Committee resolved to:

Agree the Statement of Accounting Policies for inclusion in the 2021/22 annual accounts (within appendix 1 of the report).

Agree the proposals where International Financial Reporting Standards (IFRS) allowed a degree of choice.

67 Annual Governance Statement – Process For Producing 2021/22 Statement

Shail Shah, Head of Audit & Risk elaborated on the report that outlined the process for producing the Annual Governance Statement. The following points were highlighted:

a) Important changes to the governance of the Council have been established during 2020-21, and 2021-22 as a result of the Public Interest Report received in August 2020 and the Non-Statutory Review Report received in December 2020. The draft Annual Governance Statement would be submitted to the July 2022 Audit Committee.

b) Format changes could be made, to improve accessibility and ease of understanding of the Annual Governance Statement presented in the Statement of Accounts given the importance of the document. This would incorporate guidance expected shortly from CIPFA.

The committee noted the process and timetable for compiling and completing the 2021/22 Annual Governance Statement.

68 Internal Audit Update

Shail Shah, Head of Audit & Risk provided a brief outline of the quarterly update report, which outlined the progress made on the Internal Audit Plan 2021/22. In response to questions asked and points raised by the Committee, the following information was highlighted:

a) Regarding the Theatre Royal and Concert Hall, one of the high priority recommendations was for the management to ensure that procurement and approval routes are complied with. A sample had indicated that there had been a breach and an overall opinion of 'limited assurance' was given, as defined in the report annex D.

b) The amount of days allocated for Counter Fraud had been anticipated to be 400 days, whereas the actual days was 460. There had been some consideration of employing additional staff, when measured against the cost of fraud, this had not been a viable option.

c) Internal Audit draw attention to limited assurances and high risk recommendations as part of a risk-based programme of work so that Audit Committee can seek further assurance from the services concerned. An overall picture of the Head of Audit & Risk's view of the control environment of the Council is presented in the Internal Audit Annual Report and the Annual Governance Statement.

d) Cyber-security remained a high threat risk management priority and efforts were necessary to ensure that the Councils IT system were not exposed.

The Committee requested that a detailed report be brought to the next Committee, providing a drill down into ICT and Information Governance risks.

The Committee:

i)   noted the progress reported in respect of high priority recommendations

ii) noted the areas marked as Limited Assurance and requested that at the next meeting the Head of IT reports progress in respect of issues raised in the Limited Assurance reports on IT Security and ICT Procurement.

iii) noted the progress made on the Internal Audit Plan 2021/22

69   External Audit Update

John Gregory, Grant Thornton External Auditor, provided a brief update formally updating the Committee on the progress of their external audit, to place on record the areas that they are most concerned about. The following information was noted:

a) Due to the delays in the audit of the 2019/20 Financial Statements, they had been unable to complete their Value for Money (VfM) work for the year. Following revised guidance on external audit reporting Grant Thornton very likely would not be giving either a qualified or unqualified opinion but would give a narrative report of significant issues as Grant Thornton becomes aware of them.

b) Due to the issuing of the Section 114 (S114) notice and other underlying circumstances, it had been necessary for Grant Thornton to revisit their audit assessments in respect of related party transactions, management override and journals.

c) Three areas of significant weakness had been identified in value for money arrangements:

    i)   Financial Sustainability
    ii)   Company Governance
    iii) Delays in finalisation of annual accounts

d) The significant weaknesses did not raise any specific concerns as it was anticipated that given the direction of travel these would be addressed as part of the wider journey of the Council and the current pace of change and the process put in place would be effective if properly resourced.

e) The delay in the finalisation of annual accounts reflected the complexities of the Council; the Accounts process needed to be considered as paramount to the Council and properly resourced.

f) Clive Heaphy Interim Corporate Director for Finance and Resources, commented that he considered the report to be fair and balanced and the aim was to get up to date with the accounts. Additional work would be needed to ensure that the Council continued to strive for VfM and to ensure best value is evidenced. All of the current work being undertaken with regards to the accounts was being closely monitored by the Improvement and Assurance Board.

In response to questions asked, the following information was noted:

g) Transactions had been subject to 'sample testing' and work continued to identify how the unlawful transactions between the Council and Nottingham City Homes had occurred and why it had not been flagged earlier. Additional work would also be needed to address the financial management of the accounts stemming back to 2014 and all future accounting has due diligence.

h) As part of writing the update Grant Thornton had incorporated consultation with members of the Improvement and Assurance Board.

i) Grant Thornton would take a proportionate approach to the objection made to an item in the 2019/20 accounts – this work had not yet started. It would consider the reasonableness of the policy approach given the information and the price paid for the social benefit.

The Committee noted the report

70 Update on Section 114 Notice

Clive Heaphy, Corporate Director for Finance and Resources gave a verbal update on the Section 114 Notice.

The following information was highlighted:

a) Due to the severity of the financial situation a S114 notice had been issued by the Chief Finance Officer. CIPFA were of the opinion that a S114 notice should be considered as a last resort and following their advice and that of legal professionals, it was considered a necessity.

b) Consideration of the S114 notice by the Council and the recommendation agreed by Council gave authority to the Chief Finance Officer to change the budget plans approved by Council and to amend future budget measures.

c) An external review was currently being undertaken and once findings and recommendations have been made, they will be reported back

d) CIPFA were continuing to examine a number of transactions between the HRA and the General Fund, and within Nottingham City Homes Group.

e) Partnership working was being undertaken between Nottingham City Homes and the Corporate Director for Growth and City Development.

In response to questions asked, the following information was noted:

f) Alternative options had been considered by the S151 officer prior to issuing the S114 notice, but after taking legal advice and consulting with the Head of Paid Service and Monitoring Officer he had felt it proportionate and necessary to issue it.

g) The Chief Finance Officer would check with the Monitoring Officer, whether the legal advice given in relation to the S114 notice could be shared as there may be restrictions due to legal privilege.

h) The role of the Audit Committee was to consider what controls were missing that allowed the unlawful activities to happen and over such a prolonged period of time, and confirm that the Council identifies and puts in place relevant controls and obtain assurance that these are effective.

71 Treasury Management Strategy 2022/23 and Capital Strategy 2022/23

Clive Heaphy, Corporate Director for Finance and Resources updated members on the Treasury Management Strategy 2022/23 and Capital Strategy 2022/23. The following points were highlighted:

a) Bank Rates are currently at 0.50% with the forecast for further increases, one by March 2022 to 0.75%, then by June 2022 to 1.00% and finally by December 2022 to 1.25%.

b) The borrowing and debt management strategies intended to provide a sound framework for managing debt, to reduce the Council's future requirement to overall borrowing requirement (known as the Capital Financing Requirement (CFR)) and to reduce the level of debt held by the Council. The CFR is forecast to reduce by around £248m in the period 2022/23 to 2026/27. Voluntary Debt Reduction provides the Council with headroom to borrow above the CFR if the need arises.

c) The Capital Strategy appended to the report provides the Council with a framework in which capital investment and financing decisions can be aligned with the Council's

corporate priorities over the medium term and includes the Voluntary Debt Reduction Policy Statement and the Debt Policy.

In response to questions asked by the Committee, the following information was noted:

d) Exposure to variable rate debt is very limited and will not impact on performance; there is no new borrowing and the Council is in a much more sustainable position with regards to affordability.

e) Referring to the capital receipts programme, the Corporate Director for Finance and Resources reported that whilst the Council had various investments, it was necessary to ensure that future capital receipts had been valued correctly with a cautious approach taken, though timing of receipts were generally outside the control of the Council, for each asset, values are based on the likely scenario and risk adjustments made. Controls within the capital programme ensure that the Council is not over-reliant on capital receipts, funds have to be banked before they can be allocated.

f) The importance of finding a long term solution for the former Broadmarsh Shopping Centre was noted and the Council would continue to explore all available options to work with others in resolving the issue to fully understand and make allowance for known potential liabilities within the capital programme.

The committee considered and accepted:

1) **the Treasury Management Strategy for 2022/23, attached as Appendix 1 of the report, and, in particular:**

   a) **the strategy in relation to debt repayment (Minimum Revenue Provision Statement) in 2022/23 (section 5.2 of the report);**

   b) **the Borrowing Strategy for 2022/23 (section 3.4 of the report);**

   c) **the Investment Strategy for 2022/23 (section 4 of the report);**

   d) **the Prudential Indicators and Limits for 2022/23 to 2024/25 (section 5.1 of the report);**

2) **the Treasury Management Policy Statement (section 5.3 of the report).**

3) **the Capital Strategy 2022/23 (Appendix 2 of the report) including the Voluntary Debt Reduction Policy Statement and Debt Policy (Appendix B of the report).**

72   SEND Transport Monitoring Report 2022

Janine Walker, Head of Service SEND and Vulnerable Pupil, outlined the report and updated members on the SEND Transport Monitoring Report, following the Local Government Ombudsman's Report in the Public Interest relating to an Investigation.

The following points were highlighted:

a) In 2020, a Nottingham City resident parent complained to the Local Government Ombudsman (LGO) around her experience of Home to School Transport eligibility decisions between autumn 2017 and spring 2019.

b) The LGO investigation found 'fault causing injustice', and recommended an apology, payment of compensation, and that the Council review its processes and be able to demonstrate the new measures and procedures it will put in place to ensure its decisions and appeals are robust and defensible.

c) Appeals around travel assistance remained relatively uncommon and a review of the Policy was being undertaken to ensure that it was parent and child-friendly.

d) Home to school travel is part pf the Councils transformation project and the team were exploring ways to improve the digital aspects of the service,

Having considered the Monitoring Report the committee noted the improvements made and determined that it was not necessary to require a further annual Monitoring Report to be presented in 2023.

73 Refresh of the Together for Nottingham Plan

Councillor David Mellen (Leader of the Council) gave a presentation and updated the Audit Committee on the Refresh of the Recovery and Improvement Plan. The following points were highlighted:

a) the Together for Nottingham Plan (TfN), formerly the Recovery and Improvement Plan enabled the Council to continue to plan and manage its assurance activities against the relevant themes.

b) the Plan had been approved by the Improvement and Assurance Board and had been approved by Council at the meeting held on the 10 January 2022 and was developed in response to the non-statutory review.

c) The refresh provided the opportunity to reflect on the key milestones and activities and to consider the changes that provide further clarity on the Plan's delivery following availability of improved information.

d) The main areas of changes were the significant updates to sections on Assets, Companies and Transformation and the identification of additional actions on risk, scrutiny and financial management.

In response to questions asked, the Leader and Chief Executive made the following points:

e) The TfN Plan focused on members and officers working together and was a self-directed improvement journey. Significant improvements had been made, the Council having moved towards having a stable medium term financial plan. Having avoided Government intervention, the Council remained autonomous allowing the approval and implementation of refreshed Strategic Council Plan.

f) Work had been undertaken to develop the risk policy which was being developed as part of the improvement journey. Risk management plans were already in place for big projects with more reporting of risk and processes in place to monitor them providing much greater oversight for leadership and the executive throughout the activity. Further work was being carried out to ensure comprehensiveness of this approach.

g) Debt reduction had been well managed and the Council's borrowing had reduced; debt should not always be considered negatively as it also helps the Council perform its functions for example by lighting streets or providing the tram, however, there was some criticism that borrowing was too high overall and there was a need to get the correct balance in terms of the percentage of revenue servicing debt.

h) Transformation savings have been based on outcomes achieved elsewhere, but conservative estimates have been used so as not to be complacent about the Council's ability to replicate outcomes. Transformation will not be a mass shift to digital, the Council will continue to engage with citizens in other ways. The Improvement and Assurance Board will continue to provide challenge to the Council on its plans and progress including the detail of transformation and the response to the S114 notice.

i) The Strategic Council Plan (SCP) is translated into service plans which will be carefully reviewed. The Council did not include anything in the SCP that it knew it would not be able to afford.

j) Some mistakes made previously had not gone through sufficient due process and there was emphasis that this be remedied, ensuring that the correct processes and structures are in place. When reviewing the TfN Plan, assurance would be needed to demonstrate that effective, relevant controls were in place and the process to deliver the plan were detailed. The Leader encouraged the Committee to invite theme leads to attend and provide this assurance.

The Committee thanked both the Chief Executive and the Leader for attending the meeting.

Resolved to note the contents of the report, and invite individual theme leads within the Together for Nottingham Plan to provide assurance to the Committee

74   Exclusion on the public

The Committee decided to exclude the public from the meeting during consideration of the remaining agenda item(s) in accordance with Section 100A(4) of the Local Government Act 1972 on the basis that, having regard to all the circumstances, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, as defined in Paragraph(s) 3 of Part 1 of Schedule 12A to the Act

75   Exempt Minutes

The exempt minutes of the meeting held on 26 November 2021 were confirmed as a true record.

76   Treasury Management Strategy and Capital Strategy Exempt Appendix

The Committee considered the exempt appendices of the Treasury Management Strategy and Capital Strategy, presented by Clive Heaphy, Corporate Director for Finance and Resources.

Following discussions detailed in the exempt minutes the Committee noted the content of the exempt appendices.

Audit Committee – 29 April 2022

Title of paper:	Exemption from Contract Procedure Rules quarter three 2021/22	
Director(s)/ Corporate Director(s):	Clive Heaphy Director of Finance and Resources	**Wards affected:**
Report author(s) and contact details:	Steve Oakley, Head of Contracting and Procurement steve.oakley@nottinghamcity.gov.uk	
Other colleagues who have provided input:		
Does this report contain any information that is exempt from publication? No		
Recommendation(s):		
1.	To note the number of exemptions from Contract Procedure Rules during quarter three of 2021/22	
2.	To note the actions being taken to ensure that contracts are awarded in line with Contract Procedure Rules and that exemptions only occur where there is a sound rationale for approving the exemption	

1.   **Reasons for recommendations**

1.1   As part of the new Constitution all exemptions from Contract Procedure rules need to be reported to Audit Committee on a quarterly basis, Article 18.79. This report outlines all exemptions requested during the period from the commencement of the new Constitution in November 2021.

1.2   The original audit report identified actions needed across Nottingham City Council to address poor compliance with the old Financial Regulations and Contract Procedure Rules. This report also provides an update on actions taken and planned to improve compliance with the new Constitution and in particular Contract Procedure rules.

2.   **Background**

2.1   An audit of Procurement Dispensations was undertaken in 2021 and identified significant non-compliance with Financial Regulations and Contract Procedure Rules which resulted in higher than would be expected requests for Dispensation from Financial Regulations.

2.2   With the development of a revised Constitution it was agreed to change the Contract Procedure Rules and include the need for a formal record of all exemptions to be taken separately to seeking approval for spend. Article 18 Contract Procedure Rules includes an exemption form that is completed whenever an exemption from Article 18 is requested. These forms are reviewed by Head of Contracting and Procurement prior to seeking the approval of the Director of Finance and Resources. Once approved these are collated by the Head of Contracting and Procurement to ensure a comprehensive record of all exemptions is maintained.

2.3 Article 18.79 requires a report to Audit Committee on a quarterly basis of all exemptions from Article 18. This report provides the first quarterly report since the new Constitution was implemented in November 2021.

2.4 The following table outlines the number of exemptions requested and approved during the third quarter of 2021/22. Appendix 1 lists the 12 exemption requests with the reasons for the decision

Total Exemptions Requested	Approved	Declined
13	12	1

2.5 Of the approved requests nine were unavoidable with no alternative option to the exemption for various reasons. The other three exemptions may have been avoidable if plans had been developed earlier in the process.

2.6 Included in this quarters exemptions is the group of exemptions related to Enviro Energy (EE) but due to the exceptional nature of the situation is only showing as one exemption in this report. With the hive up of the company a significant number of contracts had to be put in place between NCC and EEs original suppliers to ensure business continuity. These are now being programmed into the Procurement Plan to ensure they are managed in a compliant manner in future years.

2.7 The one declined request was refused as it was retrospective. A subsequent request was approved for a short period to allow a tender to be undertaken as soon as possible whilst maintaining services.

2.8 Excluding the EE exemptions the 11 other approved exemptions total £1.2m at an average of £109k.

2.9 For EE there were 24 contracts that needed to be set up at an average of £63k each. This needed to happen to ensure the business could continue after 1st December 2021. These were all suppliers that EE had been using in previous years for business critical services and are now being included in future procurement plans.

2.10 Procurement have been working with departments to ensure exemptions only come forward when there is no alternative. A number of potential exemptions have been stopped by putting in place a compliant process.

2.11 Whilst exemption requests still remain higher than would be expected at around 4 a month, it is lower than the levels identified in the procurement audit which were between 5 and 6 per month. It is also important to note that 4 of the 12 are directly related to improved compliance and governance processes which identified the need for a different approach in future. All exemption requests have been reviewed by the Head of Contracting and Procurement and reviewed with the department prior to approval by the Director of Finance and Resources.

2.12 Key actions undertaken:

2.12.1 Recording of exemptions is now undertaken by Procurement and these are being monitored.

2.12.2 When colleagues approach Procurement with the potential need for an exemption the team explore all potential options to support a compliant process. This is helping to reduce the number of requests.

2.12.3 Work on the potential new operating model for Procurement and Contract Management is well underway and this has identified a number of actions that will help improve compliance and reduce the need for exemptions. Improved procurement plans are a key part of the model and will need departments to own and manage their procurement plan once agreed with Procurement.

