



Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP.
Telephone 01572 722577 Email: governance@rutland.gov.uk

Ladies and Gentlemen,

A meeting of the **EMPLOYMENT AND APPEALS COMMITTEE** will be held via Zoom <https://zoom.us/j/92686049623> on **Tuesday, 16th February, 2021** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Mark Andrews
Chief Executive (Interim)

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/my-council/have-your-say/

A G E N D A

1) APOLOGIES

2) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any disclosable interests under the Code of Conduct and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Finance Act 1992 applies to them.

3) MINUTES

To confirm the Minutes of the Employment and Appeals Committee held on 29 September 2020, previously circulated.

4) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the Virtual Meetings Regulations (s1 2020 392) and the subsequent RCC Procedure Rules agreed at Council on 20 May 2020 and revised by Council on 14 September 2020. (Please see link: [Revision to Virtual Meetings Protocol.](#))

5) QUESTIONS FROM MEMBERS

To consider any questions received from Members of the Council in accordance with the provisions of Procedure Rule 95.

6) NOTICES OF MOTION

To consider any Notices of Motion from Members submitted under Procedure Rule 97.

7) APPRENTICESHIP STRATEGY

To receive Report No.11/2021 from the Strategic Director for Resources.
(Pages 3 - 10)

8) GENDER PAY GAP

To receive Report No.12/2021 from the Strategic Director for Resources.
(Pages 11 - 18)

9) ANY URGENT BUSINESS

To receive items of urgent business which have previously been notified to the person presiding.

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TO: ELECTED MEMBERS OF THE EMPLOYMENT AND APPEALS COMMITTEE

Mr K Bool (Chairman)

Mrs K Payne

Mrs S Harvey

Miss M Jones

Mr N Woodley

Miss G Waller

Mrs R Powell

OTHER MEMBERS FOR INFORMATION

EMPLOYMENT AND APPEALS COMMITTEE

16 February 2021

APPRENTICESHIP STRATEGY

Report of the Strategic Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader and Portfolio Holder for Rutland One Public Estate and Growth, Tourism and Economic Development, Communications, Resources (other than Finance) and Property	
Contact Officer(s):	Saverio Della Rocca, Strategic Director Resources	01572 758159 Sdrocca@rutland.gov.uk
	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That the Committee:

1. Approves the Council's Apprenticeship Strategy (Appendix A)

1 PURPOSE OF THE REPORT

- 1.1 To present for approval of the Committee, an Apprenticeship Strategy for the Council – this follows the update to Committee in September 2020.

2 BACKGROUND

- 2.1 In September 2020, the Committee was advised of the Council's progress towards achievement of the Apprenticeship Levy and Public Sector Apprenticeship Target that had been introduced in 2017. The meeting was provided with a summary of the developments and actions we had taken. This highlighted:

- 2.1.1 Experience across the sector is that the policy and the target has been a challenge in local government with just over a third of organisations having met their contribution to the target, and have spent about 10% of the Levy so far.

- 2.1.2 As with most authorities, Year 1 and Year 2 were restricted in part by the limited range of Apprentice standards that were available. In Year 3, the level of interest and understanding was continuing to grow and we started to see an increase in the number of apprenticeship roles.
- 2.1.3 Between Years 1 to 3, we achieved 32 apprenticeship programme starts against a cumulative target of 36.
- 2.1.4 The Council had undertaken some work with the Local Government Association's Apprenticeship Accelerator Programme to help develop our Strategy and Programme. Our intention had been to 'launch' this for April 2020 but unfortunately further work was deferred whilst we supported the organisation with the Covid-19 response work.
- 2.2 Members also received an excellent presentation from one of the Council's Apprentices – Sophie Hayes, and this provided a valuable insight into the 'real life' of one of our Apprentices and their experience with Rutland. They also expressed their thanks for the positive work we have done so far and requested the February 2021 Employment Committee be targeted for presentation of the Strategy.
- 2.3 Cllr Sam Harvey proposed that the Strategy include specific reference to showing our commitment to Rutland Care Leavers with Apprenticeship roles and this was approved.

