

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 in the Council Chamber, Catmos, Oakham on **Tuesday, 8th February, 2022** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Mark Andrews
Chief Executive

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 26 October 2021.
(Pages 3 - 6)

4) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from members of the public in accordance with the provisions of Procedure Rule 93.

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) FUTURE WAYS OF WORKING

To receive Report No.12/2022 from the Strategic Director of Resources.
(Pages 7 - 14)

8) GRIEVANCE POLICY

To receive Report No.13/2022 from the Strategic Director of Resources.
(Pages 15 - 38)

9) RETENTION OF STAFF

To receive Report No.14/2022 from the Strategic Director for Resources.
(Pages 39 - 46)

10) NATIONAL PAY AWARD

To receive a verbal update from the Head of Human Resources.

11) WORK PLAN

To receive the Employment and Appeals Committee Work Plan and note the expected items for future meetings.
(Pages 47- 48)

12) ANY URGENT BUSINESS

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

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DISTRIBUTION

MEMBERS OF THE EMPLOYMENT AND APPEALS COMMITTEE:

Councillor G Brown (Chairman)

Councillor G Waller (Vice-Chair)

Councillor K Bool

Councillor J Dale

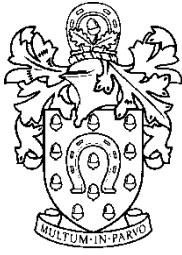
Councillor S Harvey

Councillor O Hemsley

Councillor R Powell

Support

OTHER MEMBERS FOR INFORMATION



Rutland County Council

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

Minutes of the **MEETING of the EMPLOYMENT AND APPEALS COMMITTEE** held via Zoom on Tuesday, 26th October, 2021 at 7.00 pm

PRESENT: Councillor G Brown (Chair) Councillor P Ainsley (as substitute)
Councillor J Dale Councillor S Harvey
Councillor O Hemsley Councillor R Powell
Councillor G Waller

OFFICERS PRESENT: Carol Snell Head of Human Resources
Jennifer Holmes HR Manager
Dorann Collins HR Advisor
Tom Delaney Governance Officer

IN ATTENDANCE: Councillor K Payne Portfolio Holder

1 APOLOGIES

Apologies for absence were received from Councillor K Bool, who was substituted by Councillor P Ainsley.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

3 MINUTES

Consideration was given to the minutes of the meeting held on 7 July 2021.

RESOLVED

That the minutes of the meeting held on 7 July 2021 be **APPROVED**.

4 PETITIONS, DEPUTATIONS AND QUESTIONS

No petitions, deputations or questions had been received.

5 QUESTIONS FROM MEMBERS

No questions had been received from Members.

6 NOTICES OF MOTION

No notices of motion had been received.

7 APPOINTMENT OF VICE-CHAIR

It was proposed by Councillor R Powell that Councillor G Waller be appointed as Vice-Chair of the Committee for the remainder of the municipal year. There being no other nominations the appointment was agreed.

RESOLVED

That Councillor G Waller be **APPOINTED** as Vice-Chair of the Committee for the remainder of the 2021/22 municipal year.

8 GENDER PAY GAP

Report No. 118/2021 was received from the Strategic Director of Resources. Carol Snell, Head of Human Resources, presented the report which informed the Committee of the Council's Gender Pay Gap Data at 31 March 2021.

During questions from Members, it was explained that the data only accounted for those staff who identified as men or women and there was currently no statutory provision to include staff who identify in any other way. It was also explained that the variations between the Council and neighbouring authorities were influenced by many factors such as providing different services. The Head of Human Resources explained that in her opinion and based on national and regional data, the Council's pay gap was typical for a unitary authority. It was also noted that a later report addressed the issue of staff turnover which could be a factor in gender pay reporting should more staff from one gender leave the authority than others. The Head of Human Resources confirmed that the gender of leavers was analysed alongside other factors such as those with disabilities or from a minority background.

RESOLVED

That the Committee **NOTES** the Council's Gender Pay Gap data for 31 March 2021 and the commentary/comparison to the previous reporting periods.

9 FUTURE WAYS OF WORKING

Report No. 118/2021 was received from the Strategic Director of Resources. Carol Snell, Head of Human Resources, presented the report which provided the Committee with an update to a previous report submitted in July 2021 regarding the development of the Future Ways of Working model, and the ongoing trial of a Hybrid flexible working model. It was highlighted that staff had largely welcomed the hybrid model citing greater productivity and work-life balance, it was highlighted that the Council would be entering a review phase where it would assess whether policies such as Flexible Working were reflective of the new working model.

In response to questions, it was explained that the reintroduction of parking charges for staff was a return to the pre-pandemic practice and had been a corporate decision which had taken into consideration the Council's financial position and revenue streams available from parking. It was highlighted that discounted parking remained available for staff.

It was requested that officers ensure that analysis of working from home also identified 'negatives' of home-working as well as celebrate positives. Examples highlighted included the struggle for managers to influence change and monitor performance, loneliness from a loss of social interaction, and increases in home bills where the Council could not cover all equipment or costs. In response, the Head of Human Resources assured Members that she was confident these issues were being addressed through the framework of support available to managers and staff for home working and agreed to report back on this at a future meeting. It was also highlighted that some of the issues raised had existed prior to the COVID-19 Pandemic and the beginning of home-working.

RESOLVED

That the Committee **NOTES** the update and progress of the Council's trial of a Hybrid flexible working model.

10 RETENTION OF STAFF

Report No. 120/2021 was received from the Strategic Director of Resources. Carol Snell, Head of Human Resources, presented the report which informed the Committee of the processes the Council follows to help manage the risk of staff turnover and retention and provided data and commentary regarding turnover and recruitment such as the promotion of flexible working as a tangible benefit to recruit staff to key positions.

In response to a question, it was confirmed that the Council was always reviewing individual roles and remuneration, and examining its recruitment processes for improvements such as through accepting CVs rather than requiring a lengthy application form process.

RESOLVED

That the Committee **NOTES** how the Council manages its recruitment, retention and turnover of staff to help mitigate the consequences and impact of losing skills and resource.

11 NATIONAL PAY AWARD

Carol Snell, Head of Human Resources, provided a verbal update on the latest situation with the National Pay Award.

It was explained that there was presently no pay award agreed for April 2021 and the most recent set of demands from the trade unions had been rejected, following which the unions were preparing to ballot on future strike action. This was highlighted as disappointing for staff awaiting a well-deserved pay award following a year of working in a COVID-19 Pandemic environment; there was also a further knock-on effect of delaying an agreement to the pay award for April 2022. The possible impact on services was also raised as a concern for the Council should there be strike action, but it was noted that the ballot threshold was high, and talks would take place with unions regarding exemptions for key services following consultation with managers. It was also confirmed that there would still be a requirement to undertake an assessment of pay points in Grades 1 and 2 in order to remain compliant with the

minimum and living wage requirements. Overall, the impact for the Council was expected to be minimal.

The Chair thanked the Head of Human Resources for her update and highlighted that an underlying cause of the dispute would be the government's announcement of a public sector pay rise but without providing local authorities the funding to implement such rises.

12 WORK PLAN

The Employment and Appeals Committee Work Plan was received, and it was suggested by Councillor G Waller that depending on the outcome of the National Pay Award negotiations and potential strike actions, that the Committee should receive a report on the latest position and this was agreed.

RESOLVED

- 1) That the Employment and Appeals Committee Work Plan be received and the expected items for future meetings were **NOTED**.
- 2) That an item on the National Pay Award be scheduled for a future meeting.