3. **Background papers other than published works or those disclosing exempt or confidential information**

3.1   None

4. **Published documents referred to in compiling this report**

4.1   Follow-up audit report Contract Management 2021

4.2   Internal Audit Report Procurement Dispensations

4.3   Contract Management and Procurement Audits 2021

Appendix 1

Title of Exemption	Division	Directorate	Supplier	Date Signed	Outcome	Value	Avoidable	Procurement Reason
UNICEF Child Friendly City	Children's Integrated Services	Peoples	UNICEF	25/10/2021	Approved	£90,000	N	Sole supplier regulation 32
Security Services Direct Award to Octavian	Markets and Fairs	Resident Services	Octavian	02/11/2021	Rejected	£450,000	Y	Rejected as retrospective contract
Leisure Management System Extension	Sport and Leisure	Resident Services	Gladstone	08/12/2021	Approved	£98,138	N	Existing supplier - direct award whilst reviewed and new tender undertaken
Security Services Direct Award to Octavian	Markets and Fairs	Resident Services	Octavian	10/11/2021	Approved	£260,000	Y	Direct Award covered by light touch regime
Mental Health Needs Assessment	Public Health	Peoples	Notts Healthcare Trust	19/11/2021	Approved	£30,000	N	Direct Award single supplier
Appointment of property specialist to support sale of Granby Avenue	Strategic Assets and Property	Growth and City Development	MK2	25/11/2021	Approved	£49,000	Y	Direct Award one off award to specialist in field
Direct award of contracts to support the transition of Environenergy	Carbon Reduction, Energy and Sustainability	Growth and City Development	Various	11/11/2021	Approved	Various	N	Direct Award to facilitate transfer of EE into NCC
Award of contract for refugee and asylum seeker support	Community Partnerships	Resident Services	NNRF	06/12/2021	Approved	£215,833	N	Direct Award to existing supplier moving from grant to contract, light touch applies

Title of Exemption	Division	Directorate	Supplier	Date Signed	Outcome	Value	Avoidable	Procurement Reason
Shelving for museums and libraries	Museums and Libraries	Resident Services	Bruynzeel Systems	06/12/2021	Approved	£26,179	N	Direct Award to supplier within warranty under regulation 32
Supply of tuition for ESOL	Community Partnerships	Resident Services	Enable	06/12/2021	Approved	£93,481	N	Direct Award to existing supplier moving from grant to contract
Learning and development programme for Senior Managers	Strategy and Policy	Finance and Resources	Nottingham Trent University	09/12/2021	Approved	£90,000	Y	Direct Award as one off process with local University other alternatives discounted
Feasibility study District Heating	District Heating and Waste Strategy	Growth and City Development	Vital Energy	15/12/2021	Approved	£49,000	N	Direct Award to supplier who undertook initial review
Paediatric Mortuary	Customer Services and Coroners	Finance and Resources	Guys and St Thomas	15/12/2021	Approved	£198,880	N	Direct Award no other option identified via market test, light touch regime applies

This page is intentionally left blank

Audit Committee – 29 April 2022

Title of paper:	ICT Procurement Audit

Director(s)/ Corporate Director(s):	Clive Heaphy Director of Finance and Resources	**Wards affected:**
Report author(s) and contact details:	Steve Oakley, Head of Contracting and Procurement steve.oakley@nottinghamcity.gov.uk	
Other colleagues who have provided input:		
Does this report contain any information that is exempt from publication? No		

Recommendation(s):	
1.	To note the plans to implement the ICT procurement requirements through the Procurement Transformation programme
2.	To agree future reports on ICT Procurement to be reported alongside Procurement Compliance

1.   **Reasons for recommendations**

  1.1 The development of the Procurement Transformation Programme has proposed significant work around ICT and this programme will deliver changes to how ICT is procured across Nottingham City Council. The programme is looking holistically at ICT Procurement to identify best practice and deliver change.

2. **Background**

  2.1. The internal audit into ICT Procurement was issued on the 2⁰th January 2022 with limited assurance it built on a previous audit from December 2020 into cloud based applications. The latest audit made three additional recommendations on top of the 11 outstanding actions from the 2020 report. This report provides an update on progress against the actions in both audits.

  2.2. A number of recommendations will be delivered through the Procurement Transformation Programme. The programme includes a review of the operating model and a whole plan around IT Procurement. This work will be completed during 2022/23. Initially the first phase of the operating model work was to be completed by the end of January although not being fully implemented until March 2022. This has been delayed by about four weeks to ensure the model is correct.

  2.3. The recommendations will be taken forward as part of the Procurement Transformation Programme over the next 6 months. A key part of that will be the establishment of a centralised IT Procurement decision making process to ensure efficient use of resource, improve corporate governance and reduce duplication of systems. The plan also includes setting up an oversight group for procurement and contract management which will have responsibility for ensuring procurement plans include all requirements and will support the development of toolkits to ensure all procurement is compliant with legislation such as Public Contract Regulations 2015 and General Data Protection Regulations 2018.

2.4. An update will be provided to Audit Committee alongside the Procurement Compliance Report in future.

1. **Background papers other than published works or those disclosing exempt or confidential information**

1.1 None

1. **Published documents referred to in compiling this report**
ICT Procurement 2020/21

Audit Committee Work Programme & Action Log

Proposed Work Programme

Key - Italicised items for noting, remainder for discussion

2022

Apr

TfN workstream leads Theme 7

Service Report on Progress following Limited Assurance IA Report
(IT Security & IT Procurement)

Annual Information Security & Compliance Assurance

Health & Safety Annual Assurance

HR & EDI Annual Assurance

Dispensations

tbc

External Audit Report 2019-20

Statement of Accounts 2019-20 & Final AGS 2019-20

External Audit Report

Statement of Accounts 2020-21 & Final AGS 2020-21

Jun

Corporate Risk Update

Companies Update (TfN Theme 3)

Internal Audit Update including Limited Assurance audits
and High Priority Recommendations

Annual Updates from Working Groups

Service Report on Progress following Limited Assurance IA Report

TfN workstream lead Theme 2

Annual Work Programme

Dispensations Q4

Key - Italicised items for noting, remainder for discussion

Action Log

Date of meeting	Issue	Action taken	Target Date	RAG Rating
25 Sep 20	Training	Accounts training Jun tbc	Jun 2022 tbc	
	2019-20 AGS	To be considered as part of finalisation process and final report	Jun 2022 tbc	
26Feb21	Treasury Management Training	Provision of training	June 2022	

Key - Italicised items for noting, remainder for discussion

This page is intentionally left blank

**Audit Committee
29 April 2022**

Title of paper:	Together for Nottingham Theme Seven: Service Design and Delivery	
Director(s)/ Corporate Director(s):	Ita O'Donovan	**Wards affected:** All
Report author(s) and contact details:	Richard Grice, Interim Director of Transformation richard.grice@nottinghamcity.gov.uk	
Other colleagues who have provided input:	Ceri Walters, Head of Commercial Finance	
Recommendation(s):		
1	To note this report	

1   Reasons for recommendations

1.1   This paper sets out for Audit Committee Members the progress made on implementing Theme Seven of the Together for Nottingham Plan and the associated transformation programme

2.   Background

2.1.   A refresh of the City Council Recovery and Improvement Plan, rebranded as Together for Nottingham, was approved by the Executive on 10th January 2022. That document contained a refreshed theme seven, which described the council's approach to reviewing the design and delivery of services. Specifically, the refreshed theme has the following objectives (delivering on financial and non-financial benefits):

- To maximise our ability to achieve our priority outcomes by increasing the efficiency of service delivery
- To rationalise and simplify our modes of delivery and influence under a coherent strategy
- To build on existing core capacity and capability in those areas where we excel
- To reduce the administrative overheads associated with complex and inconsistent delivery methods
- To make the most of the digital tools at our disposal to make it easier for citizens to transact with the council, promote a viable self-serve model and reduce duplication
- To maximise residents' capacity to support themselves and their community

2.2.   The key deliverables for this workstream as set out in the Together for Nottingham plan are:

- First wave of business cases for service transformation in November 2021
- Second wave of business cases for service transformation in January 2022
- Third wave of business cases for service transformation in March 2022

- Execution of new delivery plans

2.3.   The appended Overview and Scrutiny Report sets out subsequent progress with development of business cases and implementation for service changes in the following areas where business cases have been approved:
- Adult Social Care Service
- Children's Social Care
- The way the council organises it's back-office business support
- The way the council organises and administers procurement of goods and services
- The way the council enables residents to access council services

2.4.   It also sets out progress towards business cases for the following:
- The way the Council manages its property
- The Council's commercial services
- The way the council manages it's ICT

2.5.   This paper will set out the mechanisms the council has established to ensure and assure delivery of these programmes and identify and manage risk.

A Transformation Office
2.6.   A Transformation Office (TO) has been established at the centre of the council to oversee and manage delivery of the service redesign portfolio – i.e. the collection of programmes and projects that will deliver the required service changes. The role of the TO is to:
- Link strategy to delivery
- Carry out portfolio-wide benefit and milestone tracking
- Manage interdependencies - co-ordinate and manage overlaps, gaps and dependencies between programmes and projects
- Support Portfolio Holders, Senior Managers and programme leads to unblock issues and problem solve in areas requiring assistance
- Provide portfolio level prioritisation & review – ensuring the right investments are made, and projects undertaken and ceased if ineffective
- Enable the flow of relevant information to decision makers
- Ensure that those affected by portfolio outcomes have clear communication and are able to take on the change
- Build change capability across the organization – i.e. provide a centre of excellence

2.7.   The TO consists of:
- Transformation Director
- Portfolio Execution Lead
- Head of Commercial Finance (Transformation Finance Lead)
- Programme Manager
- 2 x PWC managers
- Communications Lead
- Programme Delivery Leads for the Adults', Children's and Customer First Programmes (i.e. the most substantial change programmes in the portfolio)

- Change Academy graduates (see paragraphs 2.15 and 2.16 below)

Governance

2.8. The Executive Member Transformation Board (EMTB) oversees approval of business cases for change programmes to proceed to implementation. A clear, simple process is in place to clarify decision-making for both Members of the EMTB and lead officers. The process has three stages: project proposal; business case; and approval by EMTB. Once programmes move into implementation, EMTB receives monthly reports on progress, risks and issues and a series of deep dives into each of the programmes is being initiated to enable Members to gain a deeper insight into, and assurance of, progress towards intended benefits. This process is set out in figure 1 below.

Figure 1
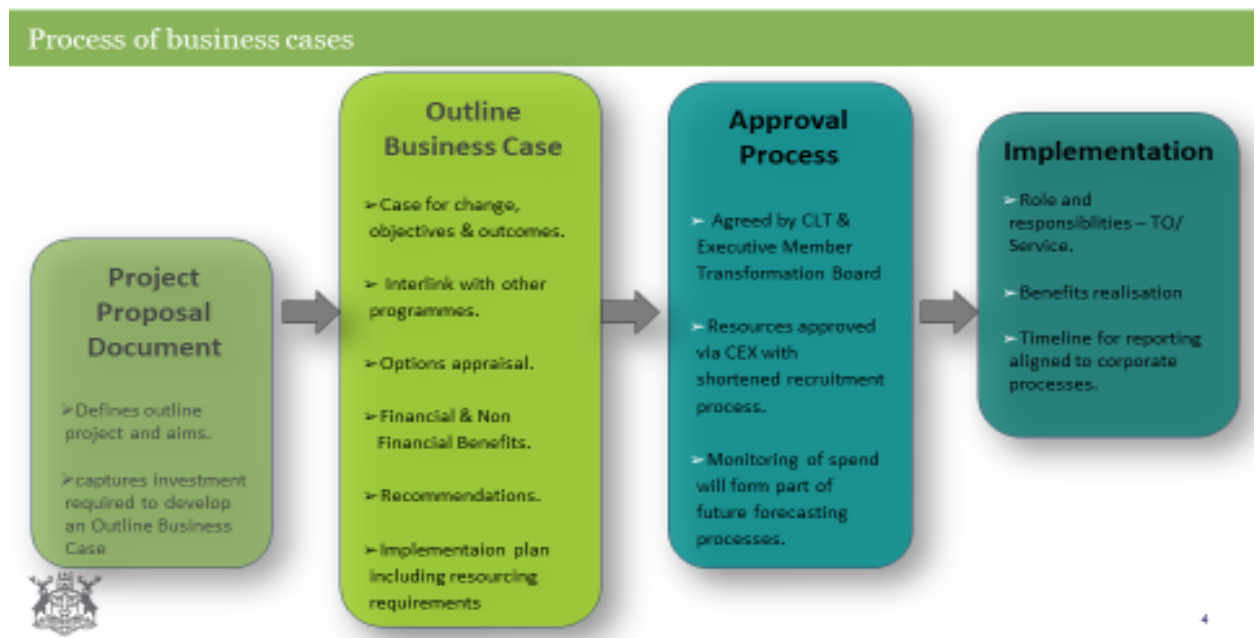
2.9. Standard documentation is used for project proposals and business cases, which ensures both transparency and comparability between proposals. The project proposal and business case templates are attached as Appendices 1 and 2.

2.10. Governance of implementation takes a number of different forms, covering weekly, monthly and less frequent reviews and other activities. The TO monitors operational delivery actions and risk management on a weekly basis. Individual programmes that are in delivery all work to programme boards on a monthly basis. These boards then report through Directorate Leadership Teams or, in the case of programmes that cut across the council structure, through a cross-cutting board. The Boards share common terms of reference, adjusted for their specific objectives. As new programmes are accepted into the portfolio, they will follow a similar model. Figure 2 outlines the structure of the portfolio and associated programme governance.

Figure 2

Transformation portfolio

Portfolio

Directorate

Adults | Children's | Resident

12 projects combining all budget saving and trnsfmtn projects in single programme

Social Care | Commercial review

Early Help

- Discover/define
- Design/develop
- Deliver
- Linked programme

Cross-cutting

Customer First | Business Support | Prcurmnt | Property | Commissioning | N.Hoods Model

Front Door | Process by process across the council

Rapid Improvmnt

Enabling

RPA | ICT | Workforce strategy | Digital strategy | FWOW

Funding and benefits management

2.11.   In July, the Council approved a fund of £15m to be set aside for improvement and transformation work to support the delivery of the Recovery and Improvement Plan (now the Together for Nottingham Plan). The fund provides investment over a four year period. Business cases to access this fund for transformation support are required to demonstrate at least a 3:1 return on that investment. Moreover, it is insufficient for transformation cases to be based purely on a savings target. There are six core transformation principles on which a business case can be based. To be successful, a business case must satisfy the first principle and *at least* one of the other five. The principles are:
- Delivers financial benefit
- Joins up services for residents and businesses
- Makes services more accessible
- Simplifies, standardises and automates ways of working
- Enables early intervention and prevention
- Supports the move from traditional provision to participation

2.12.   Benefits management is the key process to ensure change activity delivers successfully. It is a process for identifying, calculating, validating and then tracking benefits generated by programmes and projects. A benefit is the quantifiable and measurable improvement resulting from a programme or project and is normally expressed in a tangible way in monetary, resource or performance terms. Therefore, it is critical that the transformation portfolio has a clear and consistent approach to the management and

delivery of benefits. Figure 3 sets out in high level terms the benefits management framework being used by NCC. The full framework is attached at Appendix 3.

Figure 3

Benefits Management Framework - summary

Benefits identification → Benefits agreement → Benefits realisation → Benefits tracking

Agree baseline to be used:
- **Staff costs** - Activity Analysis x£35k avg salary
- **Non-staff costs** - revenue budget e.g. placements
- **Income** - revenue budget e.g Commercial Review P&L data

Confirm benefits levers:
- Develop assumptions and % reductions
- Develop phasing for realisation of benefits
- Agree assumptions and % reductions with Finance

Confirm budgets that will be impacted:
- Confirm staffing budgets to be reduced for upcoming financial years
- Confirm value and timing of the reduction, as identified in the Outline Business Case
- Where the service areas that will release the benefits are not yet known (e.g Customer First process improvements), the budget is reduced from the most appropriate budget code
- Where they are non-staff budgets, confirm budget codes

Realise staff benefits through
1. Vacancy management (2 weeks)
2. Attrition (up to 4 weeks) - *allowing for any part-year effect based on leaving date*
3. Job-sharing schemes / new working arrangements (up to 4 weeks)
4. Targeted voluntary redundancy *(up to 6 weeks)*
5. Compulsory redundancy *(3 -6 months - tbc)*

Realise non-staff benefits through:
- Establishing new ways of working, e.g. ASC Strengths Based Practice and monitoring the impact

Regular reporting
- Monthly updated provided by each Programme Lead by exception
- Coordinated by the Transformation Office
- Clear decisions on any exceptions
- Consistent tools and templates, using Cora

Risk management

2.13.   Delivery of the transformation portfolio follows a traditional risk management approach with each constituent programme and project identifying and managing its own risk log. More strategic portfolio risks are managed at the TO level and reviewed on a monthly basis by the Executive Member Transformation Board. The current TO portfolio risk log is attached at Appendix 4 with financial risks included in council budget reporting.

Workforce skills and capacity

2.14.   The council has lacked the capacity within its establishment to complete all the work required to initiate and complete business case analysis and transformation planning. In addition, as the resource required to deliver subsequent change has become clear, the council has recognised that it needs to develop some of the delivery skills required at some pace in order to be self-sufficient in project delivery. Consequently, a number of external staff have been recruited for fixed periods of time from both the interim market and external consultancies. The composition of the TO reflects this mixed model of resourcing.

2.15.   This model is not financially sustainable, does not provide organisational resilience for the future, and nor does it provide the development opportunities the council wants for its staff. Therefore, the council has developed a Change Academy in partnership with PWC. The Academy is

an innovative model whereby fifteen council staff attend a nine-week development programme providing skills, tools and accreditation in project management and business analysis. They train alongside PWC internal staff covering the same curriculum and thereby learning from people doing similar jobs in different industries. At the end of the nine weeks, the Academy graduates are seconded to the council's TO for twelve months and deployed onto change specific programmes. Their substantive roles will be backfilled to ensure that council services do not suffer the pressure of losing staff. Five further staff are completing procurement training.