3 OUR STRATEGY

- 3.1 Whilst the Apprenticeship Levy and Public Sector Apprenticeship Target places a 'target' on us – the aim of our strategy is about more than numbers. We have a strong employee development ethos with a commitment to strengthening our skill base within the organisation through high quality learning and development opportunities.
- 3.2 The many challenges in parts of the UK economy and employment may present some changes to the local government job market – what does not change is the need to be an 'employer of choice'. Opportunities for progression, growth and development are excellent selling points and puts us in a stronger position to attract and retain good talent.
- 3.3 We also know our job market and the job functions that are in the 'hard to recruit to' – such as Social Work, Planners, Engineers. Fortunately these are all in the areas of development with Apprentice standards and we are starting to see new programmes to bring people in at grass root levels.
- 3.4 There is no doubt that 2020 has not been a successful year for some of our new Apprentice recruits. Supporting people into their first office role during a Pandemic and working from home has been a challenge and regrettably led to the resignation of some of our new starts. This has reinforced the need for greater peer and mentoring support and we have built this into the strategy
- 3.5 The draft strategy as presented, is intended as a 'strategy' document to see us through the next two years. It does not therefore contain a full delivery plan but it is the intention that the Human Resources Team develop a plan and report on its

progress to the Senior Management Team. Employment and Appeals Committee will also be appraised of our progress against the Strategy.

4 CONSULTATION

4.1 There are consultation requirements arising out of this report.

5 ALTERNATIVE OPTIONS

5.1 Working towards the Apprenticeship Levy and target became a requirement under the Government scheme introduced in 2017.

5.2 The provision of a Strategy enables us to document our commitment to supporting Apprentices for new joiners and further training for existing staff. This could still continue outside of a Strategy document but would lack the strength of message and Member support.

6 FINANCIAL IMPLICATIONS

6.1 Any costs associated with delivering the strategy are met from the Levy fund.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 The Council must be compliant with relevant government regulations.

8 DATA PROTECTION IMPLICATIONS

8.1 A Data Protection Impact Assessments (DPIA) has not been completed as there no risks/issues to the rights and freedoms of natural persons.

9 EQUALITY IMPACT ASSESSMENT

9.1 An Equality Impact Assessment (EqIA) has not been completed as there is no differentiation for the provisions against the Protected Characteristics.

10 COMMUNITY SAFETY IMPLICATIONS

10.1 There are no Community Safety implications arising from this report.

11 HEALTH AND WELLBEING IMPLICATIONS

11.1 The Council has an overall duty of care to its employees which means taking all steps which are reasonably possible to ensure the health, safety and wellbeing of staff. Clear and fair policies and procedures can also be a key factor in building trust and reinforcing commitment to our staff and help improve staff retention, productivity and performance and greater employee engagement.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

12.1 This paper summarises the update provided to Committee in September 2020 and presents a draft Apprenticeship Strategy.

13 BACKGROUND PAPERS

13.1 There are no additional background papers to the report.

14 APPENDICES

Appendix A – Draft Apprenticeship Strategy.

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.



Foreword by the Chief Executive and Leader of the Council

At Rutland we are proud of our staff and the services they deliver to our community. Our teams across the Council work in a variety of interesting and rewarding roles with lots of career opportunities – they are made up of people with a huge range of skills from all kinds of backgrounds. We embrace the ideas of everyone who works here, no matter what their level of role, and encourage every individual to seize new opportunities whether for personal growth or for the benefit of our services.

Apprenticeships are a key part of our workforce by creating opportunities for young people and by providing a framework of development for the whole workforce of all ages – helping us to raise skills and aspirations. Rutland Council has a responsibility in helping to create these opportunities both as an employer and a strategic leader.