13 ANY URGENT BUSINESS

There was no urgent business for consideration.

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The Chair declared the meeting closed at 8.24 pm.

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EMPLOYMENT AND APEALS COMMITTEE

8 February 2022

FUTURE WAYS OF WORKING

Report of the Strategic Director Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader of the Council and Portfolio Holder for Policy, Strategy and Partnerships, Economy and Infrastructure	
Contact Officer(s):	Saverio Della Rocca, Strategic Director for Resources	01572 758159 sdrocca@rutland.gov.uk
	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That the Committee:

1. Notes the latest position and progress with our Hybrid Flexible Working model.

1 PURPOSE OF THE REPORT

- 1.1 The Committee has been provided with two previous reports outlining the evolving arrangements for our ways of working, leading to a trial of a Hybrid Model commencing in October 2021.
- 1.2 This report brings Members up to date with how the trial is progressing, the lessons we are learning and how we are identifying the actions needed to take us forward and what our Future Ways of Working model may look like.

2 UPDATE ON THE TRIAL

- 2.1 From the beginning of October, we were able to commence the trial – the Vaccination centre had moved to Oakham Enterprise Park and our IT and Property team had put back in place workstations, kit, and equipment, to enable more people to return to the building.
- 2.2 Since then, we have seen some increased presence in the office but not as much as anticipated – average number of staff entering the building in September was 61

per day, in October 66 per day and in November 80 per day.

2.3 Plan B measures came into place on 13 December 2021 and hence staff were advised to work from home again wherever possible – the average per day therefore fell in December to 64; from the period 13 December to 23 December, the average per day was 53.

2.4 A ‘pulse survey’ we undertook at the end of November identified that 24.5% of those who responded do not attend the workplace at all and 43.7% attend about 25% of the time. This has indicated that the balance of the Hybrid model has been primarily working at home with very occasional visit/ attendance at the office.

3 WHAT INFLUENCES PEOPLE’S BEHAVIOUR?

3.1 As outlined in section 2, we have seen some variation in behaviour with some staff spending a little more time in the office. Staff attend the workplace for a range of reasons – for example:

- Their role does not enable them to work from home.
- To attend meetings that need to take place ‘in person’ (some people have been meeting up for 1-1s).
- To carry out tasks that can only be done from the office.
- Drop in base in between other visits.
- Induction of new starters.
- Beneficial to meet up with people face to face – need company; building relationships; professional and personal wellbeing; team building; making connections.
- Prefer to work from the office/ change of scenery and environment.

3.2 And in terms of why staff do not go into the office – the most referenced reasons are:

- Their job does not require them to – they consider they are fully productive and effective at home.
- They have suitable work facilities at home which are fully DSE compliant.
- Reduced costs of petrol and parking.
- Other comments include – less distractions at home – able to concentrate more; more productive and trusted to get the job done; better work life balance.

3.3 In the main, managers, teams and individuals are making choices based on their local service needs – what works well for them. In addition, people talk favourably about their current way of working.

3.4 Behaviour and choices are influenced by people’s positive and also their negative

experiences on the basis that flexible working/home working/hybrid models do not work for all. The purpose of a Hybrid model is to enable that middle ground rather than 'all back in', or 'all staff working at home'.

4 CURRENT FEEDBACK AND ASSESSMENT

- 4.1 Overall, staff give a favourable response to their current working model and the support put in place by the organisation and their manager. They feel they are benefitting from the flexibility in terms of improving their productivity, with less interruptions. It is pleasing to see that we have put in appropriate systems and processes, kit and equipment, to enable staff to work well – remotely and through such challenging times.
- 4.2 Some staff feel disadvantaged that their role does not enable them to work from home and therefore they are not able to describe a 'better work life balance' in the way that others often do. They express frustration about their continuing costs for travel to work and parking, again, compared to those who can work from home.
- 4.3 Some staff also miss the workplace and find working at home to be isolating; they worry about the lack of social interaction and contact with work colleagues.
- 4.4 Staff have provided a lot of comments about Catmose in particular as a workplace. Whilst some would welcome the use of open plan facilities with hot desks, others remain attached to their legacy room and team space – some for confidentiality reasons. Certainly, at present, those that do come in are spread across the building and therefore the opportunity for engaging with others is restricted and can be described as isolating as working from home. Suggestions have been made around condensed use of the building and a design that is more conducive to our working model – this may therefore encourage more people to come in.
- 4.5 Of note, of those who responded to the November survey, 27% live less than 5 miles from their workplace and 28% live more than 20 miles. In addition, 81% drive into work.
- 4.6 There are clearly different circumstances across the workforce and whilst one model that fits all will be challenging, it is important that all staff have a voice and are heard.

5 WHAT ARE WE LEARNING?

- 5.1 We have shown that we can mobilise quickly in a crisis and enable remote working in a way that enables us to continue to deliver key services and functions.
- 5.2 It is very difficult to develop a model that works well across the workforce – there are inevitable perceptions of inequity and unfairness – we are seeing this as a common feature across employers both in the private and public sector.
- 5.3 The level of staff who are spending more time in the building is less than anticipated – this may be due to the current design and layout of the building (as before, Plan B now requires us to work from home wherever possible).
- 5.4 We need to ensure that staff who cannot work so flexibly have a voice and are heard.
- 5.5 Most staff are telling us that they are productive at home, have established a good working model and wish to continue that way. But what do our managers think –

how do they know this and how are they judging it? This is a key feature of our January/February review.

5.6 We must keep a watchful eye on the impact on recruitment and retention. We are seeing national reports and research that is showing the shift in working patterns that have arisen over the past 18 months will have a lasting effect. As already identified, most of our staff feel that hybrid/remote working is better for them from a work and wellbeing perspective – others not so much so.

5.6.1 Chartered Institute of Personnel and Development (CIPD) research has shown:

- Employers are now more likely to say that the shift to homeworking has boosted productivity (33%) than they were in June 2020 (28%).
- Two thirds of their respondents stated that they plan to introduce or expand the use of hybrid working to some degree.
- The majority of workers want to continue to work from home at least some of the time (this is reinforced by our own survey).
- Organisations who do not support flexible forms of working may increase their risk of increased employee turnover, reduced employee engagement and limitations on the ability to attract talent in the future.

5.7 We will also take some learning from other organisations and are currently gaining some feedback through our Local Authorities network, particularly regarding their policy decisions, level of investment and use of their office estate.

6 STRATEGY - WHAT NEXT?

6.1 **Our Future Ways of Working Model** - we have more work to do to understand how we make the model work effectively for us as an employer and this is a focus for further discussions with our Senior Management Team and Extended Leadership Team through February 2022. For example:

6.1.1 What should our 'balance' be of home working/office working?

- Is the Hybrid model the right model for us?
- Play back our experience and consider how we define our model – how formal or informal do we need to be, prescriptive/not prescriptive. SMT are considering this in January.

6.1.2 Defining how as an organisation we need to communicate, engage, develop working relationships, develop and embed our values. Developing the skills to ensure effective communication, performance management, team and relationship building and collaboration in hybrid teams. (see para 6.4).

6.1.3 What scope is there to align to our financial priorities and pressures against the context of the potential for a much reduced need for office space – for example:

- The on-going costs of maintaining an office estate/building that is not fully occupied ie. heating and electric in empty offices is not sustainable.

- Our model going forward is likely to be a variation of the current Hybrid framework meaning there will be an ongoing element of staff working from home.
- Catmose building, in its current layout, is not conducive to a flexible working model.