2.16.   The Academy has been popular. An internal recruitment process received c.50 applicants for the fifteen places, which were filled through a competitive selection process. The first five graduates are now working on the programmes outlined above and a further ten will graduate at the end of May. Over the course of the summer, Change Academy staff will replace PWC staff currently covering much of the council's transformation activity.

3   Background papers other than published works or those disclosing exempt or confidential information

3.1   None.

Overview and Scrutiny Committee date: 6th April 2022

Item Name: Transformation update

Lead officer: Richard Grice

1. **Purpose:**
   1.1. To update O&S Committee Members on progress with the Transformation Programme.

2. **Interdependencies**
   2.1. There are interdependencies with the MTFP, Together for Nottingham plan, Strategic Plan, Divisional plans and performance management framework.

3. **Background/context:**

<u>Context and principles</u>

   3.1. The council's strategic plan sets out a bold agenda for Nottingham. Given the significant budget constraints within which the council has to work, this is a plan that requires a fundamental modernisation of the way the council operates in order to create a sustainable organisation that can continue to deliver against its ambitions. Transformation, therefore, means creating an exemplary modern council that creates maximum value from the resources at its disposal, to build a more equal Nottingham with accessible, responsive council services that enable residents and the city to thrive.
   3.2. The programmes that make up the transformation portfolio must focus on preventing demand from arising, helping people find the services they need as efficiently as possible, and ensuring services are designed to both improve outcomes and minimise cost. The transformation portfolio has been designed to achieve these objectives and in so doing to make a substantial contribution to the financial sustainability of the council.
   3.3. While the portfolio of transformation projects is constantly evolving, all proposals are assessed against a clear set of principles to ensure they both produce required savings and continue to modernise the operation of the council. These principles provide a clear set of criteria for decisions on transformation investment:
       - Deliver financial benefit
       - Join up services for residents and businesses
       - Make services more accessible
       - Simplify, standardise and automate ways of working
       - Enable early intervention and prevention

- Support the move from traditional provision to participation

3.4. The council has made good progress on establishing a transformation portfolio in line with these principles since summer 2021. In summary, the council has:

- Allocated funding to support the costs associated with transformation;
- Established a broad portfolio of transformation programmes and projects that will modernise services and contribute significant savings over the four years of the MTFP
- Established a Transformation Office to oversee the delivery of the programme
- Established a governance structure and processes to enable clear a timely decision-making
- Developed business cases for modernisation and cost transformation of:
    - Adult Social Care Service
    - Children's Social Care
    - The way the council organises it's back-office business support
    - The way the council organises and administers procurement of goods and services
    - The way the council enables residents to access council services
- Begun developing further business cases are for modernisation and cost transformation of:
    - The way the Council manages its property
    - The Council's commercial services
    - The way the council manages it's ICT
- Has initiated programmes to develop the skills of the workforce and increase the change capability of the organisation

Transformation programmes

Adult Social Care

3.5. This is a change programme that addresses the challenges of increasing demand, workforce retention and financial pressures. The programme is designed to work towards delivering the outcomes from the Social Care Futures enquiry:

> *"We all want to live in the place we call home with the people and things that we love, in communities where we look out for one another, doing things that matter to us".*

3.6. The programme aims to empower residents to make the decisions that best suit them and help them maintain their independence. It will improve service quality, provide better outcomes for citizens and deliver financial savings for the Council.

3.7. The changes that will be delivered through this programme will be:

- Creating new tools for residents to self-assess and increase the routes through which residents can find appropriate information, advice and guidance.
- Reviewing current care packages to focus on support that enables people to maintain independence in their own homes.
- Extending the range of options to residents via a transition to greater use of Direct Payments, so that care decisions are focused on outcomes that matter to the individual
- Further development of the workforce to enable a strong focus on outcomes

3.8. The savings associated with this programme are set out in table 1 below. The investment required is £0.68m.

Table 1

	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26	TOTAL over 4 years
Gross Transformational savings	(0.226)	(0.885)	(1.416)	(2.073)	(4.650)
On going resources (staffing requirement)		0.372	0.372	0.372	1.116
Net Saving	**(0.226)**	**(0.513)**	**(1.044)**	**(1.701)**	**(3.534)**

Customer First

3.9. The Customer First programme will work across the whole council with the aim of rapidly improving key customer services through a programme of process redesign and simplification based around customer needs. Simpler, faster processes will improve customer satisfaction and reduce costs for the council.

3.10. This rapid process-by-process improvement will be accompanied by a consolidation of contact points for customers, providing a more effective triage and support service based on whole customer need rather than specific service requirements. The implementation of effective digital channels will be a key element of this programme, providing rapid 24/7 access to council services where appropriate.

3.11. The savings associated with this programme are set out in table 2 below. The investment required is £2.25m over two years.

Table 2

	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26	TOTAL over 4 years
Gross Transformational savings	**(0.329)**	**(1.648)**	**(3.295)**	**(3.295)**	(8.567)
On going resources (staffing requirement)					0
Net Saving	**(0.329)**	**(1.648)**	**(3.295)**	**(3.295)**	**(8.567)**

Procurement

3.12. Over 70 per cent of the council's annual revenue budget is spent with in excess of 3,500 external suppliers and third parties. This change programme will:

- Identify and implement opportunities that will enable NCC to reduce and better manage the spend with specific third parties, while staying within the council's policy criteria with regard to social value and local contracts.
- Develop and implement a new operating model for a commercial, commissioning, procurement and contract management work. This will improve the strategic approach to, and management of, this annual revenue expenditure.

3.13. The savings associated with this programme are set out in table 3 below. The investment required is £0.87m over two years.

Table 3

	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26	TOTAL over 4 years
Gross Transformational savings - all funding streams	(0.701)	(2.070)	(2.980)	(3.572)	(9.323)
Gross Transformational savings - revenue element	**(0.331)**	**(0.993)**	**(1.407)**	**(1.721)**	**(4.452)**

Business Support

3.14. An assessment of council activity in Autumn 2021 showed that over 18 per cent of council effort is spent on business support type activities (equivalent to 940 FTE in collective effort – n.b. not actually 940 staff). This is 25 per cent higher than other local authorities where similar analysis has been undertaken. The Business Support transformation programme will simplify, standardise and automate the way in which the Council delivers business support activities, thereby reducing the effort spent on business support whilst improving how effectively it is delivered.

3.15. The key areas of focus are:

- General administration
- Recording and data entry
- Closing records
- Billing and receiving payments
- Procurement transactions and paying creditors

3.16. The savings associated with this programme are set out in table 4 below. The investment required is £0.6m over two years.

Table 4

	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26	TOTAL over 4 years
Gross Transformational savings	**(0.340)**	**(0.680)**	**(1.370)**	**(1.370)**	(3.760)
On going resources (staffing requirement)					0
Net Saving	**(0.340)**	**(0.680)**	**(1.370)**	**(1.370)**	**(3.760)**

<u>Children's Social Care</u>

3.17.   The council carried out a review of Children's social care in Autumn 2021. This demonstrated that substantial improvements in service outcomes and costs were achievable if the a whole service transformation took place across Early Help (EH), through Child in Need (CIN), Child Protection (CP) to Children in Care (CIC). Fundamentally the programme is designed to improve the outcomes of Nottingham's young people and families. This will be achieved through the design and implementation of a new operating model that will:

- Help families stay together more safely and with greater resilience, using effective targeted interventions. This will significantly reduce the trajectory of growth of children in care in Nottingham
- Ensure the most timely and effective support is consistently provided from EH through CiN and CP. This will be a significant driver of improved service quality and reduced risk as well as reducing future workforce growth requirements
- Reduce bottlenecks and improve processes and ways of working to help staff spend more time helping young people, and gain greater satisfaction from their roles
- Improve commissioning of residential placements and recruitment processes of residential and foster carers
- Support the council on the journey to maintain consistent good practice

3.18.   The council is currently procuring a partner to support this substantial change programme, following approval at Council Executive on 22nd February 2022:

https://committee.nottinghamcity.gov.uk/mgAi.aspx?ID=42881#mgDocuments

3.19.   Alongside the service improvements, the savings expected from this programme are £11m-£16m with an investment requirement of up to £6.5m. These figures will be validated following procurement of a delivery partner.

3.20.   The overall savings estimated from the programmes set out above are shown in table 5 below.

Table 5

MTFP savings from Transformation waves 1&2

Legend: Annual saving, Cumulative saving
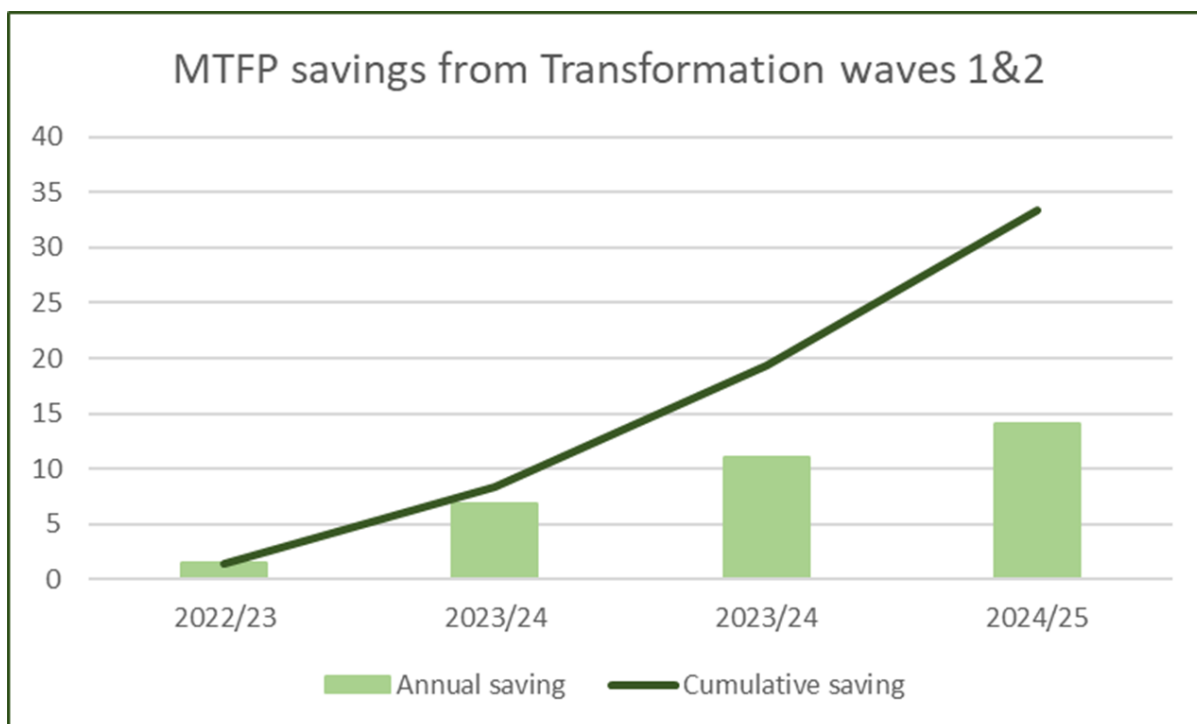
<u>Resources and growing council capability and capacity</u>

3.21.   The council is currently deploying a number of external staff to support and manage the delivery of the programmes outlined above. That is not a sustainable position, but is essential for the next few months as programmes become established and impetus is given to the required changes in practice.

3.22.   In order to grow the council's ability to deliver change with less reliance on external support, a Change Academy has been established for existing staff. The Academy is an intense, nine-week period of accredited training in project management and business analysis for fifteen NCC staff, plus a shorter procurement training programme for five NCC staff. It is being run in partnership with our change partner, PWC, and graduates from the Academy will ultimately replace PWC staff on programmes during the course of 2022. The first five graduates have recently been deployed, with a second tranche completing their training in late May.

3.23.   This has been a very popular programme, which generated a large number of applications from a diverse population of staff. Early in the 2022/23 financial year, the council will review the success of the Academy approach and look to apply lessons to future staff development.

APPENDIX

PROGRAMME PROPOSAL FORM

This form is the first step in taking forward a transformation project. Text in italics is for guidance only. Once complete, this form should be submitted to *add a generic email address.* You can contact the Transformation Office at any point for advice or support.

Project Title	
Directorate	
Corporate Director (Sponsor)	
Accountable Officer	
Service	
Budget codes (if known)	

Short Summary

Outcomes for citizens

Strategic benefits

Clean and Connected Communities	Keeping Nottingham Working	Carbon Neutral by 2028
Safer Nottingham	**Child-friendly Nottingham**	**Healthy and Inclusive**
Keeping Nottingham Moving	**Improve the City Centre**	**Better Housing**
Financial Stability	**Serving People Well**	

Stakeholder engagement and community benefits

Transformation Programme

Project Proposal

	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26
Financial requirements and benefits				
Annual Gross Saving				
Assumed Yearly Cost				
Annual Net Saving				
Cumulative Net saving				

Suggested Structure of Resources for Change Programme

Resource Requested	Rationale

2

Why do you think it will work?

Risks, issues and interdependencies

Despite the above benefits, the following risks, issues and interdependencies exist:

Risks
-

Issues
- .

Interdependencies
- .

Appendix

ADD PROGRAMME NAME

Outline Business Case

Authors:

Date:

Contents

0 - Guidance for Completing This OBC

What is the OBC and what is its purpose?

The OBC (Outline Business Case) should be completed after a Project Proposal Document (PPD) has been approved by the Executive Member Transformation Board. The OBC seeks to **build on the PPD** by explaining how the opportunities and outcomes identified in the PPD could be **delivered and achieved.**

The purpose of the PPD is to make the case for change and indicate the level of benefits, e.g. financial savings that could be achieved. The purpose of the OBC is to:
- Provide more certainty around these numbers
- Set out the options to achieve these
- Articulate the assumptions that underpin any benefits
- Identify any resources required to undertaken this and
- Provide clarity on how the benefit realisation will be monitored.

For example, the PPD may first make the case that an X% reduction in demand could save £Y amount per year, the OBC's purpose would then be to **explain how the preferred option can deliver these outcomes** with enough due diligence having taken place during the OBC's development that the project / programme can then **be signed off and be entered into the Council's budget book.**

The OBC should be written **at a Programme level** as all projects will be aligned towards the delivery of **programme level outcomes and benefits**. This will **minimise duplication of effort in developing Business Cases** whilst still providing **the required level of detail and confidence** for projects that are to be taken forward to delivery. In essence this means that an OBC may contain a number of different workstreams / projects.

1- Executive Summary

To be completed once the Outline Business Case has been drafted. A brief summary of the objectives, preferred option and delivery timescales.

This needs to capture if any policy change is required and if so what that is. If none is required this will need stating also.

2 - The Case for Change and Objectives & Outcomes

2.1 Case For Change

*The first aim of this section is to 'set the scene' in terms of why there is a need for change - the 'Problem statement(s). This need for change should be expressed in both strategic and financial outcomes and summarised in no more than three paragraphs. **Information from the Project Proposal Document (PPD) should be used to minimise the effort required to write this section***

For example, service quality needs to improve in order to pass an inspection (strategic need), and/or if service quality continues as is then costs are projected to increase by 5% year on year (financial need).

2.2 Decision Criteria

Complete this checklist to confirm which decision criteria the programme will meet. These criteria have been decided by the Transformation Officer Group and are strategic in their nature

Decision Criteria	Project Meets Criteria (Yes/No)
Delivers financial benefit (mandatory at programme level)	
Joins up services for residents and businesses	
Makes services more accessible	
Simplifies, standardises and automates ways of working	
Enables early intervention and prevention	
Supports the move from traditional provision to participation	

2.3 Objectives and Outcomes

*The section should then **summarise the objectives and outcomes as detailed in the Project Proposal Document (PPD).***

These objectives / outcomes are crucial as they set the evaluation criteria for the selection of the preferred option. These objectives / outcomes should be written in a bulleted list for each project that is covered by this OBC.

2.4 Scope

*The section should **summarise the projects that are included within the programme business case,** as detailed in the Project Proposal Document (PPD).*

3 - Option Appraisal*

This section demonstrates all of the potential options that were considered in order to realise the objectives for each project. The table below should be completed for each project where there are multiple options to deliver project objectives. This demonstrates that robust analysis and subsequent decision making process has been carried out.

Where there is only a singular way of achieving the outcomes or where a project / programme has already been decided, **this section can be omitted as there are no options to compare with each other.**

Note: this section should be repeated for each project that is included within the scope of this Programme Business Case - each project will form its own sub section.

Project Name

Insert summary narrative description of the options for each project.

Option Name*	Why Was This Option Not Selected

- *If applicable*

4 - Preferred Option

The preferred option for the delivery of each project must be analysed through the four lenses below in order to make sure that the detail for how the project will achieve the desired outcomes has been scoped and explained.

Note: this section should be repeated for each project that is included within the scope of this Programme Business Case.

Project Name - Preferred Option

4.1 - Impact and Outcomes:

Here the ability of the project to achieve its outcomes should be detailed. This should be done in the below format. Write a brief description of how the project will achieve each stated objectives.

Project objective	How the preferred option will meet the objectives

4.2 - Ease of Implementation:

Next this subsection should summarise how complex the project / programme would be to implement and indicative timescales should be alluded to. This should follow the below structure

Table of barriers to achieving objectives / outcomes and potential mitigations

Barrier (Brief Description of Risk or Issue)	Corresponding Potential Mitigation

Timescales

- *Provide an indicative timescale for the project / programme*

4.4 Change Impact Assessment

This subsection should summarise the anticipated impact of the change on current service provision and on staff, in particular where there may be reductions in staff numbers.