Adopting a more strategic approach – through this Strategy – is vital to how we attract, retain and develop our workforce to meet our communities' needs both now and in the future. Apprenticeships are an integral part of this.

Mark Andrews
Chief Executive (Interim)

Cllr Oliver Hemsley
Leader of Rutland Council

Introduction

The Apprenticeship Levy and Public Sector Apprenticeship Target were introduced in 2017 as part of the Government's efforts to deliver 3 million apprenticeship starts by 2020. Public Sector bodies with 250 or more staff have a target to employ an average of at least 2.3% of their staff as new apprentice starts annually, over the period 1 April 2017 to 31 March 2021. The Levy is charged at a rate of 0.5% of an employer's payroll.

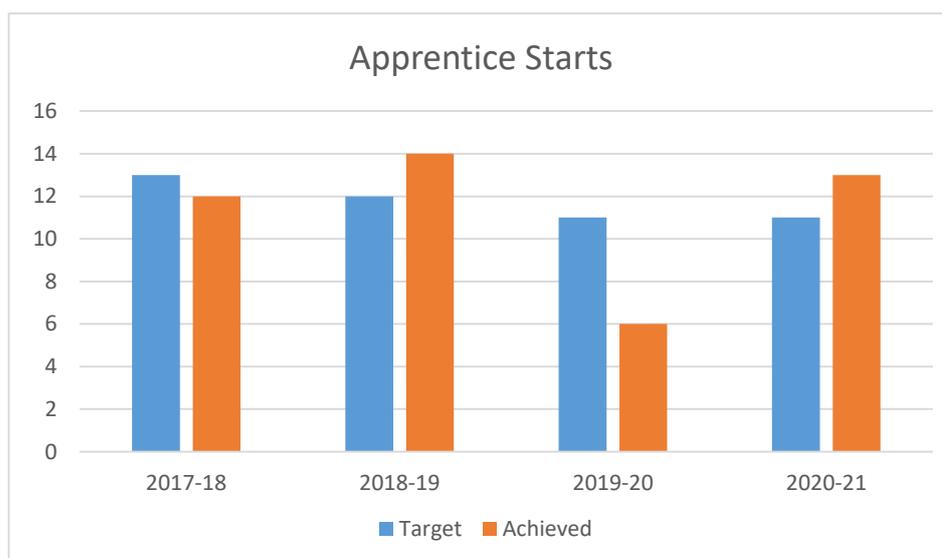
Experience across the sector is that the policy and the target has been a challenge in local government with just over a third of organisations having met their contribution to the target, and have spent about 10% of the Levy so far.

- ***What have we done and how are we doing?***

As with most authorities, Year 1 and Year 2 were restricted in part by the limited range of Apprentice standards that were available, our focus was therefore:

- Team Leader/supervisor standard and Health and Social Care
- Laying the foundations for the wider use of Apprenticeship standards by working with local managers to identify and support use of the standards from a training and development perspective.

- Our year on year performance against 'target starts' –



- In 2019, we were successful in securing a place on the 2019/20 Apprenticeships Accelerator Programme sponsored by the LGA and Education Skills Funding Agency. The overall aim of the programme was to:
 - increase apprenticeships starts, through the delivery of an Apprenticeship Strategy and action plan
 - deliver a 'deep dive' for a specific service to explore its workforce data and people analytics.

Since these workshops we have:

- Updated our career grade structures in Adult and Children's Social Care
- Designed and implemented a Planning Career Grade
- Designed and implemented a Building Surveyor Career Grade
- Appointed to four Apprenticeship roles
- Supported three existing members of staff to follow an Apprentice standard in Business and Administration, and Social Work.

In summary, we consider we have performed well in the first 3 years – achieving 32 apprenticeship programme starts against a cumulative target of 36.

Unfortunately, our targeted work for 2020 was deferred whilst the organisation responded to the Covid-19 pandemic. We had varied success with existing Apprenticeship programmes and no further appointments were progressed during the year to enable a re-modelling of support and supervision particularly where roles had become 'home based'.