6.2 **Managing performance effectively** – instead of assessing employees via time in the office (*and able to observe*), managers need to assess performance through outcomes, contribution and value. We moved away from the traditional Annual Appraisal approach a number of years ago and adopted the My Conversation model which is built on the principle of ‘...regular, meaningful dialogue that drives excellent performance....’. The key elements are:

- Regular, quality dialogue between individuals and their manager.
- Real-time feedback – both praise and areas for development.
- Short to medium term work and personal development goals – keep objectives relevant and achievable.
- It incorporates a My Conversation Tool which includes:
 - a) Performance
 - b) Wellbeing and Support
 - c) Development and Relationships
 - d) Professional supervision

6.3 **Wellbeing** - managing the risks and challenges of social isolation and lack of engagement with colleagues – both at an organisational level and personal level. External surveys and research are telling us that organisations are concerned about the impact of the pandemic and remote working on employee’s health. Employee Health and Wellbeing continues to be a key priority for us and our strategy going forward will reflect:

- A model that can flex and evolve to meet the constantly changing influences of the wider environment (pandemic and work model).
- Enabling manager capability to support their team’s wellbeing.
- Ongoing support for individuals – no matter what their circumstances.

6.4 **Development plan** – we are exploring an approach to support the development of our managers to:

- Develop virtual team leadership, relationship building and maximising impact with remote teams
- Equip our leaders with the skills they need to lead the organisation in a remote context
- Give leaders the soft skills they need to effectively manage their own performance, as well as that of their teams and the wider organisation.

(An update briefing on this will be given at the meeting).

- 6.5 Further decisions regarding the future use of Catmose may influence our model – the meantime, we need to pursue some short-term changes that can better support our working model. The outcomes of our Accommodation Strategy need to be considered alongside our working model.

7 CONSULTATION

- 7.1 Ongoing briefings, consultations and surveys with staff and managers have been taking place.

8 ALTERNATIVE OPTIONS

- 8.1 Will be explored as part of our ongoing considerations regarding our Future Ways of Working.

9 FINANCIAL IMPLICATIONS

- 9.1 Will be assessed as part of the ongoing discussions to determine any need for financial investment and in addition, opportunities for savings.
- 9.2 The Council has not set aside any financial investment at this stage so any costs arising will need to be met within existing budget.

10 LEGAL AND GOVERNANCE CONSIDERATIONS

- 10.1 There are currently no further legal and governance considerations.

11 DATA PROTECTION IMPLICATIONS

- 11.1 A Data Protection Impact Assessments (DPIA) has not been completed at this stage because there are no risks/issues to the rights and freedoms of natural persons.

12 EQUALITY IMPACT ASSESSMENT

- 12.1 An Equality Impact Assessment (EqIA) has not been completed at this stage but will be considered as we determine our future working model.

13 COMMUNITY SAFETY IMPLICATIONS

- 13.1 None identified.

14 HEALTH AND WELLBEING IMPLICATIONS

- 14.1 As outlined in section 6.

15 ORGANISATIONAL IMPLICATIONS

- 15.1 **Environmental implications** – Studies and research are showing that less commuting (for staff working at home) can reduce carbon emissions and contribute to environmental sustainability. More working at home reduces greenhouse gas emissions, fossil fuel consumption, air pollution, and paper and plastic waste. In London (2020) – emissions were reduced 25% during the normal morning commute and 34% during the evening commute.

15.2 Other reports (eg. from the Carbon Trust) are also identifying the increase in energy and emissions where both individual's homes and offices are fully operating eg. use of power and heating – although there may be some seasonable variation (*research from WSP UK a London based consulting firm*).

15.3 This could therefore see a future model where sustainability efforts have an increasing focus on solutions for remote workers and where it becomes incumbent on individual workers to invest in their own lower-emission practices at home. Given the increasing costs of gas and electricity, there may be some further individual motivation in any event.

16 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

16.1 The Council is progressing the development of a future ways of working model and is currently trialling a Hybrid Model. Further assessment and review will take place during January to March 2022 with the considerations as outlined in this paper.

17 BACKGROUND PAPERS

17.1 There are no background papers to this report.

18 APPENDICES

18.1 No appendices.

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EMPLOYMENT AND APPEALS COMMITTEE

8 February 2022

HR POLICIES

Report of the Strategic Director Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader of the Council and Portfolio Holder for Policy, Strategy and Partnerships, Economy and Infrastructure	
Contact Officer(s):	Saverio Della Rocca, Strategic Director for Resources	01572 758159 sdrocca@rutland.gov.uk
	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	All	

DECISION RECOMMENDATIONS

That the Committee:

1. Approves the updated Grievance Policy.

1 PURPOSE OF THE REPORT

- 1.1 To seek approval for updates to the Council's Grievance policy – the proposed amendments have been developed to reflect lessons learnt from recent cases and where a policy change would be beneficial for managers and employees.

2 GRIEVANCE POLICY - PROPOSED AMENDMENTS

- 2.1 The existing Grievance Policy was last reviewed in December 2016 and provides us with a framework to enable us to mutually resolve an employee's grievance in the workplace. The Policy is in line with the Advisory Conciliation and Arbitration Service (ACAS) Code of Practice on Grievance Procedures.
- 2.2 Whilst our number of 'formal' grievances are relatively low, by their nature they are time consuming from a management and HR perspective and often lead to ongoing strains in working relationships. In 2021 to date, we have had one formal grievance relating to repayment of professional training fees; two formal grievances relating to the conduct of other employees; and three informal grievances connected to

working relationships with other colleagues.

- 2.3 The proposed amendments for consideration are:
 - 2.3.1 A clear description of what should be managed/ heard under this policy and procedure, with signposting to more appropriate policies, where necessary.
 - 2.3.2 A clearer framework between the informal and formal stages has been outlined. This will allow the appropriate stage of the policy to be triggered and/ or escalated, where necessary.
 - 2.3.3 Clearer management guidance has been added to the policy in the form of a flowchart and checklists. This will give managers the tools to be more self-sufficient in managing this policy and procedure.
 - 2.3.4 The timeframe for raising a grievance has been extended from 2 to 3 months aligned to the ACAS code of Practice. This allows an employee a reasonable timeframe to raise a grievance following the alleged incident/ event. An extension to this timeframe will be given in exceptional circumstances, for example. a serious claim relating to discrimination.
 - 2.3.5 Explanatory information has been added to the policy to set out Rutland County Councils position on specific scenarios that could arise throughout the grievance process. This ensures employees are clear on how these matters will be addressed and managers can confidently respond as and when issues arise.
- 2.4 The updated policy retains the same timeframes (other than above) and the same number of stages as in the previous Policy and Procedure.
- 2.5 Implementation of the revised Policy will be supported by briefings for managers to help upskill them and enable them to undertake employee relations issues effectively.
- 2.6 An amended policy is attached at Appendix A for Members' consideration and approval.

3 CONSULTATION

- 3.1 We are required to consult and agree our HR policies with Unison – the proposed updated policy has been shared with them and approved.

4 ALTERNATIVE OPTIONS

- 4.1 We could leave the Grievance policy as it is and not proceed with the proposed amendments, but this would present some potential risks with the management of grievances in the future.
- 4.2 Whilst the ACAS Code of practice is not legally binding, an Employment Tribunal can reduce or increase any compensation awarded in a case by up to 25% if the code has not been followed.
- 4.3 As outlined in para 6.1, by law we must have a grievance procedure in place.