Impact on current service provision	Corresponding Potential Mitigation

Impact on staff	Corresponding Potential Mitigation

4.5 - Sustainability:

The question this section should answer is **'Why is this project going to work / programme going to work and be sustainable?'** *To help in answering this, factors like ongoing costs and benefits after the project / programme has been delivered can be considered.*

Information from the Project Proposal Document (PPD) should be used to minimise the effort required to write this section.

4.6 - Financial - Cost / Benefit

This subsection summarises the financial aspects of the project / programme and needs to written in conjunction with a Finance Business Partner.

The table below should be completed with costs and savings, this is the same table from the PPD, however the key difference is that in the PPD this table exists to provide indicative high level figures, here in the OBC, these figures should be as accurate as possible in order to be entered into the Council's budget book.

In order to do this the below four key principles must be adhered to:

1. *These figures should be underpinned by detailed financial analysis and supporting documentation that provides a clear audit trail, however this does not need to be attached to this OBC.*

2. *There is an acceptance that even the most robust financial analysis will not achieve 100% accuracy in its figures, therefore these figures cannot be taken as an exact projection but are the basis of a financial plan i.e a budget to be subject to financial and benefits management.*

3. *Any key assumptions used should be detailed clearly in a bullet point list in the table below.*

    a. *Savings relating to staffing reductions need to be net of lieu of notice for year 1;*

    b. *Costs associated with redundancy need to include average rates associated with PILON and pension strain – these are currently xx for an average FTE.*

4. *Any other important financial information should be included below the table.*

5. *Monitoring of both costs and savings need to be defined to ensure establishment during implementation.*

Financial Cumulative position				
	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26
Annual Gross Saving				
Assumed Yearly Cost:				
1. IT				

2.Redundancy				
3. Implementation resources				
4. On going resources				
Annual Net Saving				
Cumulative Net saving (If Appropriate)				

Cost-related assumptions
Savings-related assumptions

Cost monitoring – Who & How

Savings monitoring - Who & How

5 - Implementation Plan

This section should set out how the preferred option will be delivered. There is no expectation to cover every detail involved in project / programme delivery

As such his section should include:

- *A high level project / programme plan and timelines and tasks (including reference to the need to complete an EQIA and DIA which do not have to be included in this OBC)*

- *Resource needs, capacity and skill set (costings for resources should be included in the financial subsection)*

- *Controls and project / programme Governance*

This page is intentionally left blank

Appendix 4

Benefits management framework - v0.6

Nottingham City Council

Introduction

- A benefit is the quantifiable and measurable improvement resulting from a programme/project and is normally expressed in a tangible way in monetary, resource or performance terms
- In some programmes there may be a non tangible benefit which is aligned to pressure mitigation. This will still need recording and follow the same principles regarding measuring.
- Transformation is fundamentally about delivering customer, staff and organisational benefits – financial and non-financial
- To see if delivery is successful, we need evidence of what the impact is
- Benefits Management is a process for identifying, calculating, validating and then tracking benefits generated by programmes and projects
- Golden rule for both financial and non-financial benefits is that they must be measurable. If a benefit cannot be assessed in any realistic way, it is usually better not to claim it at all.

Key learnings

- This can be an industry - make it as straightforward as you can
- If the benefits are not clear ask, WHY are we doing it and HOW we will measure success
- Each benefit should demonstrate impact, such as improved outcomes or financial saving and be a specific measure (SMART) which can be tracked (Specific, measurable, achievable, realistic, time-based)
- Service data owner to provide baseline and actuals (try not to be programme) to embed and sustain changes the service to own the process, data and performance - coordinated by the Transformation Office
- Need to factor in overall service performance in the review process (positive and negative)
- Bit of an art not a science

Benefits Management Framework - summary

Benefits identification

Benefits agreement

Benefits realisation

Benefits tracking

Agree baseline to be used:
- **Staff costs** - Activity Analysis x£35k avg salary
- **Non-staff costs** - revenue budget e.g. placements
- **Income** - revenue budget e.g Commercial Review P&L data

Confirm benefits levers:
- Develop assumptions and % reductions
- Develop phasing for realisation of benefits
- Agree assumptions and % reductions with Finance

Confirm budgets that will be impacted:
- Confirm staffing budgets to be reduced for upcoming financial years
- Confirm value and timing of the reduction, as identified in the Outline Business Case
- Where the service areas that will release the benefits are not yet known (e.g Customer First process improvements), the budget is reduced from the most appropriate budget code
- Where they are non-staff budgets, confirm budget codes

Realise staff benefits through
1. Vacancy management (2 weeks)
2. Attrition (up to 4 weeks) - *allowing for any part-year effect based on leaving date*
3. Job-sharing schemes / new working arrangements (up to 4 weeks)
4. Targeted voluntary redundancy *(up to 6 weeks)*
5. Compulsory redundancy *(3 -6 months - tbc)*

Realise non-staff benefits through:
- Establishing new ways of working, e.g. ASC Strengths Based Practice and monitoring the impact

Regular reporting
- Monthly updated provided by each Programme Lead by exception
- Coordinated by the Transformation Office
- Clear decisions on any exceptions
- Consistent tools and templates, using Cora

3

Benefits tracking

Static fields (only updated through change control

Editable fields (majority updated on a monthly basis)

Service area / Project	Benefit ID	Benefit type (drop down: financial or non-financial)	Benefit name	Benefit owner	Total financial benefit over 4 years	Financial Year (drop down: Year 1 2022/23; Year 2 2023/23; Year 3 2024/25; Year 4 2025/26)	Expected benefit for the current Financial Year	Profiled benefit for previous month (note may be expected benefit /12 or adjusted for demand)	Actual benefit achieved for previous month	Actual benefit achieved in the current Financial Year	Profiled benefit for the upcoming month	Previous RAG	Current RAG	Comments
Page 54														

- For each programme, the Delivery Lead will coordinate updates to the benefits tracking reports by the Benefits owners on a regular basis
- This will be reported on monthly. Benefits owners should complete trackers at the beginning of each month for the preceding month based on the actual benefit realised
- The above fields will be mandatory for all financial benefits. In addition, the templates will be adapted so that non-financial benefits can also be tracked, although this will not be mandated. For non-financial benefits, only relevant fields should be completed e.g. Benefit name, owner, total benefit, actual benefit, RAG and comments

Key benefits principles

There are a number of key principles that should drive the overall approach to benefits management.

There can be exceptions to these principles but they should be closely monitored and go through the appropriate governance.

Any change initiatives where the primary benefit is financial should have:

- an expected RoI of >=3:1 within the Medium Term Financial Plan timeframe. Any variation would require agreement.
- consideration of the whole life cost of any initiative should be factored into the analysis including internal and external costs.
- the ability to demonstrate the factors set out above.

Note: Project Proposal Documents and Outline Business Cases themselves will not realise benefits but will be the key output in the benefits identification stage of the process.

End to end benefits realisation process for cross-cutting programmes

Identification → **Agreement** → **Realisation** → **Tracking**

1. Engage services to understand baseline of volumes and effort per process
Note: do not disclose benefits identified at this stage to prevent over-achievement Based on AA

2. Agree the volumes and effort baseline and estimated reduction in effort (using assumptions as required) *estimate to be validated through steps 4&5*

3. Confirm data baseline and volumes AND the FTE and non-staff baseline for relevant areas

Identify:
-Grant-funded posts
-Capital-funded posts

Exclude:
-Temporary funded posts

Confirm timing for steps 4 & 5 to budget holder (Head of Service). Directors copied on email

4. Design and implement changes / improved processes

5. Track and report on efficiencies through changes / improved processes and inform Services

6. Identify the FTE reduction based on the reporting on improved processes

7. Agree the overall FTE reduction based on reporting on transactions

8. Agree posts to be released with HR and services, mechanism and profiling to capture part-year effects

Validate:
-Vacancies now filled
-Posts now vacant
-Decisions on grant-funded posts to make a base budget savings

9. Updated benefits tracking with values and forecast based on timing

10. Budget codes reduced where posts are being released and savings profiles updated in Oracle (Finance activity)

Written approval will be sought for all decisions required via email, supporting for standard wording and risks to be identified as part of the process

Where approvals cannot be sought from Services, the first point of escalation is the Chair of the Cross-Cutting Board

Service approval needed for step 3 - using standard email wording

Service approval needed for step 7 - using standard email wording

Service approval needed for step 8 - using standard email wording

Cora

Profiled benefit ONLY included in Cora Pre-populated from the OBC

Update profiled benefit in Cora (value)

Update profiled benefit in Cora (timing)

Update benefit in Cora (actual)

*In some cases, EQIAs and Consultations may be required

6

Appendix 5

Transformation Programme Risk Log

Nottingham City Council

Transformation Portfolio level risks

Risk Title	Risk Description	Risk Score (Impact and Likelihood)	Mitigation/Comments
Scale of Overlapping Change	Scale of overlapping change required in short, medium and long term is overwhelming and leads to inertia and/or inconsistent delivery	20	Continue to refine single version of the truth that is owned at CLT and Executive and design rapid response mechanism for mitigating and maintaining focus when off track. Current Position - Progress made on removing distinction between BAU and transformation through creation of single change tracker and unified monitoring and response process. Needs to continue to strengthen. Significant dependency on performance management framework and culture change work. Work continues to bring these together to enable directorates and divisions to understand their position and prioritise. Support provided to senior leaders to sustain focus on leading change in pressured and complex environment.
Quality of Provision	Maintaining sufficient quality of provision of statutory services while delivering substantial transformation simultaneously	15	Continue to refine single version of the truth that is owned at CLT and Executive and design rapid response mechanism for maintaining focus when off track. Current Position - Good progression on development of PMF. Progress made on removing distinction between BAU and transformation through creation of single change tracker and unified monitoring and response process. Challenge to delivery of statutory services is most acute in Children's Services due to scale of change programme. Clear prioritisation of children's service change activity is taking place in order to maintain visibility of quality of provision.
Insufficient Resourcing	Insufficient resourcing of change, especially given scale outlined in the risk: *Scale of Overlapping Change*	12	Requires broad assessment of future skills and current position of whole council - leading to a workforce plan. Current Position - Specialist external consultancy and lead roles in place. Commitment of key project resource and development of in house staff through Academy model. Medium-term workforce plan will be developed.
Business Case Savings	Business cases are insufficiently robust to provide reliable savings for inclusion in MTFP	12	Maintain focus and pace Current Position - Good progress, business case resourcing decisions being made swiftly.
Insufficient Engagement	Insufficient engagement of partners and stakeholders in design and deliver of change	9	New approaches to procurement and commissioning are key areas to focus on for engagement of partners. Current Position – Progress being made and further engagement of partners and residents required in delivery of change.
Transformation Plan	Transformation Plan does not sufficiently bring together service planning, transformation project delivery and culture change workstreams	9	Complete service planning round and focus approach to internal challenge. Build a broad-based transformation plan that incorporates workforce strategy; delivery mechanisms; and directorate level service planning. Current Position - Positive direction of travel and clear approach to service planning. New model for service planning yet to be tested. Culture of internal challenge to be tested.
Decision Making Speed	Speed of decision making drops as difficulty of decisions required increases	9	Maintain current approach. Current Position - Current EMTB process is sound. Challenging business cases have been presented and approved.
Business Cases - Decision Makers	Business cases fail to set out for decision makers the extent of service redesign and workforce impact required	9	Ensure project initiation identifies and communicates impact of delivery phase. Current position - Business case analyses of impact are robust.
Leadership and Decision Making	Leadership and decision making is too narrowly dispersed across the council to enable transformative thinking and decision making	9	Focus on 'change by doing' through rigorous management of execution of transformation programmes, with wide engagement of staff and members. Current Position - Programmes and approaches in place but change at scale is difficult to enact quickly. Programmes (especially Customer First and Business Support) designed to engage managers in transformative thinking from the start. Academy programme specifically targeting mid-level staff to come into the tech centre of the delivery programme. There is significant dependency on the council's culture change work to ensure leadership is sufficiently strong.

Audit Committee – 29.04.22

Title of paper:	Equality & HR Assurance	
Director(s)/ Corporate Director(s):	Richard Henderson, Director for HR & EDI	**Wards affected:** All
Report author(s) and contact details:	Titu Hayre-Bennett, Head of HR & OD Titu.Hayre-Bennett@nottinghamcity.gov.uk	
Other colleagues who have provided input:	Kirsty Spencer, HR Delivery Manager Kirsty.Spencer@nottinghamcity.gov.uk Saema Mohammad, EDI Lead Saema.Mohammad@nottinghamcity.gov.uk Paul Slater, HR Business Lead Paul.Slater@nottinghamcity.gov.uk	
Recommendation(s):		
1	That the Committee note the work being done within the division to deliver on Theme 6 Organisation and Culture workstream of the Together for Nottingham Plan	
2	That the Committee note the work being done within the division to ensure the Council's statutory and non-statutory obligations relating to people management and Equality, Diversity and Inclusion are being met and/or progressed.	

1   Reasons for recommendations

1.1   The HR & EDI division supports the organisation in meeting its statutory and organisational obligations in relation to employee management and EDI. It plays a key role in supporting the development of organisational culture, improving employee engagement and leading on employee wellbeing and learning and development and as such has been responsible for leading on much of the activity in theme 6, the Organisation and Culture workstream of the Together for Nottingham Plan.

This report seeks to provide assurances that both statutory and organisational requirements, including the requirements of the Together for Nottingham programme, are being met or progressed and monitored through the activity in the functions/areas described below.

2   Background

2.1   Together for Nottingham

It is recognised that the Together for Nottingham plan will only be effective if it accompanied by wider changes in the organisation's structure and culture. Theme 6 addresses this work and its scope includes:

1. Simplifying the officer structure
2. Setting a clear and updated performance management review process starting at the Chief Executive and cascading down across the Council.
3. Creating and delivering an extensive culture and workforce development programme to ensure that the changes in the Recovery and Improvement Plan are embedded along with the new ways of working that are enshrined within them.

2.1.1 Simplifying the Structure

Decision Making Accountability (DMA)
More than 620 employees from across the organisation have been involved in the DMA process since this commenced in June 2021, which has allowed for individual employees to provide honest feedback about issues within their divisions, things that work well and need to be improved.
This feedback is being used to feed into the organisation design process, themed into three broad areas: aligning services to enable clear accountability with a consistent approach to spans of control and tiers of management; behaviour and culture and improved ways of working. This feedback will also be used to tailor engagement approaches and interventions based on local need. The DMA process also sets out clear expectations in relation to tiers of management and spans of control and this will be rolled out across the Council following the senior management review.

Senior Management Structure
A simplified management structure with four Corporate Directors which was approved by the Appointments and Conditions of Service committee in February of 2020. Recruitment was completed for vacant posts, with new appointees for Corporate Directors of Residents and Grown and City Development taking up post 1st September 2021.

Corporate Directors have been considering the structures they need to deliver against the priorities in the revised Council Plan and the MTFP, in line with agreed principles, and supported by bottom up feedback from the DMA process. The Council is on track for its senior management structure (Directors, Heads of Service and the functions they manage) to be considered by the Appointments and Conditions of Service Committee in Quarter 1 2022/3. Council structures at tiers of management below Head of Service will continue to be reviewed through 2022/23.

Future Plans - **Transformation / Redundancy**
The Transformation business cases map the anticipated impacts on workforce through the course of the Transformation Programme. The MTFP assumes future waves of transformation will deliver a further savings by 2025/26 and any associated redundancies with this will be managed alongside and in the same way as those already identified in wave 1 and 2.

The planned timescale for delivery of the transformation plans over a number of years lends itself well to a more planned approach to delivering post reductions. In essence a tiered approach following the steps below:
1. Vacancy management
2. Attrition
3. Flexible working arrangements
4. Targeted voluntary redundancy
5. Compulsory redundancy

2.1.2   Performance appraisal

Chief Executive Appraisal Process
A new formal appraisal process for the Chief Executive was introduced in 2021/22, designed to ensure that effective performance management and accountability are in place from the top of the organisation downwards. The process adopted is the standard process contained in the JNC Terms and Conditions for Local Authority Chief Executives and includes external support and challenge for the process.

Objectives set for the Chief Executive, in conjunction with the Council Leader clearly align with the revised Strategic Council Plan and appropriate objectives have been cascaded down to Corporate Directors. Mid-year reviews have been completed between the Leader and Chief Executive and between the Chief Executive and Corporate Directors, consistent with these arrangements.

New Performance Appraisal Process

A new approach for Individual Performance Appraisal has been designed which will be implemented 'top down' from the Chief Executive through the tiers of the organisation.

The new approach focuses on performance and development through good quality, regular conversations, with clear and agreed objectives, so that issues, risks and under performance can be addressed with appropriate intervention at a much earlier stage.

The new approach has been used by SLMG colleagues throughout the 2021/22 cycle and is being rolled out to all colleagues from 1 April 2022, and includes a set of new behavioural expectations under four themes: Leading People; Equality, Diversity and Inclusion; Collaboration; Change and Innovation. Support, guidance and a range of learning interventions have been designed to help embed the new approach and new behaviours. IPR objectives and conversations can now also be recorded on Oracle Fusion meaning reporting on IPR will be much improved and more insightful going forward.

2.1.3   Training and Development

To harness the positive aspects of our culture, mitigate against the negatives and to drive change and improvement, an extensive development offer has been designed and is currently being delivered. This includes:

Leading and Managing Together programme: aimed at c800 managers to set out their leadership responsibilities and expected behaviours, commenced November 2021.