Our Commitment

This document sets out our strategy as an employer and the positive action we will take in our approach to Apprenticeships as an integral part of workforce planning and our employee development framework.

Our aim is to promote wider access to apprenticeships, upskill existing employees and to increase the number of apprenticeships undertaken by young people. Becoming an Apprentice with us will give individuals the opportunity to:

- Have a job within the Council that does not require any previous experience or qualification in a particular field
- Gain a recognised qualification
- Work within a variety of roles across a range of services to gain valuable experience
- Develop learning and experience on-the-job, supplemented with a career pathway
- And work with a fantastic team.

Our Vision is...

- To deliver an Apprenticeship programme that is available to individuals from all ages, from those who have limited or no work experience/qualifications to those wanting a career change
- To embed Apprenticeships within the workforce and as an integral part of local workforce planning
- Apprenticeships to be recognised across the organisation as a highly effective means for us to build our pipeline of skills and future talent.

Our Aims for 2021-23

Promote and embed Apprenticeships

Actively promote apprenticeships within the Council as valuable recruitment and talent pipeline opportunities, and develop a pro-apprenticeship culture amongst managers and staff.

Raise awareness of apprentice standards as a route to progress for all employees – communication, case studies, briefings.

Share good news stories – positive experiences of our Apprentices and using exemplar cases as ‘Champions’.

Align Apprenticeship opportunities with skills gaps and skills shortages across the organisation. Work with service managers to map apprentice standards to critical skills needed within their service.

Grow the number of apprenticeships

Promote and develop ‘Grown our Own’ initiatives to support talent and succession opportunities.

Improve the promotion and attraction of apprenticeships as career choices for young people and disadvantaged groups.

Offer Apprenticeship opportunities to our Care Leavers - guarantee that any care leaver who applies for an apprenticeship would be invited to a first stage interview.

Put in place a Peer and Mentoring Support programme for Apprentices.

Develop skills and career pathways

Increase the number of existing employees undertaking an apprenticeship to develop their skills and career paths.

Maximise the use of the Apprenticeship Levy to support skills and professional qualifications for employees within the Council.

Develop partnerships with Training Providers and other local Authorities to identify existing and new apprenticeship frameworks/standards that support our skills needs.

Identify opportunities to use relevant supervisory and management apprenticeship frameworks to support aspiring and developing managers.

The strategy will be reviewed and updated in response to local and national changes.

Governance

In accordance with the public-sector duty requirements the Council will also publish data, annually, relating to progress towards the 2.3% apprenticeship target set by the Government.

The Apprenticeship strategy will be underpinned by an Action Plan which will be regularly reviewed and reported to the Council's Senior Management Team.

The Human Resources team will act as key guardian and provide the leadership and direction towards achievement of the Strategy and Action Plan.

Version & Policy Number	Version 1
Guardian	Human Resources
Date Produced	January 2021
Next Review Date	December 2022

Approved by SMT	
Approved by EAC	

EMPLOYMENT AND APPEALS COMMITTEE

16 February 2021

GENDER PAY GAP

Report of the Strategic Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader and Portfolio Holder for Rutland One Public Estate and Growth, Tourism and Economic Development, Communications, Resources (other than Finance) and Property	
Contact Officer(s):	Saverio Della Rocca, Strategic Director Resources	01572 758159 Sdrocca@rutland.gov.uk
	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

1. That the Committee notes the Council's Gender Pay Gap data for 31 March 2020 and the commentary/comparison to the previous reporting periods.

1 PURPOSE OF THE REPORT

- 1.1 The Employment and Appeals Committee have received previous reports highlighting the Council's reporting data for the Gender Pay Gap. It became a requirement in 2017 for organisations that employ 250 or more staff to publish and report on specific data. A report was not submitted in 2020 due to re-prioritisation of work towards COVID-19 response and support.
- 1.2 This report provides the Committee with our data for the period as at 31 March 2020 together with some comparator data and commentary.

2 GENDER PAY GAP REPORTING

- 2.1 For clarity, Members are reminded that:

- The Gender Pay gap is defined as the difference between the pay of men and women. For reporting purposes, there are two measures:

- a) Median hourly pay
- b) Mean (average) hourly pay

Each is represented as the percentage of the difference with men's pay. Therefore, where men are paid more than women, the pay gap will be 'positive'. Negative pay gaps are represented as minus percentages.

- 2.2 Gender pay gap is not about men and women being paid differently for the same job. In Rutland, we use a job evaluation scheme to evaluate a role based on a range of factors and this establishes a grade which is equally applied to male and female employees.
- 2.3 The data used to calculate our Gender Pay Gap covers all employees of Rutland Council except those based in Schools. Included are staff permanently and temporarily employed as at the effective reporting data ie. 31 March.
- 2.4 For reporting purposes, 'pay' includes – basic pay, paid leave (including annual leave, sick leave, maternity, paternity, adoption and parental leave), allowances, shift premium pay. Employees at Rutland do not receive bonus payments. 'Pay' does not include – overtime pay, expenses, redundancy payments and tax credits.

3 GENDER PAY GAP DATA

- 3.1 The chart below shows our comparator data for the four reporting periods:

As at 31 March	2017	2018	2019	2020
Median	12.3%	-1.54%	5.3%	-6%
Mean (average)	14.2%	5.7%	11.3%	9.41%

- 3.2 This also tells us:

As at 31.3.17	Women earned 88p for every £1 that men earned
As at 31.3.18	Women earned £1.02 for every £1 that men earned
As at 31.3.19	Women earned 95p for every £1 that men earned
As at 31.3.20	Women earned £1.06 for every £1 that men earned

- 3.3 The actual change in hourly rates have been as follows:
(arrows indicate an increase or decrease compared to the previous year)

<i>Median</i>	2017	2018		2019		2020	
<i>Female</i>	£11.62	£12.50	↑	£12.40	↓	£12.85	↑
<i>Male</i>	£13.25	£12.31	↓	£13.08	↑	£12.11	↓
<i>Mean (average)</i>	2017	2018		2019		2020	
<i>Female</i>	£12.75	£13.89	↑	£13.73	↓	£13.48	↓
<i>Male</i>	£14.86	£14.73	↓	£15.47	↑	£14.88	↓

Headlines:

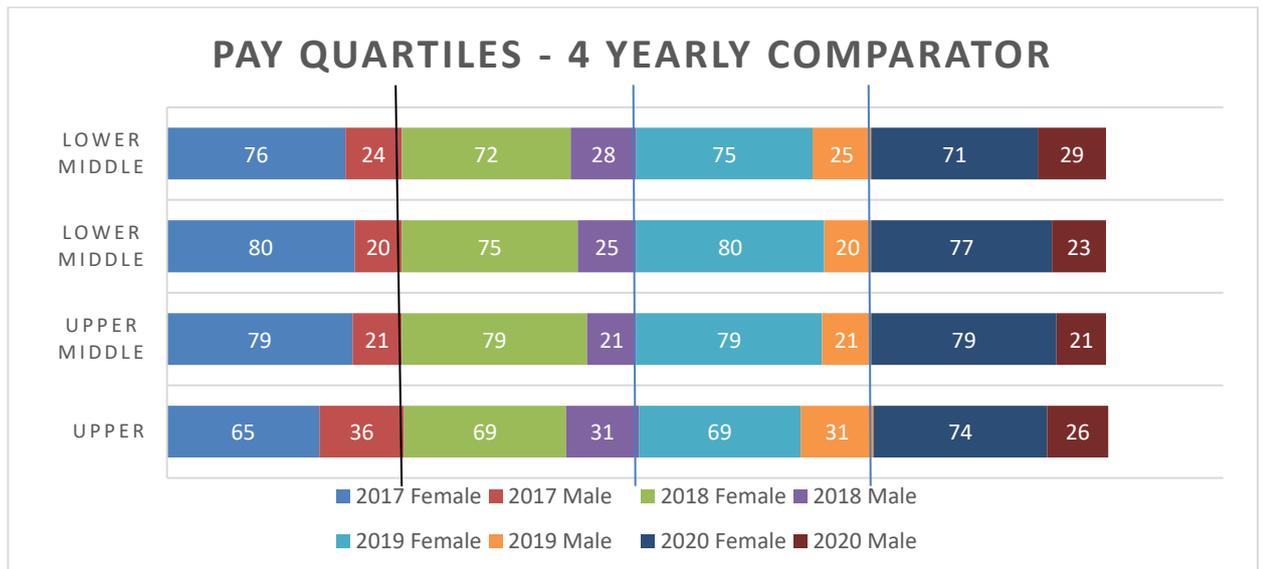
- There is a particularly large swing showing the Median hourly rate for women was higher than the Median hourly rate for men as at 31 March 2020.
- We can once again see a movement of percentages across all headings over the 4 reporting years.
- The average hourly rate for both Female and Male decreased between 1 March 2019 and 1 March 2020. It is only the median hourly rate for Females that increases in 2020 compared to 2019.
- As can be seen from the Quartiles in para 4.1.1(b), there is a lower percentage of men in the Upper Quartile compared to previous years and this has had an impact on reducing average hourly rate and median hourly rate for Men – hence the -6% Median.