5 FINANCIAL IMPLICATIONS

- 5.1 No financial implications directly associated with the proposed amendments. However, where an employee proceeds to make claims against an employer at an Employment Tribunal eg. where we have not been able to resolve an employee relations issue, the Council would be subject to legal costs to defend a claim and potential loss by way of compensation.

6 LEGAL AND GOVERNANCE CONSIDERATIONS

- 6.1 By law, employers must set out a grievance procedure and share it in writing with all employees.

7 DATA PROTECTION IMPLICATIONS

- 7.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are risks/issues to the rights and freedoms of natural persons.

8 EQUALITY IMPACT ASSESSMENT

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

9 COMMUNITY SAFETY IMPLICATIONS

- 9.1 None

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 There are no specific health and wellbeing implications to these particular changes, but the Council has an overall duty of care to its employees which means taking all steps which are reasonably possible to effectively manage its industrial and employee relations issues.

11 ORGANISATIONAL IMPLICATIONS

- 11.1 Human Resource implications – this is an important policy in our suite of HR Policies and supports us to resolve employee grievances and manage any potential risk of challenge to the organisation as well as maintaining a stable industrial relations environment.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 The Council provides updates of policies to all staff and ensures that updated copies are available on the Council's intranet.
- 12.2 The policy amendments as outlined will ensure we have a robust and effective procedure for managing employee grievances.

13 BACKGROUND PAPERS

- 13.1 None

14 APPENDICES

14.1 Appendix A – Grievance Policy.

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

Grievance Policy and Procedure

Version & Policy Number	Version 3.0
Guardian	Human Resource
Date Produced	December 2021

Approved by SMT	17 December 2021
Approved by Unison	21 December 2021
Approved by Employment and Appeals Committee	

Summary of document

This document sets out the Policy and Procedure for how Rutland County Council will manage Grievances raised within the workplace.

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1. POLICY STATEMENT

- 1.1 This policy applies to employees of Rutland County Council regardless of their status or length of service.
- 1.2 This Procedure will be subject to periodic review and amendments may be made from time-to-time following consultation with the appropriate recognised unions.
- 1.3 Where necessary, this Procedure can be departed from depending on the particular circumstances of the grievance – this would be done with further advice from Human Resources.

2. PURPOSE & SCOPE

- 2.1 The Grievance Policy and supporting procedure at Rutland County Council aims to mutually resolve an employee's grievance raised within the workplace.
- 2.2 It is the responsibility of both parties to work together to resolve any issues in a timely manner and to avoid any unreasonable delays.
- 2.3 A grievance is defined as a concern or problem about an employee's work, such as their personal terms, working conditions and working relationships, except where another more specific process exists for that purpose, such as but not limited to, collective matters more appropriately dealt with through the Local Joint Council (LJC), pension appeals, disciplinary appeals, redundancy/redeployment appeals, probationary appeals, job evaluation appeals, training agreements, recruitment complaints, constitutional or financial regulation matters, and matters covered by the whistleblowing policy. Grievances will not be progressed under this procedure if the above areas are applicable.
- 2.4 The Council operates a separate Whistleblowing Policy to enable employees to report issues of concern, illegal activities, wrongdoing or malpractice.
- 2.5 This policy and procedure can be used for both individual and collective grievances.

3. AIMS AND OBJECTIVES

- 3.1 To enable an employee to air their grievance fully, openly and honestly, in a safe environment without any detriment, providing the grievance is in good faith.
- 3.2 Grievances are best dealt with at an early stage, informally, with their immediate line manager. Pursuing the formal route should be a last resort rather than the first option.

- 3.3 For all parties to co-operate in finding a satisfactory solution to the grievance, where possible, seeking one which is of mutual benefit to both the employee and the council.
- 3.4 To carry out any investigation required fully and with integrity.
- 3.5 To take appropriate action to help prevent recurrence of any problem identified.
- 3.6 Where a grievance cannot be resolved, a compromise solution should be sought if at all possible.

4. RAISING A GRIEVANCE - INFORMAL STAGE

- 4.1 If an individual has a grievance or complaint relating to their work or the people they work with, they should try to resolve it informally in the first instance. However, while we encourage the informal resolution of complaints, we recognise that this is not always possible or appropriate, for example if your grievance relates to a serious issue such as discrimination. Therefore, if the informal process does not resolve matters or is not appropriate, you should raise a formal grievance under this procedure.
- 4.2 This involves talking to the line manager about the problem to ensure that:
 - The line manager fully understands what the concern is.
 - The individual and their line manager can explore possible reasons for the matter which is causing the difficulty.
 - A solution might be found, either as a result of improved understanding of the issue and the reasons for it, or as a result of changes or actions which might be made to resolve the problem.
- 4.3 If an individual feels that they cannot discuss the matter with their line manager they may wish to seek help from their trade union representative, Human Resources (HR) or, if necessary, ask to discuss it with their line manager's manager.
- 4.4 An individual may, at any stage in the process, seek advice from their trade union representative. However, they do not have the right to be accompanied at an informal grievance meeting, unless permitted to do so in line with section 8.3
- 4.5 The date of the informal discussions and any actions agreed should be recorded, but no formal notes of the meetings will be made as these discussions do not form any part of the formal process.
- 4.6 In some cases an independent mediator may help to resolve problems, especially those involving working relationships, and if this is the case the line manager should contact HR for further information. Mediation may be appropriate at any stage. As per section 9.3.

5. RAISING A GRIEVANCE – STAGE 1 - FORMAL STAGE

- 5.1 To raise a formal grievance the employee must register it in writing to their line manager, setting out the nature of the grievance, using the form in Appendix 2. Managers should then aim to follow the guidance in Appendix 3 & 4.
- 5.2 Grievances should be raised as soon as possible after the event or incident complained of. In all circumstances grievances should be raised within 3 months unless exceptional circumstances exist which justify a departure from this, e.g., a serious discrimination case or an inability to raise the grievance due to a medical illness – evidence will be required.
- 5.3 Where the grievance concerns the employee's line manager, it may be more appropriate for the employee to address the grievance to their line manager's manager.
- 5.4 In the event that the line manager is unavailable then the matter should be addressed with their manager's line manager.
- 5.5 Within 10 working days of receipt of the written grievance, the manager notified will arrange a meeting venue, date and time with the employee and remind them of their right to representation.
- 5.6 It is the employee's responsibility to make any arrangements with their representative or colleague.
- 5.7 The manager may consider arranging for someone who is not involved in the case to take notes of the meeting and to act as a witness to the contents of the meeting. However, verbatim notes are not expected.
- 5.8 The meetings should be planned to be held without a reasonable delay whilst allowing the employee reasonable time to prepare their case.
- 5.9 If the employee falls ill or other circumstances beyond their control prevent them attending the meeting, then an alternative date should be arranged. The Council will consider holding the meeting at a neutral venue if this is deemed helpful. However, it is unlikely that it would be reasonable to defer the meeting more than once.
- 5.10 If the employee is signed off as unfit to work by a General Practitioner at the start of, or at any stage during the procedure, the individual will still be invited to a meeting, as per para 5.5. A range of options will be offered to the employee to help them to participate e.g. Microsoft Teams or a neutral location.
- 5.11 Where the individual fails to participate in the process, despite reasonable adjustments being made, the Council will write to give one month's notice of the withdrawal of the grievance unless participation (whether direct or indirect) can be arranged.