Transformational Leadership Programme: to recruit, support and train future 'transformational leaders, with a current cohort of 20 delegates

- **Accelerated Development Programme:** A specific programme for colleagues from underrepresented groups and with protected characteristics, aiming to increase representation at all levels in the council through personal development. First cohort of 16 commenced March 2022, further cohorts are planned for later in 2022.
- **Change Academy:** 20 'change agents' will initially be recruited and seconded to support the transformation programme. Supported by a planned network of change champions across the organisation.

Skills development for all colleagues: A range of generalist skills such as digital, change, business intelligence / data, basic project management, interpersonal skills, resilience, will be provided, branded as a core offer, to be packaged by July 2022.

Councillor Development Programme: Developed using the LGA Political Skills Framework and feedback from councillors themselves on need.   Areas of focus mirror areas for improvement highlighted by the PIR and NSR, including; overview and scrutiny, audit and leading change.

Delivered through a blended approach of e-learning, virtual workshops and (COVID permitting) face to face learning, these programmes will bring external expertise for a number of elements (such as CIPFA for financial management). Outcomes of these development programmes will be measured and monitored to inform future activity.

Enabling New ways of working

The Future Ways of Working (FWW) programme combined with the Transformation Programme will reflect how the world of work has changed and continues to change, post Covid. The FWW programme is looking to strike a good balance between home/office working via 'hybrid' arrangements in order to reflect the need for an agile and adaptable workforce that is measured by outputs and outcomes, rather than presenteeism.

To address any risk of creating a two-tier workforce, four worker types (home, hybrid, onsite and mobile) have been developed which set out clear arrangements, support and development regardless of your worker type. Contractual changes to formalise these new working arrangements are planned, with individual consultation meetings with staff due to commence in April 2022, underpinned by engagement with managers and colleagues on the new ways of working. Monitoring of the new ways of working will also be undertaken to ensure consistency and fairness across the organisation.

Next Steps
Work is in progress to create a new workforce plan that corrals a number of workstreams that are already in train (such as leadership development and performance management) and adds emphasis to a few key areas, such as future recruitment and workforce composition. All service plans will have a section focussed on workforce.

Challenges around recruitment in some areas of the Council are evident and this will need to form a key part of the workforce plan. The Council is already planning the introduction of a new recruitment portal in Q3 of 2022/23 accompanied by a review of the council's delivery model for recruitment.

Further engagement with stakeholders including employees, managers, the Trade Unions and Councillors will also be required to ensure any workforce plan addresses the key issues the Council faces. It is planned to have a first draft of the workforce plan by the end of April.

2.2 Equality, Diversity and Inclusion

The Equality Act 2010 is the legal framework which protects people against discrimination, harassment and victimisation in employment, and as users of private and public services based on nine protected characteristics. NCC has specific obligations under the Equality Act 2010, as both an employer and as a public authority.

NCC's Equality, Diversity and Inclusion Strategy 2020-23 sets out the Council's commitment, vision and approach to tackling inequality and promoting diversity and inclusion, for both employees of the Council and citizens, with the Equality Act as the prime legislative basis under which the strategy operates. The four priority areas for NCC are;

1. A workforce that reflects the city
2. Sustained economic growth for all
3. Inclusive and accessible services
4. Leading the City in tackling discrimination and promoting equality

The four Action Plans are each led by a Director and each has a lead Councillor aligned to provide corporate and political oversight. There is a working group for each action plan.

Updates against the action plans are provided at quarterly Equality, Diversity & Inclusion Board Meetings to monitor performance against them. Two of our Equality Action Plans have reported that, they are experiencing resource issues and as such, delivery has been impacted.

We are currently preparing to evaluate our current EDI Strategy in readiness to start engagement with stakeholders on priorities for our renewed Strategy due to be delivered by Spring/Summer 2023.

2.2.1 NCC's approach to compliance with the Public Sector Equality Duty (PSED)

The Equality Act 2010 requires public authorities to have due regard to the aims of the general equality duty, in the exercise of their functions, when making decisions and setting policies.

The general equality duty does not set out a particular process for assessing impact on equality that public authorities are expected to follow and it is up to each public authority to choose the most

effective approach for doing this. NCC uses Equality Impact Assessment as a useful tool to help gather, analyse and understand the evidence and meaningfully inform decision making.

The Equality and Employability Team provide quality assurance on EIAs and publish on our website. A number of improvements were identified through the MTFP process, as such there has been greater synergy and collaborative working this year between the Equality and Employability Team and the Research, Engagement and Consultation team to ensure that meaningful consultation and engagement feed into EIA's in order to ensure that the approach is consistent with case law principles in Equalities and supports a lawful approach to decision making.

The Equality and Employability Team will deliver Equality Impact Assessments workshops in Summer 2022 to ensure that capability of managers across NCC is strengthened.

2.2.2 Duty to publish information to demonstrate compliance with the PSED

There is a specific duty under the PSED to calculate and publish our gender pay gap information. We report this information every year on the direct gov website. We also ensure there is relevant communication shared with stakeholders within NCC to instil good practice on addressing any actions for improvements.

There is also a specific duty for public authorities to annually publish information that demonstrates compliance with the general equality duty. There are no explicit stipulations about what information must be included. Currently, NCC publishes gender, ethnicity and disability pay gap data, equality impact assessments (which contain a range of evidence) on the NCC website and the workforce profile on the open data platform.

2.2.3 Council Plan Commitments

NCC's current Council Plan (2019-2023) sets out a number of EDI priorities. Regular updates against each commitment are entered into Pentana.

Workforce Profile and Representation

A workforce data pack is presented quarterly at Equalities Board meetings. (See Appendix A) This pack includes data on representation of black and minority ethnic staff, lesbian, gay and bisexual staff (LGB) and staff with a disability across the NCC workforce and broken down by each department. The pack also includes recruitment data and shows trends over time to allow close monitoring of where there are issues in terms of representation.

Inclusive Initiatives

NCC has signed up to a number of inclusive initiatives:

- Disability confident employer – aiming to achieve 'Leader' Status this year
- Race at Work Charter
- BSL Charter
- Stonewall Equality Index

For each initiative, there is an action plan which details how we are delivering against the commitments we have made and allows us to monitor progress.

2.2.4 Inclusive Workplace

Nottingham City Council, EDI Vision is: "An inclusive Council, enabling us to attract and retain the best diverse people and provide the best and most accessible services to our citizens". A core aspect of our vision is to drive culture change across Nottingham City Council to ensure that EDI principles is embedded in everything that we do. A feature in our New Leadership Framework rolled

out in November 2021, is Equality, Diversity and Inclusion behaviours, clearly articulates what the behavioural expectations are.

Employee voice is critical in shaping the work we do and driving our EDI ambitions. We have strengthened our relationship with Staff Networks. The Action Change and Equality Network attended the Senior Leadership Forum in October 2022, raising key areas of improvements required around behaviour and practice. HR Leadership Team are working with the stakeholders as necessary to address.

2.3 **Absence Management**

Advancing and promoting employee health, wellbeing and safety has a range of benefits for the organisation, including performance, retention and development and organisational effectiveness. It is inevitable that employees will sometimes be unfit to attend work. The HR team provide guidance and coaching to managers to enable them to manage absence effectively and to help reduce the overall level and cost of absence within the organisation.

Sickness absence levels reduced during the pandemic (2020/21) to approximately 9.9 FTE days per FTE. In 2021/22, overall rates of absence have increased to approximately 12.9 FTE days per FTE. It is important to note, however, that this figure may be inflated due to incorrect working patterns in Fusion. Work to resolve this is ongoing. The increase does reflect a return to levels of sickness in line with those pre-Covid.

Absence is regularly reviewed as part of performance data presented at Directorate Leadership Team meetings (DLTs), with quarterly statistics around absence and cases presented by HR Business Leads. (See Appendix B) This information is also provided to Trade Union representatives at 'JCNC' meetings. This ensures that both the rates and causes of absence are being regularly reviewed, with an opportunity for management and HR to implement appropriate support and measures within individual directorates.

2.4 **Employee Wellbeing**

Analysis of corporate sickness rates shows that in 2020-21 stress, depression and mental health related sickness was the primary cause of absence after COVID 19. In 2021-22, cough, cold and flu became the primary cause after COVID 19 (see Fig 1, 2020-21 on the left, 2021-22 on the right).

Looking at FTE days lost (see Fig 2, 2020-21 on the left, 2021-22 on the right), the picture is more consistent with stress, depression and mental health related sickness continuing to be the biggest cause of long-term absence across both years.

Fig 1 Absence causes by number of absence occasions

Absence Reason 2020-21	# Absences	%	Absence Reason 2021-22	# Absences	%
17 COVID 19	850	19.5%	Covid 19	1,391	22.7%
03 Stress/Depression, Mental Health	689	15.8%	Cough, Cold & Flu	849	13.8%
08 Gastro-Stomach, digestion	556	12.7%	Gastro-Stomach, Digestion	753	12.3%
02 Other Musculo-Skeletal Problems	470	10.8%	Stress/Depression, Mental Health	716	11.7%
04 Viral Infection-Not Cold and Flu	307	7.0%	Other Musculo-Skeletal Problems	518	8.4%
15 Cough, Cold & Flu	262	6.0%	Viral Infection-Not Cold And Flu	337	5.5%
05 Neurological	238	5.4%	Back And Neck Problems	269	4.4%
01 Back and Neck Problems	201	4.6%	Chest & Respiratory	249	4.1%
11 Eye, ear, nose and mouth/dental & throat	180	4.1%	Eye, Ear, Nose & Mouth/Dental & Throat	248	4.0%
10 Chest, Respiratory	129	3.0%	Neurological	245	4.0%
06 Genito-Urinary/Gynaecological	95	2.2%	Not Disclosed	131	2.1%
Not disclosed	83	1.9%	Genito-Urinary/Gynaecological	118	1.9%
07 Pregnancy Related	80	1.8%	Pregnancy Related	86	1.4%
13 Skin- burns, rashes, cuts, injury	70	1.6%	Heart, Blood Pressure & Circulation	82	1.3%
09 Heart, Blood Pressure, Circulation	69	1.6%	Skin-Burns, Rashes, Cuts, Injury	74	1.2%
14 Cancer- all forms	61	1.4%	Cancer – All Forms	35	0.6%
16 Liver/Kidney disorders/conditions	30	0.7%	Liver/Kidney Disorders/Conditions	30	0.5%
Grand Total	4,370	100.0%	Total	6,131	100.0%

Fig 2 Absence causes by FTE Days lost

Absence Reason 2020-21	FTE Days Lost	%	Absence Reason 2021-22	FTE Days Lost	%
03 Stress/Depression, Mental Health	15,815	32.8%	Stress/Depression, Mental Health	20,266	29.4%
02 Other Musculo-Skeletal Problems	7,452	15.5%	Other Musculo-Skeletal Problems	10,070	14.6%
17 COVID 19	6,928	14.4%	Covid 19	10,067	14.6%
01 Back and Neck Problems	2,653	5.5%	Back And Neck Problems	4,133	6.0%
08 Gastro-Stomach, digestion	2,391	5.0%	Chest & Respiratory	3,622	5.3%
05 Neurological	2,249	4.7%	Gastro-Stomach, Digestion	3,278	4.8%
04 Viral Infection-Not Cold and Flu	1,871	3.9%	Cough, Cold & Flu	2,950	4.3%
09 Heart, Blood Pressure, Circulation	1,480	3.1%	Genito-Urinary/Gynaecological	2,094	3.0%
10 Chest, Respiratory	1,315	2.7%	Neurological	2,031	2.9%
14 Cancer- all forms	1,247	2.6%	Cancer – All Forms	1,915	2.8%
15 Cough, Cold & Flu	906	1.9%	Heart, Blood Pressure & Circulation	1,848	2.7%
06 Genito-Urinary/Gynaecological	842	1.7%	Eye, Ear, Nose & Mouth/Dental & Throat	1,807	2.6%
11 Eye, ear, nose and mouth/dental & throat	729	1.5%	Viral Infection-Not Cold And Flu	1,690	2.5%
13 Skin- burns, rashes, cuts, injury	680	1.4%	Not Disclosed	1,318	1.9%
Not disclosed	644	1.3%	Pregnancy Related	761	1.1%
07 Pregnancy Related	640	1.3%	Liver/Kidney Disorders/Conditions	635	0.9%
16 Liver/Kidney disorders/conditions	318	0.7%	Skin-Burns, Rashes, Cuts, Injury	437	0.6%
Grand Total	48,160	100.0%	Total	68,923	100.0%

The Council has a corporate offer of provision in place to support colleagues' health and wellbeing including our Employee Assistance programme (EAP) and other initiatives such as Mental Health First Aiders. An OH service is provided which includes health checks and health surveillance. The Council has also become a member of the NHS Nottinghamshire Mental Health Hub through which employees can access additional support services. Feedback on many of these services is positive, although work continues to promote these as aspects of the EAP particularly, are underutilised.

Specialist support and guidance is provided to managers by the EW team on specific cases. The team will also work with managers to devise and support bespoke interventions to tackle sickness in teams. Managers are able to refer colleagues who are on long term sick (30 days plus) to our in-house Occupational Health service, where they will be assessed by an OH nurse or triaged to an OH physician, psychotherapist or physiotherapist as appropriate. Referrals are also required to support HR processes such as ill health retirement, capability and reasonable adjustments.

Early intervention is key in managing and reducing the duration of many causations of sickness. Analysis by department of referral rates vs new sickness cases (of 30 days plus) shows that referral rates are increasing, with an increase of 50% in referrals in Q3 2021/2022 from the previous quarter, in particular more complex referrals including mental health, long Covid and requests for ill health retirement. This, in part, will be attributable to an increase in long term absence. This situation will continue to be monitored and discussed at DLTs as part of wider sickness absence reporting going forward.

Medical information

The EW team, as an OH function, are responsible for the security and proper use of medical information which constitutes special category data under Article 9, GDPR and so requires a higher level of data protection. The team work closely with the Information Compliance team to ensure that the necessary systems and processes are in place to ensure the appropriate security and handling of this information; All privacy statements are in place and processes have been reviewed and agreed. Previous audits have found that appropriate measures and good practice are in place to ensure that obligations are being met. Where minor data breaches have occurred, these have been reported swiftly and managed in line with the corporate IC procedures. All team members have had enhanced training from the Information Compliance team.

2.5 HR Casework

The HR team provide technical support and guidance to managers across the organisation in relation to conduct, performance, grievance or other similar matters. The Council operates with approximately 130 'cases' per year.

HR Casework is regularly reviewed as part of performance data presented at DLTs, with quarterly statistics presented by HR Business Leads. This information is also provided to Trade Union representatives at 'JCNC' meetings. Policy decisions surrounding Casework are discussed and agreed at 'Central Panel' meetings, chaired by the Director of HR & EDI, with trade union representatives in attendance alongside senior HR colleagues.

A review of the Council's Disciplinary Procedure is underway, with discussions and negotiations taking place with recognised trade union colleagues. This process aims to improve the operation of the procedure, whilst also directly responding to the concerns raised in 2021 regarding the disproportionate impact of Casework on colleagues with protected characteristics. A decision paper is due to be presented to CLT in May 2022, with a view to implementing changes by July. Training and other associated work to help successfully deliver the changes will continue throughout the year.

Casework 'processes' were re-introduced following a pause during the initial months of the Covid pandemic, with no activity taking place between April and September 2020. Casework resumed at this point, but under a supporting framework to ensure decision making could be undertaken safely, with relevant Covid protections in place. The pausing and these interim measures did result in resolution times increasing during 2020 and 2021 and is reflected in revised KPIs of 90 day resolution targets.

2.7 Transactional HR and Payroll Services provided East Midlands Shared Services (EMSS)

East Midlands Shared Services (EMSS) was created on 1 September 2012, employing HR and Finance staff across two locations. The Employee Service Centre (ESC) is based at County Hall in Leicestershire and the Finance Service Centre (FSC) at Loxley House in Nottingham. Supported by an Oracle Enterprise Resource Planning System, the Shared Service offers a sustainable solution to deliver efficient, cost effective services and a technical platform from which new ways of working can be developed and delivered.

Governance & Oversight

EMSS is constituted under Joint Committee arrangements, to process payroll/HR and accounts payable and accounts receivable transactions for Leicestershire County Council and Nottingham City Council. Nottingham City Council Internal Audit (NCCIA) is the designated Internal Audit provider for EMSS. The Council and Head of Internal Audit (HoIA) has ensured that the service has adopted and complies with the principles contained in the Public Sector Internal Audit Standards (PSIAS) and has met the requirements of the Account and Audit Regulations 2015 and associated regulations. This includes compliance with the governance requirements set down in the CIPFA Statement on the role

of the Head of Internal Audit. On the basis of audit work undertaken during the 2019-20 financial year, covering financial systems, risk and governance, the Head of Internal Audit (HoIA) at Nottingham City Council concluded that a "**significant**" level of assurance could be given that internal control systems are operating effectively within EMSS and that no significant issues had been discovered. Audit work for 2020-21 is still ongoing and is expected to be completed by June 2022.

EMSS are also obliged to produce an Annual Report to Joint Committee covers all of the above arrangements in addition to a review of their performance, achievements, financial acuity and growth.

2.8   **Pay Governance**

The Pay Governance Board monitors the operation of the City Council's Pay Policy and ensure that the principles of the pay model are adhered to.

Board members include:
- Director of Human Resources and EDI
- Head of Human Resources and OD
- Organisational HR Manager
- Corporate Director of Resident Services
- Corporate Director of People
- Equality, Diversity and Inclusion Lead
- Head of Corporate Finance and Deputy Section 151 Officer

Pay Governance Board meetings are normally convened quarterly, however, these were suspended during the pandemic with data instead being shared with DLTs via HR Business Leads until September 2021. Consideration is being given to reinstating the quarterly meetings back, in line with the return to the office, post pandemic.