4 EXPLAINING THE GAP

4.1 The fluctuation in our data continues to highlight the broader contributory factors on a statistical basis, in particular:

4.1.1 Workforce profile

- c) The gender profile of the organisation continues in the range of Female – 75% and Male at 25%.
- d) As expected, this is replicated in each of the pay quartiles as below but with some variation in the quartiles year on year.



Definition of Pay Quartiles = the proportion of male and female relevant employees in four quartile bands. To do this we rank all relevant employees from highest to lower and then divide into four equal parts ('quartiles').

e) What does this tell us?

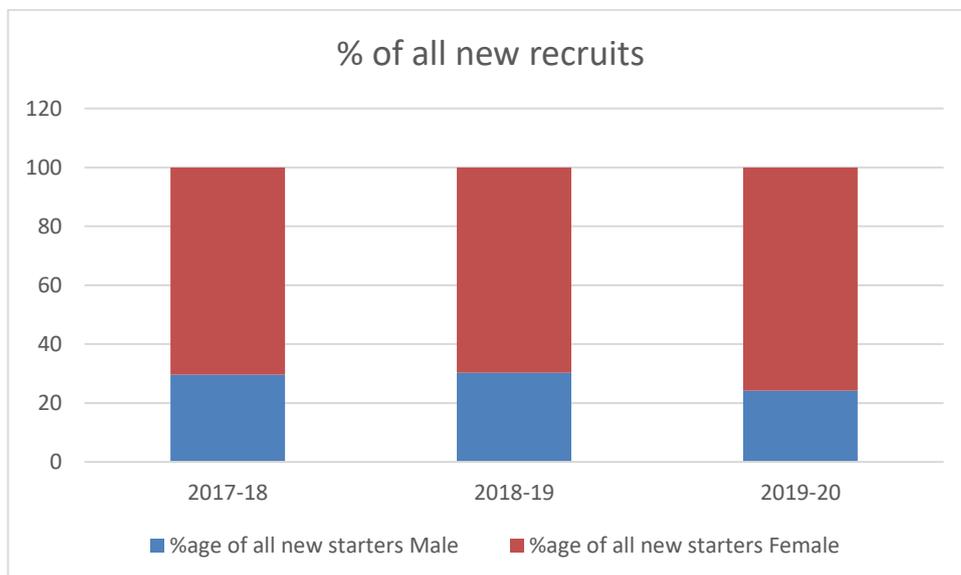
- i) The highest percentage of males (compared to females) is in the Lower pay quartile – 29% Male compared to 31 March 2019 where the highest percentage was in the Upper quartile. This is an interesting shift and again is sufficient to alter the comparator of average and mean hourly rates and result in a median hourly rate of females being higher than males.
- ii) In the lower pay quartiles, the percentage of females has decreased from 75% on 31 March 2019 to 71% on 31 March 2020
- iii) Between the Upper and Lower pay quartiles, the proportion changes by 3% - this is less of variance compared to 31 March 2019 when the variance was 6%.

4.1.2 'In year' workforce changes

4.1.3 Previous data reporting has demonstrated that natural changes through the year such as turnover and recruitment can affect the profile of staff against grades and pay points - for example:

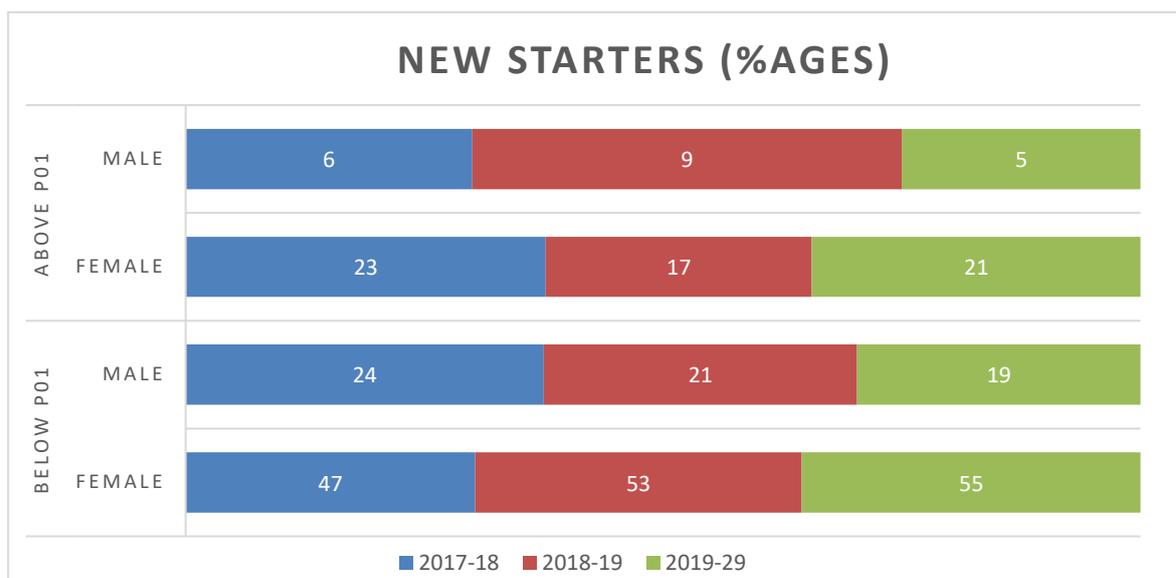
- New recruits join us on a lower pay point of the grade where the previous incumbent may have been on a higher point in the grade.
- A Female leaver may be replaced with a Male and vice versa.

4.1.4 This is illustrated by the following charts – so although our overall gender profile remains static, we can see the variances and movements



- As in previous years, the highest proportion of new starters in 2019-20 were Female at 75.8%.
- Typically around 26% of all starters are in management grades of P01 and above. However, this varies from year to year in terms of the Gender split as shown in the chart over the page.
- In particular, in 2019-20 the percentage of new starters in management posts of P01 and above and who were Female, increased to 81% from 65.2% in 2018-19.

- Year on year, the majority of new starters are Female and in Grades of P01 and below – this is replicated in our overall gender profile, quartile data and turnover.



- Below = posts management grades of P01
- Above = posts in management grades P01 and above

4.1.5 Similarly, the profile of leavers shows us:

	Male	Female
2017-18	27%	73%
2018-19	30%	70%
2019-20	20%	80%

So, in summary, for 2019-20

- 80% of all leavers were Female - a 10% increase on 2018-19. and
- 76% of all new starters were Female – a 6% increase on 2018-19.

4.2 We know from undertaking an equal pay audit as part of the new April 2019 pay scales that we pay men and women in a consistent way for work of equal value. This is underpinned by a grading structure and job evaluation system which takes into account roles rather than gender differences.

4.3 Whilst the mean and median figures for Rutland as at 31 March 2020 indicates a further variation on previous years, these can be explained by natural work force changes through the year. Our recruitment, selection and promotion processes are free from bias and we remain committed to promoting equality and fairness in the workplace.

5 COMPARATOR DATA

5.1 The Government Equalities Office (GEO) and the Equality and Human Rights Commission (EHRC) took the decision in March 2020 to suspend enforcement of the Gender Pay Gap reporting deadline for the year 2019/20. We are therefore still limited at this stage by way of comparator data and commentary for 31 March 2019 and no comparator data as yet for 31 March 2020.

	As at 31.3.18		As at 31.3.19	
	Median	Mean (average)	Median	Mean (average)
Rutland Council	-1.54	5.7%	5.3%	11.3%
Whole Economy (ONS Annual survey)		17.8%		17.3%
Local Government	5%	6.8%	Not yet available	
Unitary Councils	7.4%	-		
Councils across the East Midlands	4.2%	-		
Nottinghamshire County Council	20.2%	11.5%	9.3%	18.4%
Derbyshire County Council	19.7%	12.5%	11.5%	20%
Leicestershire County Council	9%	12%	12%	7%
Lincolnshire County Council	2.1%	7.6%	5.8%	3.3%
Peterborough City Council	3.6%	7.2%	5.4%	2.1%
Nottingham City Council	0	3.1%	3.3%	0
Derby City Council	0.4%	0.8%	Not provided	
Leicester City Council	0	1%	Not provided	
Isle of Wight Council	10.1%	15.5%	8.3%	13.7%

Further commentary will be provided in subsequent reports as more data becomes available.

6 CONSULTATION

6.1 There are no further consultation requirements arising from this report.

7 ALTERNATIVE OPTIONS

7.1 In normal circumstances, authorities are required to publish their data by 30 March for data relating to the previous year as at 31 March. Whilst reporting timelines were suspended for 2019/20, the Council proceeded to submit its data and will do so for the reporting period 31 March 2020.

8 FINANCIAL IMPLICATIONS

8.1 There are no financial implications arising from this report. The Council ensures it complies with Equal Pay legislation – any challenge could be costly in an Employment Tribunal and cause reputational damage.

9 LEGAL AND GOVERNANCE CONSIDERATIONS

9.1 As an employer of 250+ employees, we are required to publish our annual Gender Pay Gap data as specified in The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. As noted earlier, the timeline for 2019/20 was suspended.

10 DATA PROTECTION IMPLICATIONS

10.1 A Data Protection Impact Assessments (DPIA) has not been completed as there are no risks/issues identified to the rights of individuals or personal data.

11 EQUALITY IMPACT ASSESSMENT

- 11.1 An Equality Impact Assessment (EqIA) was completed as part of the new April 2019 pay scale. No adverse or significant issues were found. A copy of the EqIA can be obtained from the Head of Human Resources.

12 COMMUNITY SAFETY IMPLICATIONS

- 12.1 There are no Community Safety implications arising from this report.

13 HEALTH AND WELLBEING IMPLICATIONS

- 13.1 There are no Health and Wellbeing implications.

14 ORGANISATIONAL IMPLICATIONS

- 14.1 Gender Pay Gaps do not reflect gaps in Equal Pay. The Council, as part of its equality and workforce strategies will continue to monitor pay across its staff groups.

15 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 15.1 This report is provided to Employment and Appeals Committee for their information.

16 APPENDICES

- 16.1 There are no Appendices.

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

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