- 5.12 The manager may seek advice from HR as to whether similar grievances have been raised before, how they were resolved, and any follow up action carried out, to allow for consistency of treatment where appropriate.
- 5.13 The manager should also consider whether any reasonable adjustments are necessary to enable any person (whether the employee, the representative/colleague, or any other person involved) to participate in the Stage One meeting.

5.14 Stage One Meeting

- 5.14.1 After introducing those present, the manager should start the meeting by inviting the employee to explain their grievance and how they would like to see it resolved.
- 5.14.2 The aggrieved party will be asked to present any evidence they have to support their grievance, including giving advance notice to the manager of any witnesses who can, and are willing, to be contacted in support of their allegations. Please see further detail on Witnesses at section 9.5.
- 5.14.3 The line manager should adjourn the meeting prior to taking any decisions in order to reflect and consider all points raised, and also, where the line manager consider it necessary, to investigate further/ talk to identified witnesses.
- 5.14.4 Individuals who are the subject of a grievance will be informed about the nature of the complaint against them and be given an opportunity as part of the process to put forward their version of events, including identifying witnesses who can be contacted to provide evidence to support their case.
- 5.14.5 The designated manager/ supervisor dealing with the grievance should ensure that all affected parties are offered wellbeing support and kept up to date with any development/ outcomes in a timely manner.
- 5.14.6 The Manager should be mindful of any course of action proposed which impacts upon another function of the Council and should ensure that this action is agreed by the relevant manager in advance.
- 5.14.7 The manager should advise the employee of the outcome of the grievance, any action they propose to take and the timescales for that action.
- 5.14.8 The manager must let the employee know that they may appeal against the outcome of the stage one formal meeting and progress to the next and final stage, if they consider that the grievance has not been satisfactorily resolved.
- 5.15 A copy of the grievance and the relevant notes should be put on the individual's personnel file, aligned with General Data Protection Regulations.

6. STAGE TWO: APPEAL HEARING

- 6.1 If the employee considers that their grievance has not been satisfactorily resolved at stage one, the employee can appeal.
- 6.2 The employee must do this in writing to HR, within 10 working days of receipt of a written outcome from the line manager, clearly stating the grounds of appeal.
- 6.3 The Appeal will be heard by either the Director or a nominated senior officer (Appeal Manager).
- 6.4 An Appeal Meeting will be held as soon as possible and where achievable, within 10 working days. The meeting will be attended by the Appeal Manager, employee and their representative, a HR representative and if applicable, the Grievance Manager.
- 6.5 The purpose of the Appeal Meeting is to consider the grounds that the employee has submitted and assess whether or not the conclusion reached in the stage 1 grievance was appropriate. The Appeal is not a rehearing of the original grievance, but rather a consideration of the specific areas with which the employee is dissatisfied in relation to the original grievance. The Appeal Manager may therefore confine discussion to those specific areas rather than reconsider the whole matter afresh.
- 6.6 The decisions available to the Appeal Manager are:
- To uphold the employee's grievance and advise the Line Manager to take the necessary action.
 - To dismiss the grievance. The decision of the Appeal Manager is final and there is no further right of appeal.
- 6.7 The Appeal Manager should reconvene the Appeal Meeting whether on the same or a different day to explain the decision, the reasons for it and any further action proposed to rectify the issues raised.
- 6.8 In appropriate circumstances and with the agreement of the employee it may be possible to agree for the decision to be communicated in writing only but in any event all decisions should be confirmed to the employee in writing within ten working days of the Appeal Meeting.

6.9 Stage 2: Meeting Format

- 6.9.1 After introducing those present, the Appeal Manager will remind the employee of their right to representation, if unrepresented.
- 6.9.2 The employee raising the appeal will be asked to present their grounds of appeal and what outcome they are seeking. The Appeal Manager will be able to ask further questions of clarification if appropriate and necessary.
- 6.9.3 The Appeal Manager will then summarise the main points made.

- 6.9.4 The meeting will be adjourned prior to taking any decisions in order to reflect and consider all points raised.
- 6.9.5 The panel's decision will be given within a reasonable time of the hearing and may be given either orally or directly in writing.
- 6.10 A copy of the outcome and relevant notes from the meeting will be put onto the employee's personal file, aligned with General Data Protection Regulations.

7. COLLECTIVE GRIEVANCES

7.1 Where an identical grievance is made by two or more employees (collective grievance) and all employees agree, a joint written grievance can be submitted. In such circumstances the Grievance Form should be headed "Formal Collective Grievance" and must: -

- detail the nature of the grievance and the outcome being sought.
- identify the individuals who wish to raise the grievance.
- identify any nominated trade union representative or colleague to represent them all.
- state that all have voluntarily consented to use the collective grievance process and.
- confirm that each individual understands that the grievance will give each of them the right to only one collective grievance meeting and outcome, and (if applicable) appeal meeting and outcome. If it is not agreed, separate grievances will apply.

8. RIGHT TO BE ACCOMPANIED

8.1 Employees may bring a workplace colleague or recognised trade union representative to any formal Grievance Meeting under this procedure.

8.2 If a worker's chosen companion will not be available at the time proposed by the employer, the employer must postpone the meeting to a time proposed by the employee provided that the alternative time is both reasonable and not more than five working days after the date originally proposed.

8.2 The Grievance Manager may at their discretion allow the employee to bring a Companion who is not a workplace colleague or Trade Union representative if this will help overcome a disability or if the employee has difficulty understanding English.

8.3 A workplace colleague or Trade Union representative may make representations and ask questions at a Grievance Meeting but should not answer questions on the employee's behalf. The employee may talk privately with their workplace colleague or Trade Union representative at any time.

- 8.4 Acting as a workplace colleague or Trade Union representative is voluntary and no employee is required to fulfil this role unless they are happy to do so.
- 8.5 If the employee's choice of workplace colleague or Trade Union representative is unreasonable, the line manager will seek HR guidance regarding any requirement for them to choose someone else. For example:
- If there is a conflict of interest or the workplace colleague or Trade Union representative's attendance may prejudice the Grievance Meeting; or
 - If the workplace colleague or Trade Union representative's unavailability will undermine the Grievance Manager's ability to call a Grievance Meeting within the prescribed timeframes unless exceptional circumstances exist.
- 8.6 A HR representative will also be present to take notes and provide procedural advice.

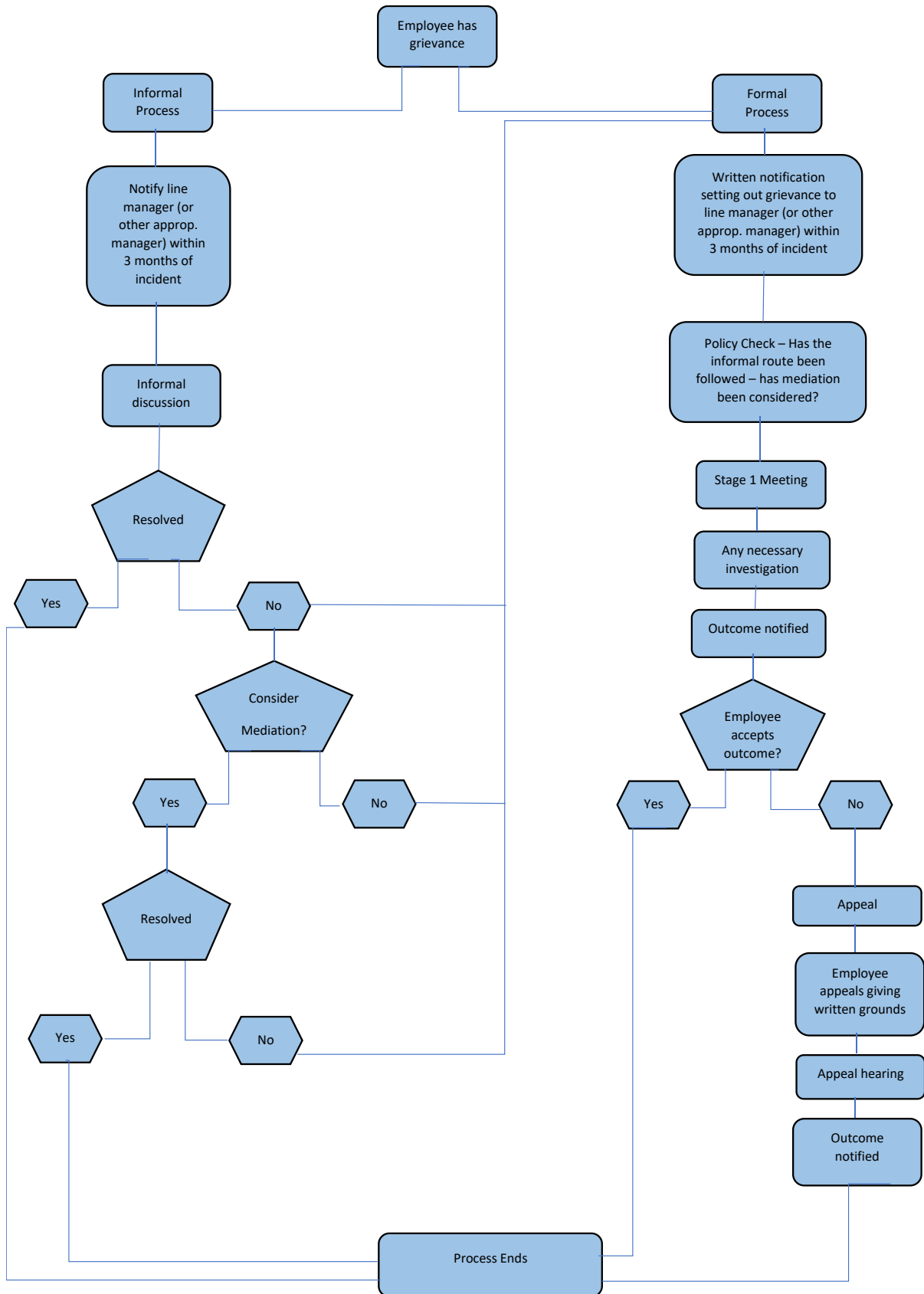
9. EXPLANATORY INFORMATION

- 9.1 Timescales – All grievances should be handled in a timely manner without any unreasonable delays. The timescales within this policy are recommended timescales only.
- 9.2 Reasonable Adjustments – will be made as appropriate and proportionate to enable parties to participate fully.
- 9.3 Mediation – This is a voluntary process, agreed by both parties, whereby an independent mediator helps two or more people in dispute to attempt to reach an agreement. The agreement comes from those in dispute, not from the mediator. Mediation can be used at any stage of the grievance process. This will mean that any formal procedures are halted whilst the mediation route is pursued. However, this route should be followed with appropriate urgency, bearing in mind the importance of obtaining a resolution to the situation. If mediation is unsuccessful, the process will revert to the stage reached prior to mediation.
- 9.4 Record Keeping – A written record must be kept of any grievance that is dealt with via the formal process. Records will include:
- 9.4.1 The nature of the grievance
- 9.4.2 What was decided, and the actions taken
- 9.4.3 The grounds of appeal and the outcome of the appeal
- 9.4.4 Any notes taken of meetings (not verbatim) and relevant evidence.
- 9.4.5 The Council does not permit the recording of the meeting by any means other than through contemporaneous notes, except in exceptional circumstances and in agreement by all parties concerned.

- 9.4.6 Documentation kept on file will be removed and destroyed after 12 months or following satisfactory resolution, whichever is sooner.
- 9.5 Witnesses - Whilst witnesses are asked to come forward to provide evidence, this is voluntary. Employees should understand that witnesses are an essential part to most grievance cases and their cooperation supports an efficient and fair decision-making process. Witnesses do not have the right to be represented under this policy.
- 9.6 Grievances resulting in disciplinary action – If an employee’s grievance results in disciplinary proceedings against another employee, then these will be handled in accordance with the Disciplinary Procedure. The employee raising the grievance has no right to influence or be informed of the outcome of the disciplinary proceedings, although they may be called as a witness to any disciplinary hearings which may subsequently occur.
- 9.7 Harassment & Bullying Claims – The grievance procedure will be used in all cases of bullying and harassment. Mediation can be a powerful tool in such circumstances.
- 9.8 Overlapping grievance and disciplinary cases – Where an employee raises a grievance whilst undergoing a disciplinary process, dependent upon the circumstances, the grievance may be considered as part of the disciplinary process or both the disciplinary and grievance processes may run concurrently. In exceptional circumstances the disciplinary process may be temporarily suspended to allow the grievance to be dealt with separately. Please refer to HR for further guidance and support.
- 9.9 Counter grievance – A counter grievance is one that is submitted by an individual in response to a grievance against them. Where a counter grievance has been submitted, no decision will be reached until both grievances have been concluded. Where the counter grievance is received within 7 working days of the conclusion of the initial grievance, the individual raising the grievance will be notified that any outcome of the counter grievance could affect the decision relating to their grievance.
- 9.10 Abuse of the grievance procedure – Employees who abuse the grievance policy by making unfounded complaints or operating the procedure vexatiously may be subject to disciplinary action.
- 9.11 Grievances from employees who leave the Council part way through the process – If a grievance is already being progressed and the employee leaves before the process has been completed, the Council’s procedure should still be followed where practically possible, in order to try and resolve the issue. Managers should contact HR for further advice.
- 9.12 Monitoring – This policy and its application will be subject to monitoring by the Head of Human Resources.

- 9.13 Grievances against Chief Officers (Directors) - will be dealt with under this policy. HR will seek independent and expert advice where necessary i.e. through the Local Government Association.
- 9.14 Grievances against the Chief Executive – will be dealt with under the relevant JNC policies and procedures.

APPENDIX 1: GRIEVANCE PROCEDURE FLOWCHART



APPENDIX 2: GRIEVANCE FORM

This form should be completed by an employee registering a Stage 1 Formal grievance and sent to the appropriate manager as stated within the procedure.

Employee Name	
Job Title	
Department/Team	
Date	

Policy Checklist: Informal Stage

Informal complaint raised on: (insert date)	
Informal complaint raised with: (insert line manager's name)	
If the informal was not followed, please explain why....	

Summary of complaint

Please set out the details of your complaint (providing as much detail as possible), particularly dates, times, locations, and the identities of those involved). You may attach additional sheets if required.

--

Individuals involved in the alleged incident/complaint:

Please provide the names and contact details of any people involved in your complaint, including witnesses.

Outcome requested:

Please set out how you would like to see your complaint dealt with, and why and how you believe that this will resolve the issue.

Declaration:

I confirm that the above statements are true to the best of my knowledge, information and belief. I understand that making any false, malicious or untrue allegations may result in disciplinary actions being taken against me by the Council. (In the most serious cases, making false, malicious or untrue allegations can be treated as gross misconduct).

Form completed by	
Signature	
For completion by Rutland Council:	
Form received by	
Date	
Signature	

APPENDIX 3: MANAGEMENT CHECKLIST FORMAL STAGE

(This is not an exhaustive list and is intended for guidance purposes only and should be read in conjunction with the policy):

Upon receipt of a formal written grievance complaint:

Has the informal route been considered?	
Has the complaint been submitted within the timescales? - unless exceptional circumstances apply	
Has the complaint been submitted on the appropriate form? (Appendix 2) – unless there is a need to make a reasonable adjustment	
Has mediation been offered/ considered/ rejected?	
Has the form been submitted to the right person?	
Complete the Timeline form in Appendix 4 – observing policy timescales	
Acknowledge receipt of complaint – letter/ email – (copy to HR)	
Arrange the grievance meeting within 10 working days of receipt	
Write to the employee informing them of the details of the meeting and their right to representation.	
Reminder: All documents to remain confidential. An audit trail must be maintained with copies of all correspondence/ papers going to HR.	

Stage 1: Formal Grievance Meeting

Ensure that the meeting is private and free from interruptions	
Ensure that there is someone to take the meeting notes	
Has the person been advised of their rights to be accompanied? Please confirm prior to commencing meeting.	
Invite the employee to talk through their grievance complaint – using appendix 2 as guidance	
Identify evidence that can support their complaint or witnesses that could be spoken to as part of the investigation.	
Explain that where the grievance concerns another employee(s) the information will be shared with them to enable them to provide their own version of events.	
Adjourn to enable time for reflection and sum up	
Reconvene meeting - double check any points that are not clear	
Ensure the individual has been given a full opportunity to share everything with you	
Sum up and confirm what the scope of the grievance is, actions that will be taken and timescales expected as to when an update/ resolution is likely	
Agree and set the next date for an update on progress or decision (whichever applies)	
Reminder: (Audit trail – notes of meeting essential) The meeting should be handled sensitively to encourage an open conversation. Do not be afraid to challenge a statement/ perspective. Take breaks if the meeting is emotional. Reassure the individual of next steps and when they will next hear from you	

Investigation Stage:

Scope out the investigation – see HR for advice	
Arrange confidential meetings with identified parties – arrange for a note taker to be present	
Source documentary evidence as required	
Ensure notes of meetings are typed up and signed off by the individual witnesses	
Reiterate that all meetings are confidential and should not be discussed outside of the meeting room	
Rights to be accompanied do not extend to witnesses	
Once all lines of reasonable investigations have been exhausted – analyses the data and decide as to whether the grievance is upheld or not and the reasons for your decision. Collate in a report format – HR can advise	
NOTE: You can arrange to meet with the person raising the grievance more than once to clarify or re-question them on issues that arise during the course of the investigation to check understanding.	
Meet with the person raising the grievance, on the agreed date, to provide an outcome or update – (see notes below)	
Reminder: (Audit trail – notes of meeting essential) If, at the date when you agreed the next meeting with them, you are not in a position to make a determination on the matter, hold your meeting as scheduled to update them on your progress and provide a revised date.	

Stage 1 Meeting – Final determination meeting (decision)

Meet with the employee as agreed	
Inform the employee of their right to be accompanied	
Provide the employee with your decision and reasons for it – advise that this will be followed up in writing with a copy of the outcome letter placed on their HR File. <i>(this meeting is not a further grievance meeting – this is an outcome meeting – at this stage all evidence & statements should have been provided)</i>	
Remind the employee of their right of appeal – this will also be included within the outcome letter	
Reminder: (Audit trail – notes of meeting essential) Ensure the timeline is updated and all paperwork is returned to HR Ensure that no duplicate documents are stored anywhere. Delete any electronic files – ensuring HR have had copies.	

APPENDIX 4: TIMELINE OF EVENTS – EXAMPLE TEMPLATE

Employees Name: _____

Date	Event
	Formal Grievance Submitted
	Acknowledge grievance and arrange a date to meet
	Stage one grievance meeting
	Investigation stage
	Date agreed to meet up Meeting to either: Update on progress or provide outcome
	Outcome provided: Grievance Upheld or Not Upheld
	Outcome letter sent out to Employee - right of appeal noted in letter

	Process postponed allowing for mediation
	Process recommenced (where mediation is unsuccessful) Process terminated (where mediation is successful)

A large print version of this document is available on request



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EMPLOYMENT AND APPEALS COMMITTEE

8 February 2022

STAFF TURNOVER/RETENTION

Report of the Strategic Director Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Mr O Hemsley, Leader of the Council and Portfolio Holder for Policy, Strategy and Partnerships, Economy and Infrastructure	
Contact Officer(s):	Saverio Della Rocca, Strategic Director for Resources	01572 758159 sdrocca@rutland.gov.uk
	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors		

DECISION RECOMMENDATIONS

That the Committee:

1. Notes the data and information regarding the Council’s turnover and the reasons why staff leave Rutland Council.

1 PURPOSE OF THE REPORT

- 1.1 The Committee was presented with a paper in October 2021 outlining how the Council ‘manages recruitment, retention and turnover of staff to help mitigate the consequences and impact of losing skills and resource’.
- 1.2 Members have requested a more focussed paper on loss of staff/turnover and in particular, to understand more about reasons for leaving. The following provides some initial turnover data, followed by some Rutland commentary and further contextual information.
- 1.3 When considering issues relating to recruitment, retention and turnover, it is relevant to reflect on the last two years. Whilst we compare data year on year, the context and circumstances are very different – there have been different and increasing demands, not just pandemic related but for example, the Local Plan. Plus, personal pressures and challenges have been an ongoing feature and therefore choices people make may have more facets to them than before – some of these factors

have been beyond our 'control'. Nevertheless, it is our role as an employer and manager to 'manage' those pressures for others and ourselves.

2 STAFF TURNOVER

As previously reported, our overall/organisation wide turnover is relatively stable year on year.

2017-18	2018-19	2019-20	2020-21
13.9%	13.9%	13.6%	11.0%

2.1 We now have some comparator data from the LGA for 2020/21 as follows:

Rutland	All England single tier and county	All England Authorities
11%	13%	13%

2.2 A further factor of our own data is the size of our directorates and service teams varies considerably and therefore small changes in small teams can present a disproportionate high percentage. Our monitoring is currently at Directorate level as follows:

	2019-20	2020-21
Resources	12.7%	9.3%
Places	11.2%	10.7%
People	15.5%	11.9%

For the first two quarters of 2021/22 our turnover was 6%.

2.3 We have further data available on 'leavers' as follows (*please note this data includes casuals and fixed term contracts*):

	2019-20	2020-21
Gender:		
Male	21%	20%
Female	79%	80%
Disability:		
Yes	12%	12%
No	71%	69%
Not provided	17%	19%
Ethnicity:		
White – English etc.	89%	73%
All other	3%	15%
Not disclosed	8%	12%
Age:		
16-25	5%	5%
26-39	24%	29%
40-64	67%	56%
64-80	4%	10%

Length of service:				
Less than 1 year	9%	27%		
1-2 years	24%	34%		
3 years	7%	10%		
4 years	12%	5%		
5 years plus	48%	24%		

Further analysis and work for 2022 will focus on leavers by ethnicity and length of service and take some deeper dives into service areas to identify trends and hot spots. Section 3 provides an overview of reasons for leaving so far in 2021-22.

3 REASONS FOR LEAVING

3.1 The vast majority of our leavers are through resignations – as below:

	2019-20	2020-21
End of casual post	4%	1.7%
End of fixed term contract	4%	3.4%
Other	1.4%	3.4%
Redundancy	6.7%	0
Resigned	77.3%	83%
Retired	4%	6.8%
Ill health retirement	1.3%	1.7%
Death in service	1.3%	0

3.2 Whilst all our leavers are requested to complete an 'Exit interview template' – very few take this opportunity and therefore any meaningful analysis is diminished. We are currently moving this onto an on-line system to provide an easier experience and hence encourage more participation. We will also target emerging hot spots to undertake verbal Exit interviews eg. those leaving with less than one year's service.

3.3 The following provides some specific information relating to reasons for leaving and destination for leavers since April 2021. This excludes the natural conclusion of casual and fixed term contracts, retirement, and redundancy:

	Number
Career development and progression; opportunity for a change	9
Change of career; opportunity to move into something different eg. teaching, nursing	8
Personal/health reasons	4
Family reasons/needing to work closer to home	2
To move to a full-time position	2
Personal/childcare arrangements	1
Moved away	1
For a role that provided 100% home working	1
Not happy with the direction of the service	1

Destinations:

Public sector/local government	9
Private sector	7
School/university	3
None	3
Not Known	3
NHS	2
Self employed	2

- 3.4 Of interest for us and where further exit information will be valuable, are the views expressed by leavers regarding Rutland as an employer and the factors that may have been contributory to their decision to leave. Were there other underlying issues eg. workload, relationships, lack of development, that prompted people to pursue roles elsewhere? Clearly it is important for us an organisation to have an ongoing understanding of staff's perceptions and experience, hence our Pulse Surveys, opportunities for feedback and dialogue at the All-Staff Briefings and our My Conversation/1-1 model. In addition, as expressed in para 1.3, there are likely to be factors 'beyond our control' that have contributed to decisions to move on.

4 RETAINING GOOD TALENT

- 4.1 Employees will come and go – whether for better pay, benefits, a new role, career progression, or simply the opportunity to try something new – sometimes that temptation is too strong. Intelligence tells us that everyone is feeling the squeeze and as identified in the previous paper, recruitment across a range of professions is becoming tougher.
- 4.2 There are points at which employee turnover starts to have a negative impact on an organisation and a service/team's performance. This depends on (a) the size of the team – just one loss in a small team can have a significant impact, and (b) the job market for that service and how easy it is to find and train a replacement quickly. The loss of experience, organisation knowledge and skill set can be difficult to cover in the short term whilst waiting for a new member of staff to start and be inducted. These are issues that teams manage on a local basis as and when they arrive but can often present an increased level of pressure.
- 4.3 It is incumbent on us as a good employer to look after our staff – the last year has been a challenging year on a personal level. Our role, and expectation, as an employer is to enable them to be the best they can be – show empathy and help them feel reassured. Feedback from the November survey identified that staff feel the organisation and their manager have supported their wellbeing
- 4.4 **Taking action** – how to help us address and manage the risks
- 4.4.1 Monitor and analyse our data to spot trends to enable us to make business related predictions. Where can we spot potential flight risks and what effect could this have on our services? This is about understanding where the problems may be and making contingency plans to make sure it has minimal effect.
- 4.4.2 What do our staff expect/need from their workplace – ask the question and listen. We will continue with our pulse surveys as we progress our Future Ways of Working

to obtain feedback and inform decision making – ensuring that our staff have a voice and feel they are shaping and contribution to our organisation as we change.

- 4.4.3 Look after our staff – continue with our Wellbeing Agenda as a key priority. If people are leaving because they are struggling, we should not ignore but do something about it as far as we can. This is also about some practical management actions – ensuring staff take regular breaks, take their annual leave, monitor workload. (*Note also Paper 12.2022 re Future Ways of Working and support for staff/managers*).
- 4.4.4 Provide development opportunities – many staff ‘stayed still’ during the pandemic because they wanted to retain security during such a challenging time – we are now seeing that some want to catch up. This presents a further risk on turnover. We need to encourage and support managers to talk ‘development’ with their team members, provide encouragement, support, and opportunities so they can see our commitment to ongoing investment. One advantage of smaller teams is that we are able to provide ‘breadth’ and exposure across a service area. Our ‘My Conversation’ model provides us with the framework for this.
- 4.4.5 Keep an eye on what others are doing – both to learn from others but also track what our ‘competitors’ might be up to in tempting our staff to move. Whilst in Local Government we have limitations on what other benefits we may be able to offer, we need to ensure we promote the good things about local government service and in particular, Rutland Council – both to attract, and retain. For example, when advertising for Community Support Workers we say what we mean and are honest about the role and our expectations.
- 4.4.6 Clarify our Future Ways of Working model – we know that offering flexible working is fundamental to ongoing recruitment and retention. We also need to ensure that our ongoing working environment supports both flexible working and provide a productive work environment for those who are unable to work remotely. It is important that we provide clarity around our model and ensure that our policies and practices reflect that position.
- 4.4.7 Consider our organisational structure and model – in any organisational structure, the aims are to have work being done at the right level, teams being resilient and appropriate support structures so that subject matter experts can flourish and focus. Getting this right can make a big difference to working lives. The search for savings alongside our experiences of working through the pandemic have raised questions about whether our existing model is fit for the future. This will be a key focus for our savings work.
- 4.5 When staff do leave, and it’s inevitable that they will, we need to be assured that we have done the best we can to help retain them and feel confident they will speak well of us as an employer.

5 CONSULTATION

- 5.1 None currently required in relation to this paper.

6 ALTERNATIVE OPTIONS

- 6.1 This paper is advisory and outlines some of the issues and risk regarding staff turnover.

7 FINANCIAL IMPLICATIONS

- 7.1 None directly arising from this paper. However, staff turnover does present a potential financial pressure in terms of costs of replacement, potential overtime and cover.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

- 8.1 There are no legal and governance considerations to this paper.

9 DATA PROTECTION IMPLICATIONS

- 9.1 None.

10 EQUALITY IMPACT ASSESSMENT

- 10.1 None

11 COMMUNITY SAFETY IMPLICATIONS

- 11.1 None

12 HEALTH AND WELLBEING IMPLICATIONS

- 12.1 None

13 ORGANISATIONAL IMPLICATIONS

- 13.1 Human Resource implications – turnover can have an impact on the Council's ability to deliver its services. Our Recruitment Policy and retention processes as outlined in the October paper and in this paper, are in place to help us manage the risks.

14 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 14.1 Whilst some turnover is inevitable, it is important that we monitor and track exit data so that we are able to learn and change policy and practice that would enable and support staff to stay with Rutland.
- 14.2 Where recruitment challenges are increasing, and to avoid the loss of key skills and experience, it is also vital that we work hard to retain our existing talent.

15 BACKGROUND PAPERS

- 15.1 No additional background papers.

16 APPENDICES

- 16.1 No appendices.

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Employment and Appeals Committee Work Plan			
Municipal Year	Meeting Date	Proposed Item	Format
2021-2022	8 Feb 2022	Item 1: Future Ways of Working	Report
		Item 2: Grievance Policy	Report
		Item 3: National Pay Award Update	Report / Verbal Update
2022-2023	TBC	Item 1: Future Ways of Working	Report.
		Item 2: Apprenticeship Strategy	Report
	TBC	Item 1: Future Ways of Working	Report
Forward Planning			
<p>Future Ways of Working – Standing Item</p> <p>Upcoming policies expected to be reviewed by Employment and Appeals:</p> <ul style="list-style-type: none"> - Flexible Working - Umbrella Leave Policy 			

Items Distributed to Members For Information

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