Pay Governance Board data sets include an overview of basic pay, market supplements, additional payments, discretionary payments, allowances, overtime and agency spend. However, the move to Oracle Fusion has meant that reports needed to support the production of this data are not yet functional. Reporting will recommence when this data becomes available.

It is worth noting that, in accordance with regulations, the Council's Annual Pay Policy Statement 2022-23 has been published by the 31 March deadline.

2.9   **Pensions**

The HR Pensions team undertake pensions administration for the Local Government (LGPS), Teachers Pensions (TP) and NHS schemes for Nottingham City Council, Nottingham City Homes, Nottingham City Homes telecare, Nottingham Revenues & Benefits, East Midlands Councils, maintained schools and two academies.   They perform a range of statutory duties including year-end reporting, monthly and tri-annual auto-enrolment, starters and leavers reporting and recording of contractual changes, activities which are subject to potential fines from the Regulator (of up to £10,000 per case for starters or leaves, for example), in cases of non-compliance. The team also undertake some of the functions normally performed by the Administering Authority including producing estimates and assisting on transfers, amalgamations, additional contributions, information on retirements, Annual Allowances and Lifetime allowance.

In 2020-21, compliance in relation to the above was fully achieved. The implementation of Oracle Fusion in September 2021 has, however, had a significant impact on the team being able to process statutory work for starters, leavers and now End of Year reporting for NCC and all associated employers. This is the result of limited or no functionality in key standard reports from the system which are used to complete this work.   Workarounds have been put in place which mean that the council is meeting statutory timescales in relation to the processing of starters and leavers. Issues

remain outstanding in relation to the End of Year report, in particular, which is affecting work on end of year submissions. Work is ongoing to resolve this, and this has been escalated to senior management within the Programme as a priority.

The work of the Pensions team is subject to internal and external audit, with the last full audit concluded in June 2017. The team will respond to questions from Finance to support internal and external audits as required.

Pensions team performance data is reported on a monthly basis to the HR management team to provide assurances or red flags around compliance so that these can be addressed. The team manager plays an integral role in ensuring that any changes to pensions legislation and/or pensions regulations are acted on and adhered to.

3   Background papers other than published works or those disclosing exempt or confidential information

3.1   Equalities Report Q3 (Appendix A)
         NCC Data Pack Q3 (Appendix B)

4   Published documents referred to in compiling this report

4.1   NCC's Equality, Diversity and Inclusion Strategy 2020-23

Quarterly Equalities Update

Quarter 3 2021-22

NCC Statistics

	Quarter 4 (19/20)	Quarter 1 (20/21)	Quarter 2 (20/21)	Quarter 3 (20/21)	Quarter 4 (20/21)	Quarter 1 (21/22)	Quarter 2 (21/22)	Quarter 3 (21/22)
BAME	(1468) 24.6% 0.2% increase from Q3	(1490) 24.3% 0.3% decrease from Q4	(1489) 24.1% 0.2% decrease from Q1	(1441) 24.4% 0.3% increase from Q2	(1444) 24.7% 0.3% increase from Q3	(1406) 24.9% 0.2% increase from Q4	(1383) 24.9% No change	(1351) 25.0% 0.1% increase from Q2
Disabled	(382) 6.4% 0.1% increase from Q3	(378) 6.3% 0.1% decrease from Q4	(373) 6.3% No change	(345) 6.1% 0.2% decrease from Q2	(340) 6.1% No change	(323) 6.0% 0.1% decrease from Q4	(330) 6.2% 0.2% increase from Q1	(333) 6.5% 0.3% increase from Q2
LGB	(158) 4.5% 0.1% increase from Q3	(163) 4.6% 0.1% increase from Q4	(161) 4.5% 0.1% decrease from Q1	(160) 4.7% 0.2% increase from Q2	(163) 4.8% 0.1% increase from Q3	(162) 4.9% 0.1% increase from Q4	(161) 4.8% 0.1% decrease from Q1	(156) 4.8% No change
Starters	188 Starters 53 BAME 8 Disabled 10 LGB	134 Starters 31 BAME 5 Disabled 6 LGB	152 Starters 36 BAME 5 Disabled 5 LGB	121 Starters 27 BAME 4 Disabled 5 LGB	154 Starters 37 BAME 5 Disabled 7 LGB	141 Starters 37 BAME 3 Disabled 10 LGB	266 Starters 43 BAME 11 Disabled 8 LGB	6162 Starters 1390 BAME 334 Disabled 161 LGB
Leavers	181 Leavers 44 BAME 16 Disabled 5 LGB	100 Leavers 24 BAME 10 Disabled 6 LGB	301 Leavers 73 BAME 27 Disabled 7 LGB	224 Leavers 35 BAME 13 Disabled 4 LGB	287 Leavers 60 BAME 18 Disabled 10 LGB	233 Leavers 60 BAME 12 Disabled 7 LGB	6302 Leavers 1428 BAME 336 Disabled 170 LGB	233 Leavers 55 BAME 5 Disabled 5 LGB

PEO Statistics

	Quarter 4 (19/20)	Quarter 1 (20/21)	Quarter 2 (20/21)	Quarter 3 (20/21)	Quarter 4 (20/21)	Quarter 1 (21/22)	Quarter 2 (21/22)	Quarter 3 (21/22)
BAME	(642) 30.9% 0.2% decrease from Q3	(650) 30.3% 0.6% decrease from Q4	(664) 30.8% 0.5% increase from Q1	(666) 31.2% 0.4% increase from Q2	(675) 31.4% 0.2% increase from Q3	(687) 31.1% 0.3% decrease from Q4	(648) 31.0% 0.1% decrease from Q1	(630) 31.0% No change
Disabled	(133) 6.6% 0.1% increase from Q3	(132) 6.5% 0.1% decrease from Q4	(130) 6.4% 0.1% decrease from Q1	(129) 6.4% No change	(132) 6.5% 0.1% increase from Q3	(128) 6.2% 0.3% decrease from Q4	(130) 6.7% 0.5% increase from Q1	(128) 6.8% 0.1% increase from Q2
LGB	(58) 5.3% No change	(65) 5.9% 0.6% increase from Q4	(67) 6.0% 0.1% increase from Q1	(71) 6.3% 0.3% increase from Q2	(77) 6.7% 0.4% increase from Q3	(74) 6.3% 0.4% decrease from Q4	(72) 6.2% 0.1% decrease from Q1	(68) 6.0% 0.2% decrease from Q2
Starters	82 Starters 23 BAME 3 Disabled 3 LGB	57 Starters 12 BAME 3 Disabled 6 LGB	99 Starters 21 BAME 2 Disabled 4 LGB	71 Starters 15 BAME 3 Disabled 5 LGB	26 Starters 6 BAME 1 Disabled 0 LGB	40 Starters 5 BAME 2 Disabled 2 LGB	80 Starters 13 BAME 3 Disabled 4 LGB	2353 Starters 644 BAME 130 Disabled 69 LGB
Leavers	53 Leavers 21 BAME 6 Disabled 1 LGB	30 Leavers 6 BAME 4 Disabled 1 LGB	76 Leavers 19 BAME 9 Disabled 3 LGB	55 Leavers 12 BAME 2 Disabled 0 LGB	41 Leavers 10 BAME 3 Disabled 4 LGB	80 Leavers 25 BAME 7 Disabled 3 LGB	2415 Leavers 665 BAME 131 Disabled 77 LGB	105 Leavers 27 BAME 2 Disabled 2 LGB

RES Statistics

	Quarter 4 (19/20)	Quarter 1 (20/21)	Quarter 2 (20/21)	Quarter 3 (20/21)	Quarter 4 (20/21)	Quarter 1 (21/22)	Quarter 2 (21/22)	Quarter 3 (21/22)
BAME	(591) 20.6% 0.4% increase from Q3	(598) 20.5% 0.1% decrease from Q4	(590) 19.8% 0.7% decrease from Q1	(557) 20.1% 0.3% increase from Q2	(534) 20.2% 0.1% increase from Q3	(494) 20.5% 0.3% increase from Q4	(536) 21.2% 0.7% increase from Q1	(502) 21.1% 0.1% decrease from Q2
Disabled	(174) 5.9% 0.1% increase from Q3	(171) 5.8% 0.1% decrease from Q4	(170) 5.9% 0.1% increase from Q1	(148) 5.5% 0.4% decrease from Q2	(133) 5.2% 0.3% decrease from Q3	(124) 5.3% 0.1% increase from Q4	(130) 5.3% No change	(126) 5.5% 0.2% increase from Q2
LGB	(59) 3.2% 0.1% increase from Q3	(57) 3.1% 0.1% decrease from Q4	(56) 3.1% No change	(52) 3.1% No change	(46) 2.9% 0.2% decrease from Q3	(43) 2.9% No change	(48) 3.0% 0.1% increase from Q1	(44) 3.0% No change
Starters	90 Starters 24 BAME 4 Disabled 6 LGB	52 Starters 7 BAME 1 Disabled 0 LGB	43 Starters 13 BAME 3 Disabled 1 LGB	43 Starters 11 BAME 0 Disabled 0 LGB	30 Starters 6 BAME 0 Disabled 0 LGB	71 Starters 29 BAME 0 Disabled 3 LGB	116 Starters 19 BAME 3 Disabled 3 LGB	2662 Starters 519 BAME 128 Disabled 47 LGB
Leavers	105 Leavers 17 BAME 7 Disabled 3 LGB	45 Leavers 11 BAME 3 Disabled 3 LGB	193 Leavers 45 BAME 15 Disabled 2 LGB	117 Leavers 9 BAME 6 Disabled 2 LGB	143 Leavers 28 BAME 9 Disabled 4 LGB	113 Leavers 21 BAME 2 Disabled 3 LGB	2836 Leavers 552 BAME 132 Disabled 49 LGB	88 Leavers 15 BAME 3 Disabled 2 LGB

GCD Statistics

	Quarter 4 (19/20)	Quarter 1 (20/21)	Quarter 2 (20/21)	Quarter 3 (20/21)	Quarter 4 (20/21)	Quarter 1 (21/22)	Quarter 2 (21/22)	Quarter 3 (21/22)
BAME	(59) 18.7% 0.2% increase from Q3	(58) 17.5% 1.2% decrease from Q4	(56) 17.1% 0.4% decrease from Q1	(52) 16.7% 0.4% decrease from Q2	(73) 18.6% 1.9% increase from Q3	(70) 18.2% 0.4% decrease from Q4	(53) 17.7% 0.5% decrease from Q1	(70) 19.6% 1.9% increase from Q2
Disabled	(20) 6.2% 0.2% increase from Q3	(20) 6.2% No change	(20) 6.3% 0.1% increase from Q1	(19) 6.2% 0.1% decrease from Q2	(28) 7.4% 1.2% increase from Q3	(26) 7.0% 0.4% decrease from Q4	(24) 8.2% 1.2% increase from Q1	(30) 8.9% 0.7% increase from Q2
LGB	(13) 7.7% 0.8% decrease from Q3	(13) 7.6% 0.1% decrease from Q4	(13) 7.6% No change	(15) 9.0% 1.4% increase from Q2	(18) 7.8% 1.2% decrease from Q3	(18) 8.0% 0.2% increase from Q4	(14) 8.2% 0.2% increase from Q1	(15) 6.8% 1.4% decrease from Q2
Starters	0 Starters 0 BAME 0 Disabled 0 LGB	8 Starters 3 BAME 1 Disabled 0 LGB	3 Starters 1 BAME 0 Disabled 0 LGB	4 Starters 0 BAME 0 Disabled 0 LGB	0 Starters 0 BAME 0 Disabled 0 LGB	15 Starters 2 BAME 1 Disabled 1 LGB	45 Starters 5 BAME 4 Disabled 0 LGB	457 Starters 75 BAME 28 Disabled 17 LGB
Leavers	7 Leavers 3 BAME 1 Disabled 1 LGB	5 Leavers 0 BAME 0 Disabled 0 LGB	8 Leavers 1 BAME 0 Disabled 0 LGB	25 Leavers 5 BAME 3 Disabled 0 LGB	8 Leavers 1 BAME 1 Disabled 0 LGB	17 Leavers 5 BAME 3 Disabled 1 LGB	354 Leavers 55 BAME 27 Disabled 16 LGB	15 Leavers 1 BAME 0 Disabled 1 LGB

F&R Statistics

	Quarter 4 (19/20)	Quarter 1 (20/21)	Quarter 2 (20/21)	Quarter 3 (20/21)	Quarter 4 (20/21)	Quarter 1 (21/22)	Quarter 2 (21/22)	Quarter 3 (21/22)
BAME	(176) 25.1% 0.1% increase from Q3	(184) 25.2% 0.1% increase from Q4	(178) 24.8% 0.4% decrease from Q1	(165) 24.4% 0.4% decrease from Q2	(161) 24.4% No change	(154) 23.7% 0.7% decrease from Q4	(145) 22.9% 0.8% decrease from Q1	(148) 23.3% 0.4% increase from Q2
Disabled	(55) 8.0% 0.2% decrease from Q3	(55) 7.9% 0.1% decrease from Q4	(53) 7.7% 0.2% decrease from Q1	(49) 7.6% 0.1% decrease from Q2	(47) 7.5% 0.1% decrease from Q3	(45) 7.2% 0.3% decrease from Q4	(46) 7.6% 0.4% increase from Q1	(49) 8.2% 0.6% increase from Q2
LGB	(28) 6.0% 0.3% increase from Q3	(28) 6.0% No change	(25) 5.4% 0.6% decrease from Q1	(22) 5.0% 0.4% decrease from Q2	(22) 5.2% 0.2% increase from Q3	(27) 6.3% 1.1% increase from Q4	(27) 6.3% No change	(29) 6.7% 0.4% increase from Q2
Starters	16 Starters 6 BAME 1 Disabled 1 LGB	16 Starters 9 BAME 0 Disabled 0 LGB	6 Starters 0 BAME 0 Disabled 0 LGB	3 Starters 1 BAME 1 Disabled 0 LGB	5 Starters 1 BAME 0 Disabled 0 LGB	15 Starters 1 BAME 0 Disabled 4 LGB	11 Starters 2 BAME 0 Disabled 0 LGB	689 Starters 151 BAME 48 Disabled 28 LGB
Leavers	16 Leavers 3 BAME 2 Disabled 0 LGB	19 Leavers 7 BAME 3 Disabled 2 LGB	23 Leavers 8 BAME 3 Disabled 2 LGB	27 Leavers 9 BAME 2 Disabled 2 LGB	20 Leavers 6 BAME 1 Disabled 0 LGB	23 Leavers 9 BAME 0 Disabled 0 LGB	21 Leavers 10 BAME 0 Disabled 1 LGB	25 Leavers 12 BAME 0 Disabled 0 LGB

Recruitment Trends

Quarter 2 2019-20 to Quarter 2 2021-22

Due to the length of time it takes recruitment managers to update the portal, there needs to be a time-lag of three months for the data to settle before analysis can be undertaken.

NCC Rates of BAME at Each Recruitment Stage
Compared with 34.6% Target
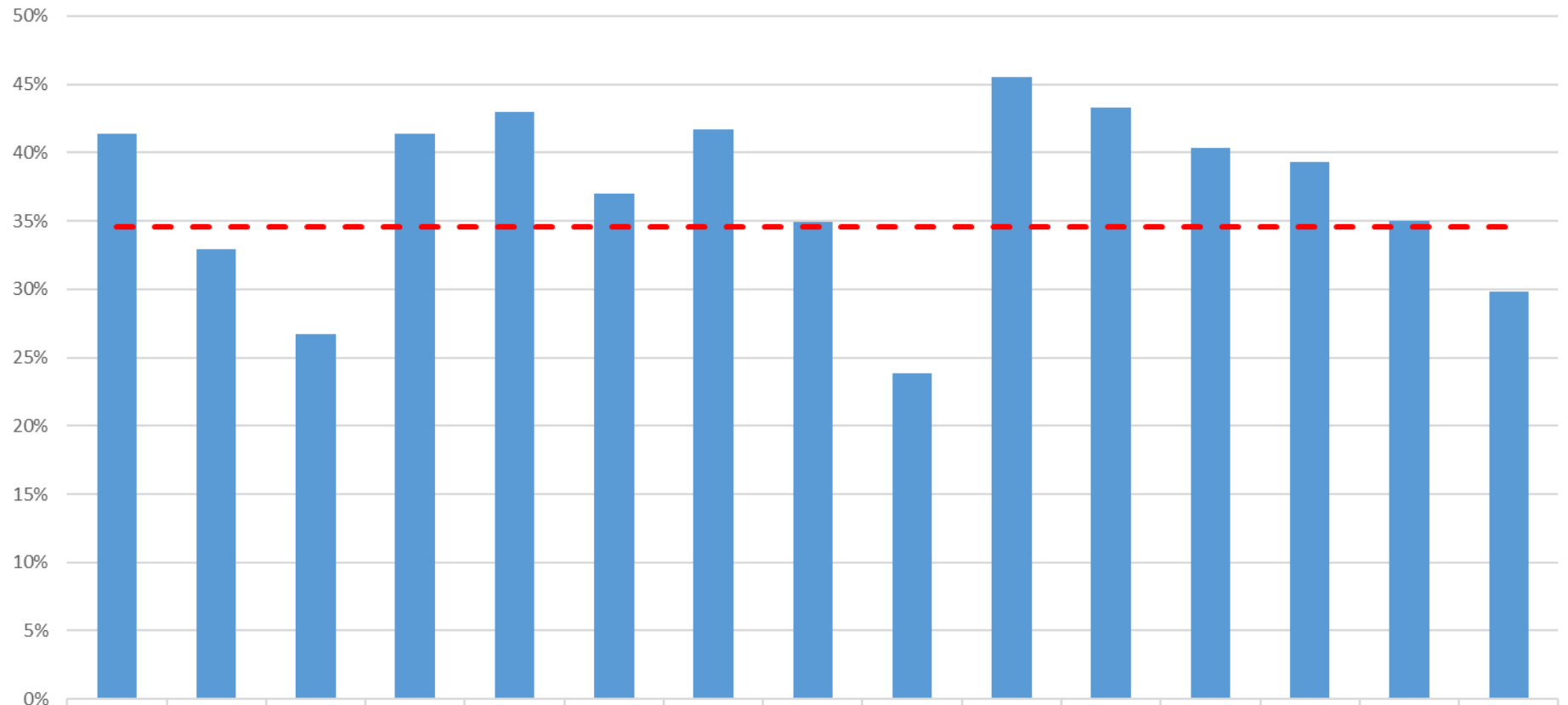
	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited
		Q2			Q3			Q4			Q1			Q2	
		2020-21			2020-21			2020-21			2021-22			2021-22	
BAME %	41.4%	33.0%	26.7%	41.4%	43.0%	37.0%	41.7%	34.9%	23.8%	45.5%	43.3%	40.3%	39.4%	35.0%	29.9%
BAME Target %	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%	34.6%
BAME #	164	58	23	357	126	40	341	88	20	504	195	52	364	145	43
White British #	232	118	63	506	167	68	476	164	64	603	255	77	561	269	101
Prefers Not To State #	14	7	7	22	16	16	14	7	2	31	19	10	24	10	6
No Declaration #	29	28	26	46	43	36	24	22	14	65	50	45	48	43	34

NCC Rates of Disabled at Each Recruitment Stage
Compared with 9.1% Target

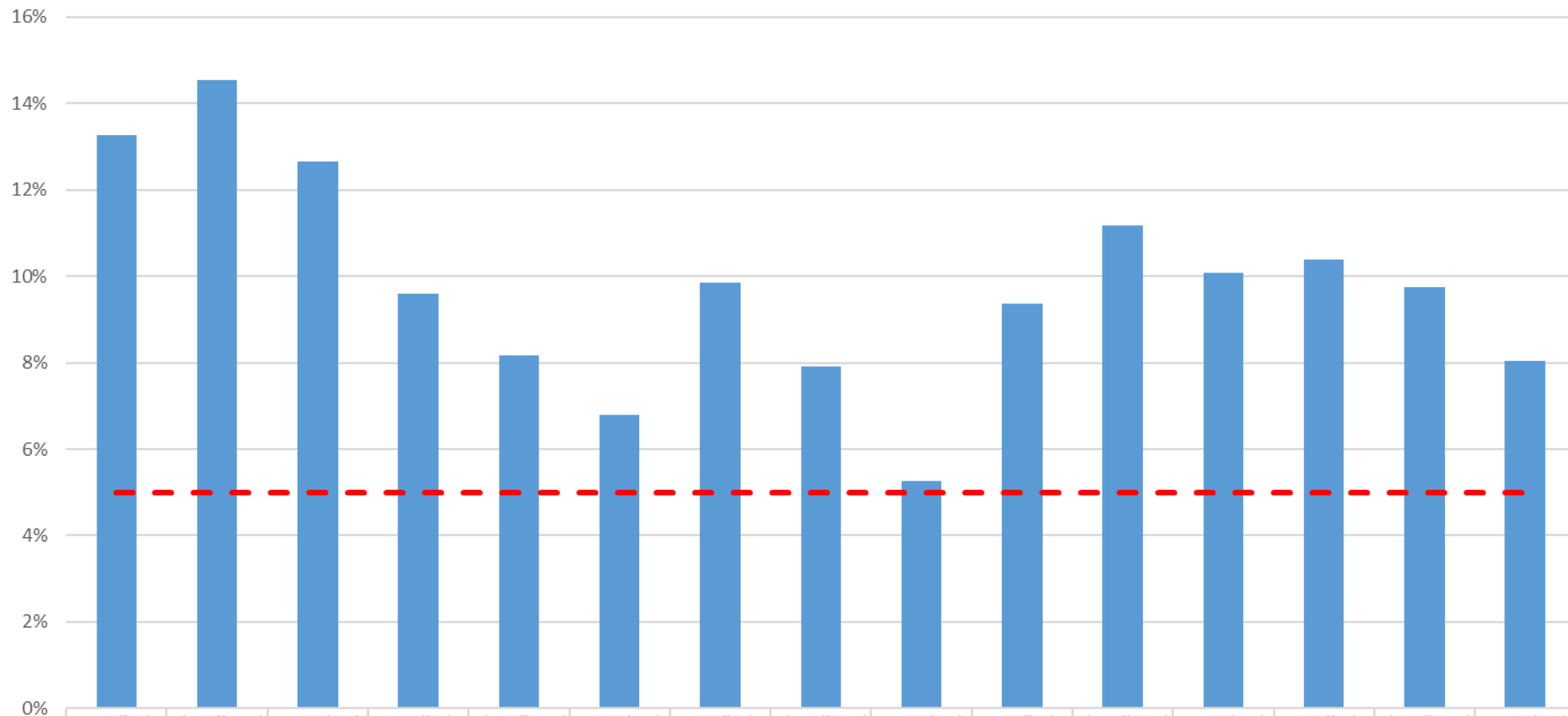|	Q2 2020-21			Q3 2020-21			Q4 2020-21			Q1 2021-22			Q2 2021-22		
	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited
Disabled %	11.8%	7.4%	8.2%	10.9%	11.1%	3.9%	9.3%	6.0%	4.9%	12.0%	13.4%	13.6%	10.0%	11.7%	10.0%
Disabled Target %	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%	9.1%
Disabled #	47	13	7	93	32	4	76	15	4	132	60	17	92	48	14
Not Disabled #	351	162	78	760	255	99	739	237	78	967	388	108	824	361	126
Prefers Not To State #	41	36	34	78	65	57	40	29	18	104	71	59	81	58	44
No Declaration #	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

NCC Rates of LGB at Each Recruitment Stage
Compared with 5% Target

	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited	Applied	Shortlisted	Recruited
		Q2			Q3			Q4			Q1			Q2	
		2020-21			2020-21			2020-21			2021-22			2021-22	
LGB %	13.3%	14.5%	12.7%	9.6%	8.2%	6.8%	9.8%	7.9%	5.3%	9.4%	11.2%	10.1%	10.4%	9.7%	8.0%
LGB Target %	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
LGB #	50	24	10	79	23	7	76	19	4	100	48	12	92	38	11
Heterosexual #	327	141	69	745	259	96	696	221	72	968	381	107	793	352	126
Prefers Not To State #	33	18	14	61	27	21	59	19	10	70	40	20	64	34	13
No Declaration #	29	28	26	46	43	36	24	22	14	65	50	45	48	43	34

NCC: Absence rates by Directorate

Page 79
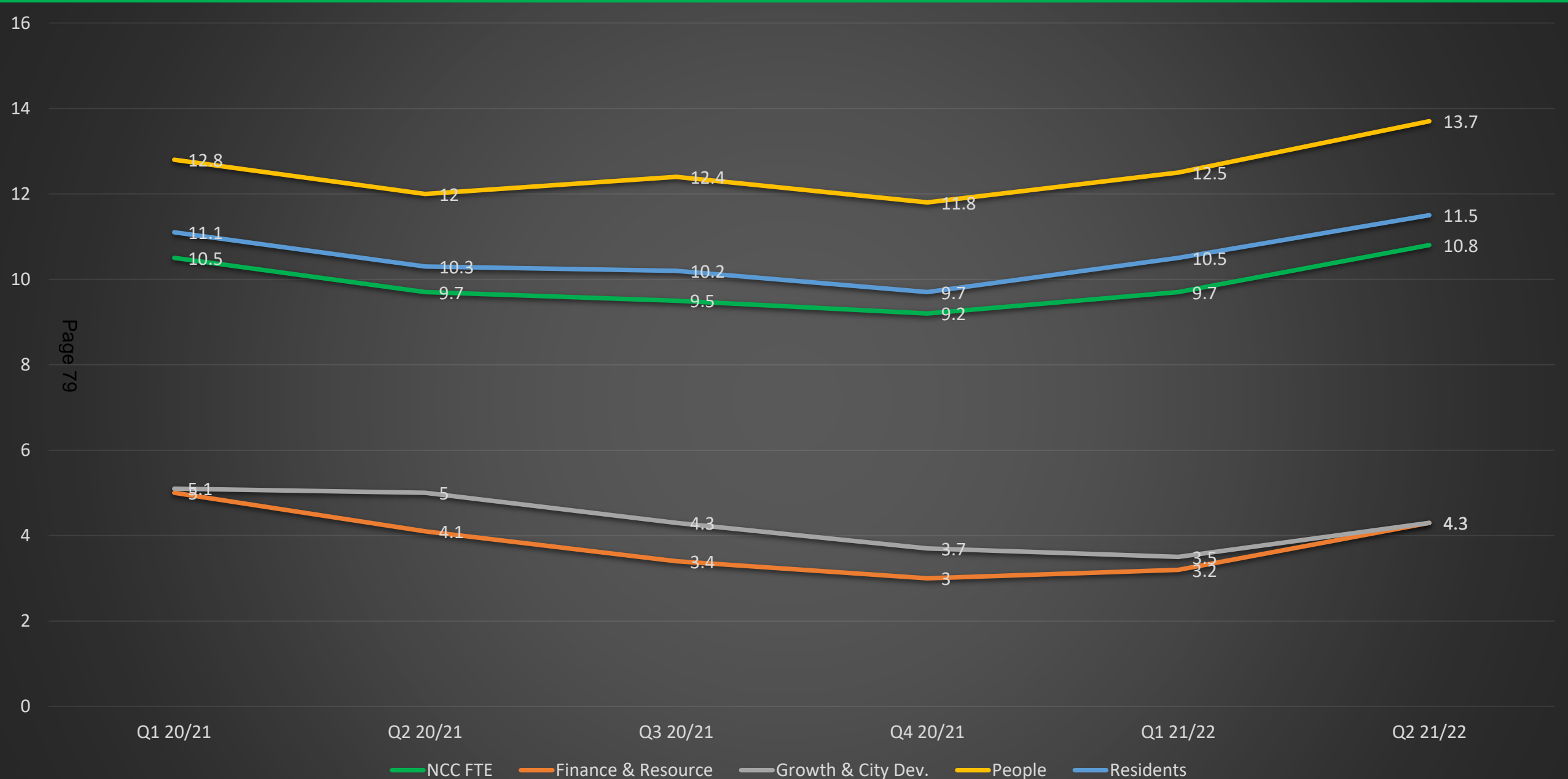
NCC: Absence levels by Directorate & Division

Directorate/Division	FTE Days/FTE	Long Term Sickness (FTE Days Lost)	Outstanding RTWs	Outstanding AMIs
People (Target FTE days per FTE- 10.5)	**13.7**	**5,408**	**222**	**200**
Adult Social Care	15.8	3,305	83	82
Public Health	0.2	-	1	1
Children's Integrated Services	12.8	1,733	105	104
Education Strategy	11.2	370	33	13
Directorate Support	0.0	-	0	0
Resident Services (Target FTE days per FTE- not set)	**11.5**	**2,770**	**152**	**166**
Community Protection	9.8	412	28	29
Sports & Culture	7.3	629	33	21
Neighbourhood Services	13.6	1,729	91	116
Growth & City Development (Target FTE days per FTE-7.3)	**4.3**	**284**	**39**	**17**
Economic Development	1.3	44	3	1
Energy Services	8.7	115	31	13
Major Projects	4.7	101	2	1
Planning & Regeneration	3.3	24	4	2
Property	1.4	-	0	0
Finance & Resources (Target FTE days per FTE-6.0)	**4.3**	**357**	**32**	**26**
HR & EDI	4.9	65	4	3
Commissioning & Procurement	0.7	-	1	0
Strategy & Policy	3.1	91	1	8
Legal & Governance	4.0	71	10	3
Finance	3.7	130	3	1
NCC TOTAL	**10.8**	**8,819**	**454**	**417**

Directorate totals are sometimes slightly higher than the sum of the divisions because some employees sit outside of the divisions listed.
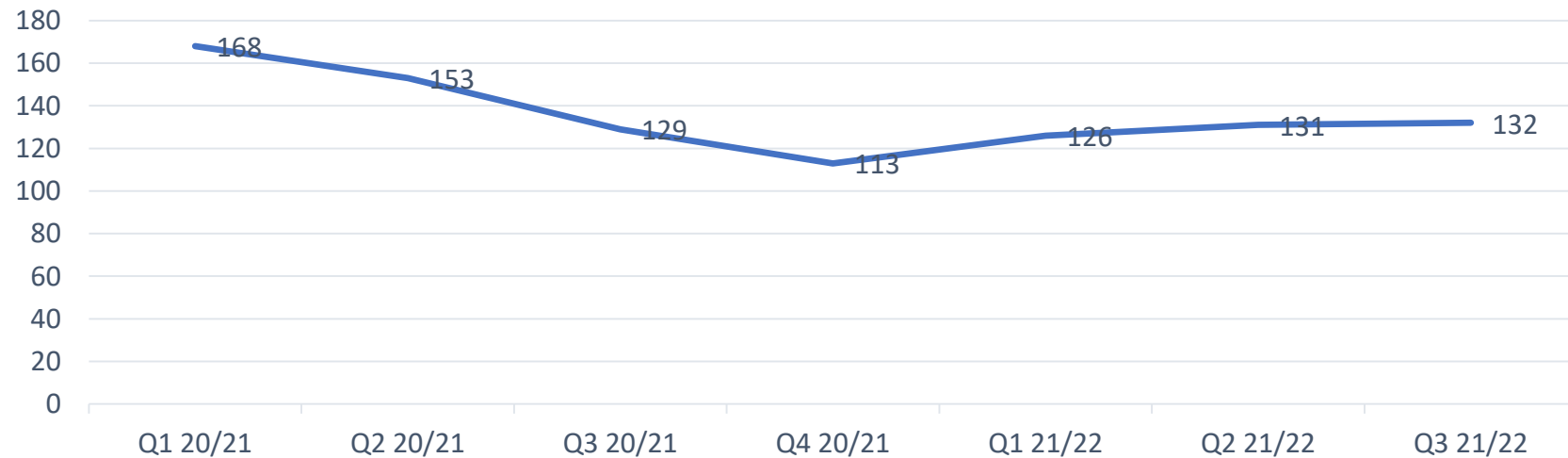
NCC: Casework

132 Cases in last 12 months, staying relatively consistent with previous 3 quarters.

Closure of 136 cases.

Category	Disciplinary cases	Grievances	HDBV	Performance Mgmt	Probation	Informal Conflict Resolution	SOSR
NEW CASES	67	24	4	8	20	1	8
LIVE CASES	30	9	2	4	4	1	4
CLOSED CASES	72	28	8	6	17	1	4

New' Cases

NCC: Casework EDI Profile

Casework: Protected characteristics

Female %: 36%, 37%, 36%, 38%, 33.90%, 41.23%, 40.91%

BAME %: 41%, 41%, 45%, 45%, 41.00%, 40.91%, 41.90%

LGBT: 4%, 6%, 4%, 6%, 4.23%, 5.26%, 4.41%

Disability %: 14%, 15%, 13%, 8%, 6.93%, 8.57%, 8.08%

Q1 20/21 · Q2 20/21 · Q3 20/21 · Q4 20/21 · Q1 21/22 · Q2 21/22 · Q3 21/22

Legend: Female % | BAME % | LGBT | Disability %
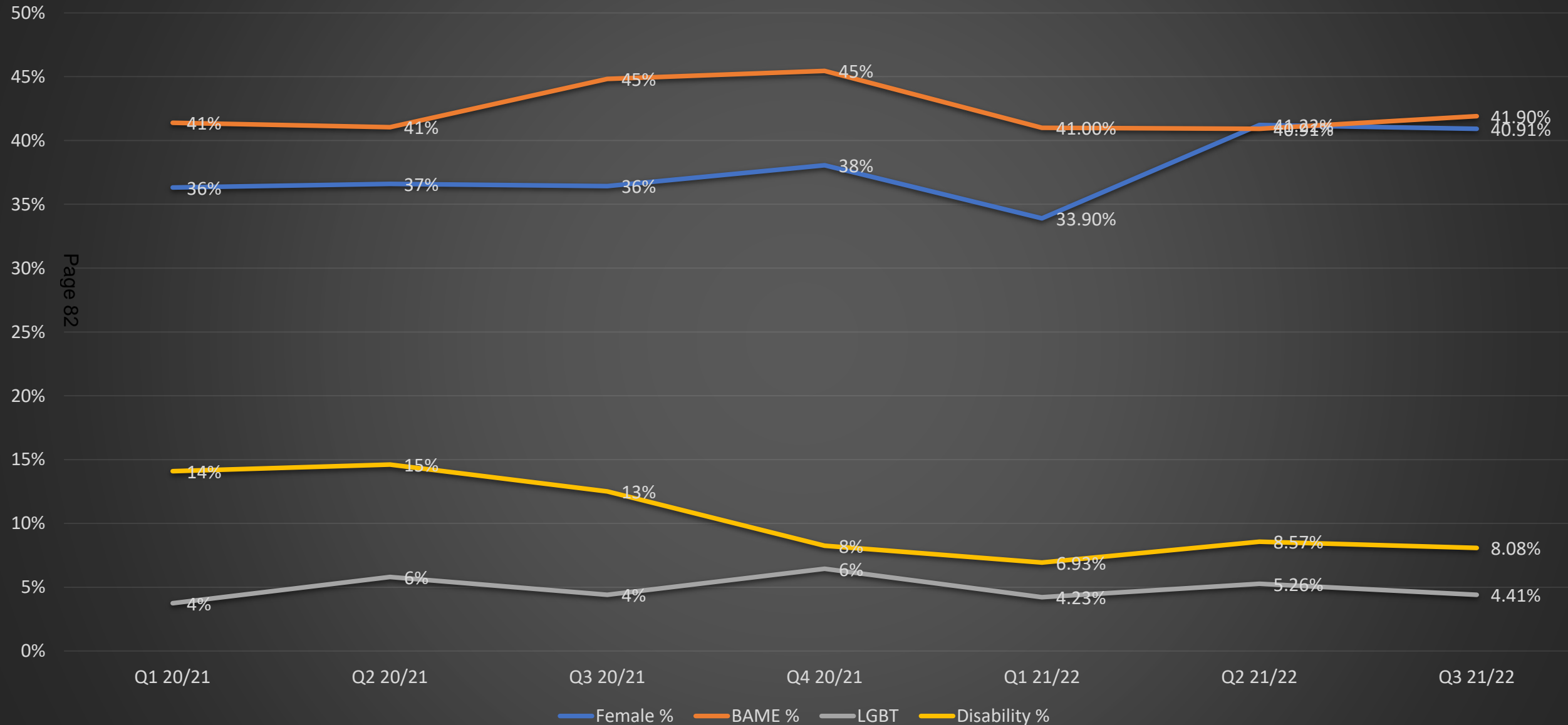
NCC: Casework outcomes (Disciplinary)

	Asian	Black	Mixed	Other	White Non-British	White British	Totals
1. Resignation/Left	0	3	1	0	0	5	9
2. Informal Correction	2	2	3	1	0	8	16
3. No Case To Answer	0	1	0	0	0	2	3
4. No Sanction (Formal Hearing Outcome)	0	0	0	0	0	1	1
5. First Written Warning	1	1	0	0	0	2	4
6. Final Written Warning	1	4	2	0	1	11	19
7. Final Written Warning & Demotion	0	1	0	0	1	0	2
8. Dismissal Notice	0	0	0	0	0	2	2
9. Summary Dismissal	0	0	0	0	1	8	9
	4	12	6	1	3	39	65

NCC: Casework outcomes (Performance)

Row Labels	Asian	Black	Mixed	Other	White Non-British	White British	Grand Total
1. Satisfactory Probation	0	0	0	0	0	2	2
2. Extended Probation	0	0	1	0	0	0	1
3. Resignation/Left	0	1	0	0	1	2	4
4. Dismissal Notice	0	0	2	0	0	2	4
5. Summary Dismissal	0	0	0	0	1	0	1
Grand Total	**0**	**1**	**3**	**0**	**2**	**6**	**12**

NCC: Casework outcomes (Grievances + HDBV)

Grievances	Asian	Black	Mixed	Other	White Non-British	White British	Grand Total
1. Resignation/Left	0	0	0	0	0	0	0
2. Withdrawn	0	0	0	0	0	0	0
3. Informal Resolution	1	0	0	0	0	2	3
4. Alternative Formal Process	1	0	0	0	0	1	2
5. Not Upheld	2	4	0	1	0	4	11
6. Partially Upheld	0	0	0	0	0	2	2
	4	4	0	1	0	9	18

HDBV	Asian	Black	Mixed	Other	White Non-British	White British	Grand Total
1. Resignation/Left	0	0	0	0	0	1	1
5. Not upheld	0	0	0	0	0	1	1

NCC: Casework completion timescales (days)

	Disciplinary cases	Grievances	HDVB	Performance Management	Probation
PEOPLE	134	141	391	80	62
RESIDENT SERVICES	91	87	168	32	24
FINANCE AND RESOURCES	65	176	109	34	0
GROWTH AND CITY DEVELOPMENT	71	68	0	166	5

AUDIT COMMITTEE – 30th April 2022

Title of paper:	Annual Report of health and safety within the council	
Director(s)/ Corporate Director(s):	Malcolm Townroe, Director of Legal and Governance	Wards affected: All
Report author(s) and contact details:	Paul Millward, Head of Resilience 0115 8792980 paul.millward@nottinghamcity.gov.uk	
Other colleagues who have provided input:	Rob McCutcheon Team leader, Corporate Safety Advice	
Recommendation(s):		
1	a) All Corporate Directors ensure their directorate colleagues can demonstrate up to date training in the mandatory health and safety courses, and, where appropriate, asbestos management, by Friday 8th July 2022;	
2	b) All Corporate Directors ensure that all outstanding Accident/Violence/Audit recommendations are completed and recorded on the corporate system by Friday 8th July 2022, and	
3	c) Audit Committee notes the absence of any HSE intervention in the council in the past three years.	

1   REASONS FOR RECOMMENDATIONS
1.1   There are legal, financial, colleague and citizens' benefits arising from good health and safety practices. The council is required, by various legislation, to comply with health and safety practices for its own staff and for its service users.

2   BACKGROUND

2.1   A Key finding of Internal Audit's 2016/17 review of the council's health and Safety practice and arrangements was that there was no formal mechanism for reporting on health and safety to Councillors and/or senior management. This report is designed to be the formal mechanism recommended by Internal Audit. The first of these reports was considered by Audit Committee in November 2018, with an additional update in February 2019. Further reports were considered in January 2020 and April 2021.

2.2   Internal Audit's review of health and safety within the council found that, whilst the Council's corporate policies and procedures were sufficient, the implementation of these policies and procedures by managers in the directorates and service areas required some improvement. It is obviously important that our own colleagues and citizens should expect a safe environment in which to deliver and receive services. Failure to achieve this leaves the council open to Health and Safety Executive intervention and prosecution (with its associated costs to the council) and increased insurance and reputational costs. Since 2018, particular emphasis has been paid to:

- Demonstrating that our managers are trained in health and safety issues affecting their services
- Improving Asbestos management by managers.
- Completing Corporate Safety Advice's audit recommendations for individual service areas. Clearly, if an area for improvement has been identified and no consideration or action is taken, the council's liability and reputation may be subsequently affected.
- Completing investigations on accidents/near misses/violence. As above, if lessons are not learned the council's liability and reputation may be subsequently affected.

The Health and Safety Executive are clear in their advice that effective health and safety management in an organisation requires competent staff (defined as "the combination of training, skills, experience and knowledge that a person has and their ability to apply them to perform a task safely") and clear documentation that policies and procedures are being followed by all. Improvements in the areas above will significantly progress the council's ability to demonstrate a good level of health and safety management within the council.

However, from March 2020 to January 2022, almost all work by the Corporate Safety Advice team has centred on COVID-19 response work. One member of staff left the section for another post within the Council and the post was not filled in 2020/21 due to the council's recruitment freeze and, despite advertising the post twice subsequently, no appointment has been made. The post is to be advertised again shortly.

The Team Leader, Corporate Safety Advice has been central to providing health and safety advice to numerous services across the council relating to the appropriate provision and use of PPE, Service 'stops and restarts', consultation with Trades Unions, and chairing the special COVID Health and Safety Panel with the Unions.

This has also required working with the managers, unions and HR on the various assessments and checklists that have been completed to ensure compliance with the current COVID arrangements.

2.3 **Training**

Corporate Leadership Team agreed that Health and Safety training is mandatory for all 'people' and 'building managers' to ensure an understanding of the basic principles of Health & Safety law, risk assessment, document control and where appropriate, premises management. There are three main full courses, with most managers only required to take Modules 1 and 2 covering operation safety management and risk assessment and is supported by a 2022 Safety Management update refresher E-session. The Corporate Safety Advice team has introduced a new module (module 4) which has been developed for CLT and DLT level managers. This module covers the strategic aspects of safety management.

The courses are:

Legal Responsibilities of Management (Module 1)
Risk Assessment & Document Management (Module 2)
Premises Management & H&S Compliance (Module 3)
Safety Management Update 2022 (Modules 1, 2 & 3)
DLT and CLT Health & Safety Management Training (Module 4)

The update sessions (for Modules 1, 2 and 3) allows for managers to refresh their knowledge in line with the agreed three year interval in order to maintain competency. The above courses contribute to the 'training, skills and knowledge' element of that HSE definition (above in 2.2). Colleagues are aware that the Health and Safety Executive are keen to examine training records during any investigation.

The table below is based on the current structure chart for SLMG colleagues. Some results are skewed by vacancies/new starters/leavers.
There are many other colleagues required to take these courses who are not SLMG but these figures give an indication of progress made to ensure all relevant colleagues have received appropriate training.

(Figures at March 2021 in brackets)

Mandatory Health and Safety Training (SLMG results only)*					
Directorate	SLMG posts	Module 1	Module 2	Module 4	'competency' within 3 years
People's	19	3	1	11	63% (70%)
Resident Services	18	12	12	17	94% (100%)
Growth & City Development	16	8	7	14	88% (95%)
Finance and Resources	16	4	5	14	88% (95%)

*date check 22nd March 2022 on the latest NCC structure Chart

These figures are lower than in the previous year but there has been significant staff changes over the past year. There has been considerable flux in staffing at this level and many colleague's focus has been on COVID rather than Training courses. However, whilst work has continued at a high level on health and safety matters, it is important, particularly in terms of any future investigation by the Health and Safety Executive, that managers can demonstrate 'competency' so steps are being taken to target those managers who need to complete relevant courses.

Each Corporate Director has been informed of those colleagues who are not yet deemed 'competent' and it is expected that the % figures above will increase over the next month.

2.4 Audits

The Corporate Safety Advice team undertake numerous audits of services in the Council and produced recommendations for actions. The table below shows the number of recommendations that had yet to be enacted or updated on the CSA audit system by managers. The Council puts it self of risk if, having audited services and having made recommendations, it then fails to implement those recommendations.

The figures below are the results from audits over a number of years.
Unfortunately, the Corporate Safety Advice team do not have the resources to revisit services or check that managers have acted on their recommendations. A list of audit recommendations has been supplied to Corporate Directors – either for action or updating the implementation of the actions on the corporate system.

However, since March 2020, there had been limited face to face compliance auditing undertaken but these are now beginning to be resumed as part of normal business operations. The CSA team have currently scheduled audits at residential homes, libraries and leisure centres.

(Figures at March 2021 in brackets)

Module 1 (Legal Responsibilities of Management)

Directorate	Moderate risk	High Risk	Very High Risk
People's	0 (0)	0 (0)	0 (0)
Resident Services	0 (0)	0 (0)	0 (0)
Growth & City Development	0 (0)	0 (0)	0 (0)

Finance and Resources	0 (0)	0 (0)	0 (0)

Module 2 (Risk Assessment & Document Management)

Directorate	Moderate Risk	High Risk	Very High Risk
People's	24 (3)	15 (1)	0 (0)
Resident Services	31 (24)	8 (8)	0 (0)
Growth & City Development	4 (3)	1 (1)	0 (0)
Finance and Resources	0 (0)	0 (0)	0 (0)

Module 3 (Premises Management & H&S Compliance)

Directorate	Moderate Risk	High Risk	Very High Risk
People's	5 (5)	0 (3)	0 (0)
Resident Services	11 (22)	0 (38)	0 (0)
Growth & City Development	8 (5)	0 (3)	0 (0)
Finance and Resources	0 (0)	0 (0)	0 (0)

*date check 22nd March 2022

It is pleasing to note that there are no incidents in the Very High Risk category and a total reduction in High Risk category for Module 2 but a concerning upward trend relating to Risk Assessment and Document Management. Whilst such matters may appear 'academic', the HSE are always keen to see documentation about to Risk relating to the incident under investigation.

The Corporate Safety Advice team advise Directorates on a regular basis about outstanding accident investigations and will press for all investigations to be concluded in a timely manner.

2.5 **Health & Safety Executive (HSE)**

Interventions – last 3 years

In the last 3 years, the HSE has not formally intervened in any incidents

HSE Fines
No fines have been issued against the Council in the last 3 years and there have been no HSE Fee for Intervention claims

2.6 **Asbestos Issues**

Asbestos related incidents

In the last three years, two incidents (down from four in the previous year's report) were recorded regarding possible asbestos exposure in two sites: one was recorded at the Eastcroft depot and one within the boiler room at the Theatre Royal.

2.7 **Asbestos training**

It is not possible for Corporate Safety Advice to know definitively how many colleagues should have taken these courses – each Directorate should ensure that those colleagues who have a role in the management of asbestos are suitably and sufficiently trained.

Number of colleagues trained in asbestos issues by Directorate:

(Figures at March 2021 in brackets)

Directorate	Asbestos Management	Asbestos Inspection	What is Asbestos	Asbestos Expose Process
People's	2 (13)	34 (28)	38 (45)	29 (25)
Resident Services	42 (63)	151 (193)	247 (323)	108 (120)
Growth & City Development	2 (5)	11 (1)	12 (2)	10 (1)
Finance and Resources	3 (3)	7 (0)	2 (8)	2 (3)

The above figures show an overall reduction in the number of colleagues currently trained in asbestos management and processes which cannot wholly be explained by the reduction in the number of colleagues employed by the council. The Joint Management/Trade Union Asbestos Working Group have indicated they wish to examine the reasons for the reduction and management will seek to ensure greater compliance.

A list of those colleagues who are deemed competent by way of attending and passing the above modules has been supplied to Corporate Directors so that they can cross check that the relevant people in their directorates are suitably and sufficiently trained.

2.8 Accident & Violence Reporting

Managers must ensure that all accidents, near misses and work related ill health incidents are reported using the online accident reporting system and that they complete a suitable and sufficient investigation. Resident Services also use the system to record Road Traffic Collisions, irrespective of whether a colleague was injured.

Similarly, the City Council takes violent and threatening behaviour against its colleagues seriously and any such incidents need to be recorded and investigated with the aim of ensuring safe working conditions.

Top figure 01/04/2021 – 22/03/2022 (in Bold)
Middle figure 01/04/2020 – 31/03/2021 (in italics)
Bottom date 01/04/2019 – 31/03/2020 (in brackets)

		Directorate			
		People's	Resident Services	Growth & City Development	Finance and Resources
No of accidents	Total No.	**241** *146* (278)	**434*** *301** (555)	**7** *3* (7)	**4** *2* (20)
	Employee	**119** *72* (129)	**368*** *290** (454)	**6** *2* (7)	**4** *2* (17)
	3rd Party	**122** *74* (149)	**66** *11* (101)	**1** *1* (0)	**0** *0* (3)

Outstanding accidents (older than 1 month) which have yet to be fully investigated / closed	**47** *30*	**18** *26*	**0** *0*	**2** *1*
No of violent incidents	**415** *174* *(441)*	**56** *53* *(121)*	**3** *3* *(3)*	**3** *0* *(4)*
Outstanding violent incidents (older than 1 month) which have yet to be investigated / closed	**29** *21*	**8** *0*	**2** *0*	**0** *0*

*includes RTC incidents

I have included three sets of figures in the table above as the 202/21 figures are not comparable to the current year's figures.

The figures for 2020/21 (middle) are clearly significantly lower than the incidents reported for the current year and 2019/20 year which is largely due to school closures in 2020 and the cessation or reduction of other services due to the COVID restrictions. However, it should be noted that a number of the services offered by the Resident's directorate, did continue through the pandemic excluding those provided by Sports and Culture.

Generally, the number of comparable accidents and violent incidents has reduced slightly from 2019/20 to 2021/22. However, the number of outstanding investigations over a month old for both accident and violence has slightly increased.
However, the number of investigations into outstanding accidents/violent incidents remains high indicating that managers are, generally, making timely investigations into the circumstances surrounding those events and are reminded to complete them regularly.

Trends and causation are monitored at the Corporate Health, Safety and Welfare Panel meetings.

NCC has adopted the Health & Safety Executive's (HSE) accepted definition of workplace violence which is 'any incident in which a person is abused, threatened or assaulted in circumstances relating to their work'. This covers verbal abuse / assault, threats and physical assault.

2.9 **CHSWP Attendance**

The Corporate Health, Safety and Welfare Panel is the main council consultation meeting with the joint Trade Unions and is held quarterly. The Council's guidance on the attendance at these meetings says:

"The panel comprises:
- Trade Union appointed safety representatives from the recognised trades unions within Nottingham City Council;
- Management representation / responsible person from each Directorate;

- Supporting Representation from Corporate Safety Advice, Corporate HR and the Wellbeing and Health Improvement Team."

Although some meeting of CHSWP were cancelled in 2020, by agreement with the Trade Unions, due to the urgency of other COVID related work by officers, meetings resumed in 2021 and 2022.

At present, I believe the Panel is working well with representation from all directorates and specialist advisors where necessary. Trade Unions bring issues to the meeting that have not been resolved at Directorate meetings. In addition to this Panel, a sub group, the Asbestos Working Group have the option to meet bi-annually to raise matters specifically relating to the asbestos management process or incidents.

The Trade Unions are aware that any issues relating to potential or actual failures in the asbestos procedures can be flagged to the Chair of CHSWP and would be investigated immediately. There have been some issues upon which management and Unions have disagreed, but, overall, there is a unity of purpose between the two sides.

2.10 **Looking forward**

Whilst this report is an annual 'look back' at health and safety in the council, I note that the expected move to the 'Corporate Landlord' function within the council should drive some improvement in terms of consistency in health and safety practise and, therefore, an improvement in accidents and compliance statistics. It can also be noted that the increased prominence of the role of the statutory officers in the Council, who include health and safety as part of their discussions, should similarly help drive improvements. These factors will be addressed in the next Annual Report in 2023.

3   BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING EXEMPT OR CONFIDENTIAL INFORMATION

3.1   None

4   PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

4.1   Competence in health and safety. Health and Safety Executive
       http://www.hse.gov.uk/competence/index.htm

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank