

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://us06web.zoom.us/j/87904337143> on **Tuesday, 26th October, 2021** 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 7 July 2021.
(Pages 5 - 8)

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.

The total time allowed for this shall be 30 minutes. Petitions, deputations and questions shall be dealt with in the order in which they are received.

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) APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair of the Committee for the remainder of the 2021/22 municipal year.

8) GENDER PAY GAP

To receive Report No. 118/2021 from the Strategic Director for Resources.
(Pages 9 - 14)

9) FUTURE WAYS OF WORKING

To receive Report No. 119/2021 from the Strategic Director for Resources.
(Pages 15 - 20)

10) RETENTION OF STAFF

To receive Report No. 120/2021 from the Strategic Director for Resources.
(Pages 21 - 28)

11) NATIONAL PAY AWARD

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

12) WORK PLAN

To receive the Employment and Appeals Committee Work Plan and note the expected items for future meetings.
(Pages 29 - 30)

13) 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 K Bool

Councillor S Harvey

Councillor R Powell

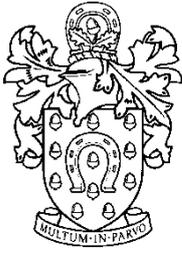
Councillor J Dale

Councillor O Hemsley

Councillor G Waller

OTHER MEMBERS FOR INFORMATION

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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 Wednesday, 7th July, 2021 at 7.00 pm

PRESENT: Mr G Brown
Mrs S Harvey
Miss G Waller
Mr J Dale
Mrs R Powell

OFFICERS PRESENT: Ms C Snell Head of Human Resources
Mrs J Morley Governance Manager (Interim)

1 **APOLOGIES**

Apologies were received from Cllr Bool.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3 **MINUTES**

The minutes of the Employment and Appeals Committee meeting held on 16 February 2021 were approved.

4 **PETITIONS, DEPUTATIONS AND QUESTIONS**

No petitions, deputations or questions had been received.

5 **QUESTIONS FROM MEMBERS**

There were no questions from Members.

6 **NOTICES OF MOTION**

No notices of motion had been received.

7 ANNUAL REPORT

Report No.69/2021 was received from the Strategic Director for Resources. Carol Snell, Head of Human Resources, introduced the report the purpose of which was to set out the work of the Committee for the periods 2019-20 and 2020-21 in an annual report, in line with best practice. An annual report had not been submitted to the Committee in 2020 as some meetings had been cancelled due to Covid.

During discussion the following points were noted:

- It was unclear whether the Committee still had responsibility to hear appeals for Children's Social Services Complaints as it was understood by some that these were now heard by an Independent Panel, outside of the Council. This would be confirmed with the Committee and any changes to the Constitution that were needed would be referred to the Constitutional Review Working Group (CRWG)
- An additional Committee meeting would be scheduled for the autumn when the Gender Pay Gap data, up to March 2021, would be presented.
- Cllr Brown, as Chair of the Committee would request that the Annual Report be included under the agenda item 'Reports from Committees of the Council' at the next scheduled Council meeting.

RESOLVED:

That the annual report of the Employment and Appeals Committee be **APPROVED**.

8 APPRENTICESHIP ACTION PLAN

Report No.67/2021 was received from the Strategic Director for Resources. Ms Snell introduced the report the purpose of which was to present to the Committee an Apprenticeship Action Plan for the Council, following the approval by the Committee of the Apprenticeship Strategy in February 2021.

During discussion the following points were noted:

- Traditionally when apprenticeships were talked about it was in regard to recruiting and training young people rather than developing existing staff and it was felt that there was some blurring of the lines between these two different categories. Cllr Harvey was keen that care leavers joining or coming back to the workplace were given every opportunity to upskill and gain work experience and qualifications.
- Ms Snell confirmed that the Apprenticeship levy pot applied to Apprenticeship posts and also to Apprenticeship programmes undertaken by staff in their permanent role. From an organisational perspective it remained the Council's objective to support both.
- Cllr Harvey felt that young people and care leavers who were at the start of their work journey needed a different support system around them than more confident experienced members of staff who were undertaking additional qualifications.
- Ms Snell supported that the action plan be more explicit so that actions reinforced the need to actively look for opportunities to create roles targeted for young people.
- 3 offers for entry level posts had been made under the Government's Kickstart scheme.

- Members requested that an update on apprenticeships and the Kickstart scheme be presented to the Committee in 12 months' time.

RESOLVED:

That the Action Plan be **APPROVED** subject to more emphasis being placed on developing and promoting entry level apprenticeships to young people and care leavers.

9 FUTURE WAYS OF WORKING

Report No.68/2021 was received from the Strategic Director for Resources. Ms Snell introduced the report the purpose of which was to update the Committee on progress of a future working model that would enable the Council to continue to effectively deliver its services to customers, support staff to be productive and achieve a healthy work/life balance and which contributed to the Council's objective of minimising its carbon footprint.

During discussion the following points were noted:

- The Policy needed to be in two steps; what was best for the business and defining the roles within that, and then a section reflecting the aspirations and expectations of the individual.
- It was important that teams still came together in the office from time to time especially so for the effective induction of new staff.
- An audit of existing IT was currently being undertaken so that there would be sufficient and appropriate equipment to support a hybrid model of working.
- In general, most staff reported a much better work life balance.

RESOLVED:

Members supported the model and the approach outlined and requested updates at subsequent meetings.

10 ANY URGENT BUSINESS

There were no items of urgent business.

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The Chairman declared the meeting closed at 7.59pm.

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EMPLOYMENT AND APPEALS COMMITTEE

26 October 2021

GENDER PAY GAP

Report of the Strategic Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr 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	N/A	

DECISION RECOMMENDATIONS

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

1 PURPOSE OF THE REPORT

- 1.1 To inform Employment and Appeals committee of the Council's Gender Pay Gap data.
- 1.2 Publishing of such data on an annual basis has been a requirement since 2017 for organisations that employ 250 or more staff. Data as at 31 March 2021 must be reported by 30 March 2022.

2 REPORTING REQUIREMENTS

- 2.1 Publishing of such data on an annual basis has been a requirement since 2017 for organisations that employ 250 or more staff. Data as at 31 March 2021 must be reported by 30 March 2022.

The Gender Pay Gap is defined as the difference between the pay of men and women. There are two measures - Median hourly pay and Mean (average) hourly pay. Each is represented as a 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 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 – 2017 TO 2021

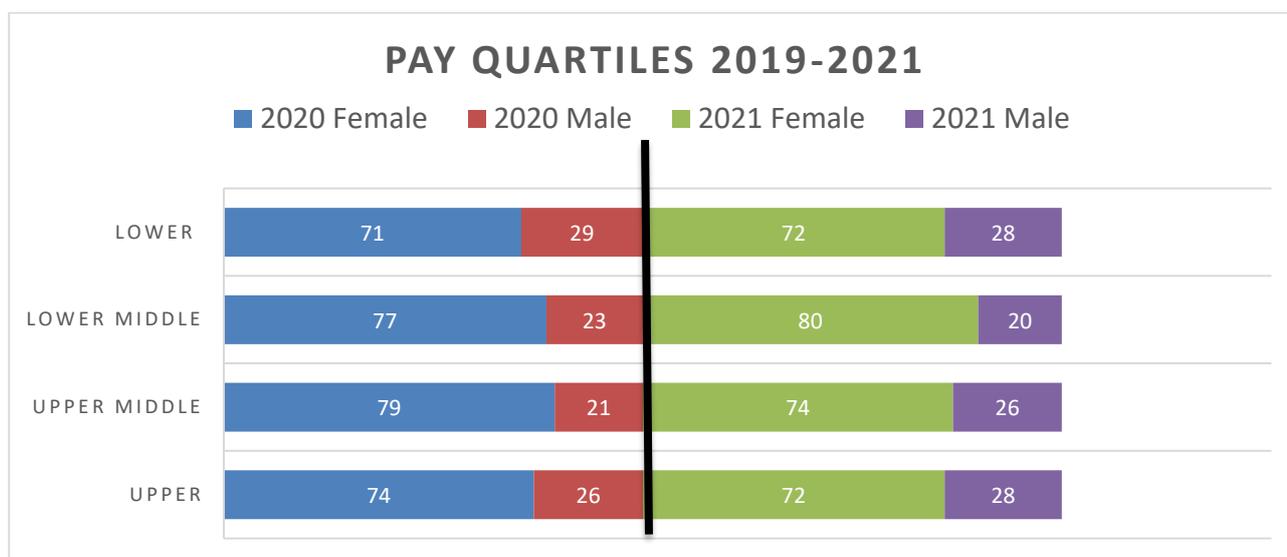
3.1 The chart below shows our comparator data for the five reporting periods:

As at 31 March	2017	2018	2019	2020	2021
Median	12.3%	-1.54%	5.3%	-6%	5.7%
Mean (average)	14.2%	5.7%	11.3%	9.41%	6.7%

3.2 This chart shows the comparison of median and mean hourly rates:

Median	2017	2018	2019	2020	2021
Female	£11.62	£12.50	£12.40	£12.85	£13.21
Male	£13.25	£12.31	£13.08	£12.11	£14.02
Mean (average)					
Female	£12.75	£13.89	£13.73	£13.48	£15.03
Male	£14.86	£14.73	£15.47	£14.88	£16.12

3.3 We are also required to report on the **pay quartiles** – these are defined as 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'. This chart shows the 2021 data compared to 2020:



4 UNDERSTANDING THE DATA

4.1 Previous year's assessment and experience of running the data has identified that natural changes through the year affects the profile of staff against grades and pay points – for example:

- New recruits typically join the Council on a lower pay point of the grade where the previous incumbent may have been on a higher pay point.
- A female leaver maybe replaced with a male and vice versa.

4.2 Overall, the Council's **gender profile** shows a variation to the previous year at 73.4% Female and 26.6% Male (previously 75% and 25% respectively).

4.3 So when we look at our **new starter** data for 2020-21 we can see a movement in percentage levels when comparing numbers of Female and Male starters in 2019-20 i.e. a greater proportion were men.:

	2019-20	2020-21
Male	24%	28%
Female	76%	72%

4.4 And given that the **leaver profile** showed no significant change between the two years, this explains the movement as identified in para 4.2 and as shown in the quartile profiles in para 3.3

	2019-20	2020-21
Male	20%	19%
Female	80%	81%

4.4 In summary:

4.4.1 We can see from the chart in para 3.1 on the continuing variation of data across the reporting periods – our assessment over previous periods has not given us any cause of concern.

4.4.2 The quartile chart in para 3.3 is significant in understanding the data for 31 March 2021 on the basis of:

- When comparing the percentages of Male and Female in each quarter, we can see that in the Lower Middle range, 80% are Female – this is an increase in this quartile of 3% compared to 31 March 2020.
- The percentage of men in the Lower quartile has reduced slightly from 29% to 28% but increased in the Upper Quartile from 26% to 28%.

4.4.3 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 applies to Male and Female employees.

4.4.4 Our Recruitment Policy and Pay Policies provide a robust framework structure to ensure consistent, equal and fair practices to avoid discrimination on gender grounds.

5 COMPARATOR DATA

5.1 We are now able to provide comparator data for the reporting period 31 March 2020. Given we have run our 31 March 2021 data early, there is currently no published comparators at this point.

5.2 Whilst it is useful to see comparator information across the sector, organisational structure, workforce and numbers vary considerably and therefore it is presented 'for information' purposes.

	As at 31.3.19		As at 31.3.20	
	Median	Mean	Median	Mean
Rutland Council	5.3%	11.3%	-6%	9.41%
Local Government Workforce	4.3%	5.9%	Not available	
Nottinghamshire County Council	9.3%	18.4%	20.1%	8.4%
Derbyshire County Council	20%	11.5%	15.2%	10.4%
Leicestershire County Council	7%	12%	4%	10%
Lincolnshire County Council	5.8%	3.3%		
Peterborough City Council	2.1%	5.4%	4.6%	5.1%
Nottingham City Council	0	3.3%	0	2.9%
Leicester City Council	0	0.1%	0	0.9%
Isle of Wight Council	13.7%	8.3%	Not provided	

6 CONSULTATION

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

7 ALTERNATIVE OPTIONS

7.1 There is a statutory requirement to publish Gender Pay Gap data by 30 March based on data as at the previous 31 March. This report reflects Rutland's data for 31 March 2021 ahead of the reporting deadline of 30 March 2022.

8 FINANCIAL IMPLICATIONS

8.1 There are no direct financial implications arising from this report.

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.

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) has not been completed as there are no risks/issues identified as a result of assessment of the data in this report.

12 COMMUNITY SAFETY IMPLICATIONS

- 12.1 None

13 HEALTH AND WELLBEING IMPLICATIONS

- 13.1 None

14 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 14.1 There are no recommendations arising from this report – its purpose is to provide latest data regarding the Council's Gender Pay Gap.

15 BACKGROUND PAPERS

- 15.1 There are no background papers.

16 APPENDICES

- 16.1 There are no appendices.

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EMPLOYMENT AND APPEALS COMMITTEE

26 October 2021

FUTURE WAYS OF WORKING

Report of the Strategic Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr 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	N/A	

DECISION RECOMMENDATIONS

That the Committee notes the update and progress of the Council’s trial of a Hybrid flexible working model.

1 PURPOSE OF THE REPORT

- 1.1 This report provides Committee with an update to a previous report submitted in July 2021 regarding the development of our Future Ways of Working model.
- 1.2 Many of our staff have worked remotely since March 2020 (either in full or in part) and it is our intention to continue to support such flexibility where this fits service delivery and promotes a healthy work life balance. Some of our services have remained operational from either their existing workplace or within the community.

2 THE EMERGING MODEL

- 2.1 The core principle of our model is that where services enable it, staff are able to choose to work from home or from their normal work base. We believe that our staff can be successful at their role no matter where located and this also built on the principles of trust, accountability, good leadership and employee engagement.

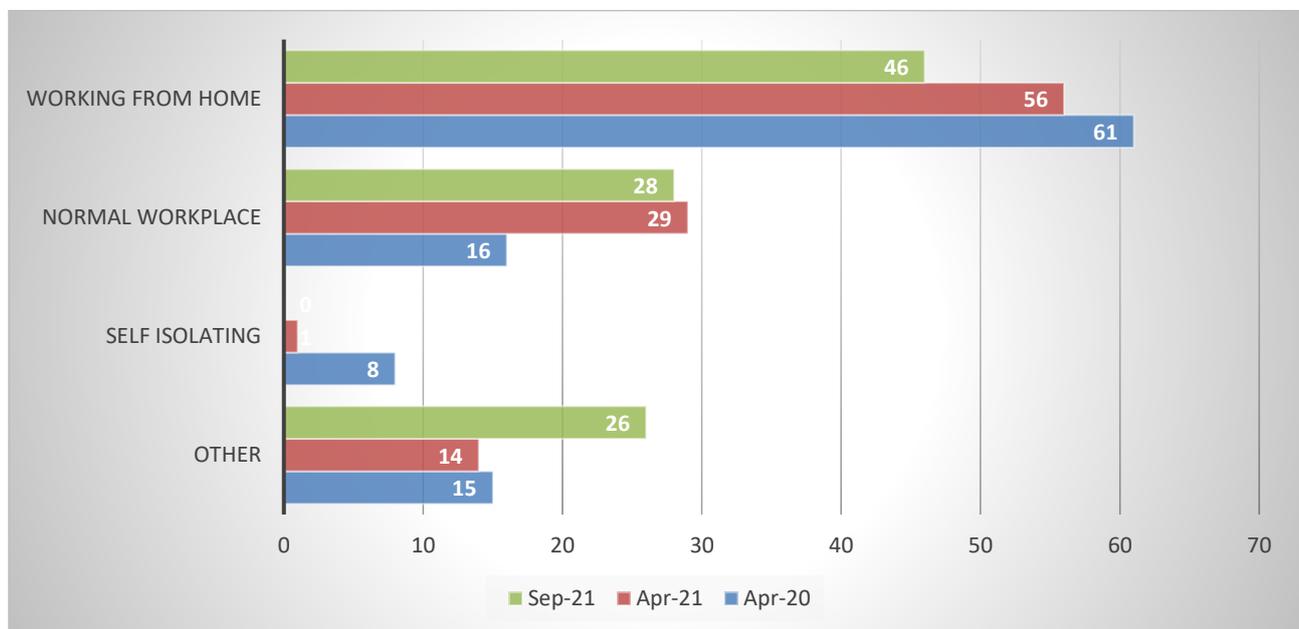
2.2 In support of the model, staff and managers have said it can:

- Provide a better work life balance – improved health and wellbeing and family life.
- Improve productivity – they have already developed new and better ways of working; less paperwork, less printing.

And of course it will be reduce our carbon footprint through less travel and commuting.

3 WHAT HAVE WE DONE SO FAR?

3.1 Continued to support staff to work from home wherever possible whilst nationally we have been progressing out of lockdown, and for us specifically part of our Catmose site has been occupied by the Vaccination Centre until September. Our percentage of staff working at home has therefore remained high.



Note: At the time the data was taken, 'Other' = annual leave, maternity leave, not working – non working day).

3.2 We have enabled staff to work from an office base where they have need to i.e. for work purposes or for personal and wellbeing reasons.

3.3 Developed a model and framework that we will consider will work for us – the Hybrid model. This has been shared and presented to staff as part of a first Phase trial for the period October 2021 to January 2022. During this period staff can work from their workplace if they need or choose to, and can also work from home where that also suits the service and role. During this trial phase, we are making no changes to Council Policy, Terms and Conditions and individuals' admin or workplace remains as is. Staff are aware that they may be required to attend their workplace as requested for service and work related issues e.g. work tasks that cannot be carried out at home, team meetings, 1-1s, face to face training.

3.4 Set up a Task and Finish Group – chaired by Dawn Godfrey, Strategic Director for

Children Services – to lead on actions required in order to facilitate more staff back into their workplace – specifically Catmose. This has focussed on the building and IT requirements with key identified actions for completion by end September 2021.

- 3.5 We have carried out an audit of our office equipment, furniture and IT and are able to provide a core offer of necessary IT and equipment without needing to purchase anything additional. We have not therefore needed to incur any further financial expenditure at this stage.
- 3.6 Delivered an in-house programme – ‘Managing and motivating teams during Covid-19 – and beyond’ comprising 6 key modules:
- Communication – Managing by present to managing by outcome
 - Building Positivity – the importance of positive leadership
 - Goal setting, routine and capacity – Effectively prioritising and distributing workload
 - Team working culture – Maintaining team spirit and cohesiveness
 - Change and Challenge – Remaining resilient during change
 - Wellbeing – Prioritising wellbeing
- 3.7 Maintained regular communication with staff – both via email and weekly briefings and also through All Staff Briefings.
- 3.8 Provided briefing sessions for managers – during August and September Managers had the opportunity to ‘virtually drop in’ to a briefing session to raise any specific questions or issues about the Hybrid model and working arrangements eg. use of offices, meetings rooms.
- 3.9 Identified two meetings rooms that will technically support ‘hybrid meetings’ that enables attendance for those in the office and those at home.
- 3.10 Introduced new parking charges that support a flexible and hybrid way of working. These charges recognise that some staff may attend the building for short periods and less frequently.
- 3.11 Carried out a ventilation assessment and audit in line with Government recommendations – this has identified some restricted occupancy levels for some offices. Our current assessment, given the Hybrid model, is not presenting a challenge in terms of insufficient office based accommodation – workarounds can be found in order to accommodate service and individual needs.

4 NEXT STEPS

- 4.1 The key phases and timelines are as follows

Trial Phase – October to January 2022	
	Time to establish a way of working – balance and rhythm – review, learn, adjust. Carry out a review - our general principles behind any future model and hence the ‘test of success’ is that it is able to:
	- Enable the business and our services to operate as effectively and

	<p>efficiently as possible.</p> <ul style="list-style-type: none"> - Meet the needs of staff, continuing with the benefits of working from home as far as possible. - Enable a return to the office for those who cannot/prefer not to work from home.
	Space utilisation study – what is usage of our office estate looking like – how under occupied is it? Take opportunities as they present themselves to rationalise some use of offices and rooms.
	Consider impact of emerging working practices on existing policies, terms and conditions.
	Redesign of our induction process – how we can effectively integrate new staff into a different style of organisation to enable integration and an understanding of our culture – look and feel.
	Continue to engage and communicate with staff; regular check ins; continuation of our Wellbeing support.
Phase 3 – February to March 2022	
	<p>Property Strategy</p> <p>Policy and contractual changes if necessary.</p> <p>Wider use of technology that support access to information and improvement in business processes.</p>

4.2 The Head of HR will provide a supplementary verbal update at the meeting on 26 October based on our first few weeks of the working model.

4.3

5 CONSULTATION

5.1 We are continuing to consult with managers and staff to support the Hybrid model way of working. Towards the end of this first phase we will assess and determine any required changes to existing HR Policies or Terms and Conditions – these will require agreement with the Trade Unions prior to recommending approval by Employment and Appeals Committee. Such considerations will include – working patterns, work location, flexible working.

5.2 ALTERNATIVE OPTIONS

5.2.1 Staff return to the building – model as per pre March 2020. Given the positive benefits of working from home that some staff have experienced over the past 18 months, this would be considered detrimental and a retrospective step. It would also go against the Council's commitment to climate change and reducing our carbon footprint (see additional information at section 11).

5.2.2 All staff to work from home – similarly, this would not be conducive to employee wellbeing as not all staff are able to work from home. Whilst this would release office estate and provide cost savings, this needs to be considered as part of the Council's wider agenda about service delivery, customer access, accommodation strategy.

6 FINANCIAL IMPLICATIONS

- 6.1 There are currently no costs associated with this model. As we move forward, any adaptations or recommendations that have a financial impact will be considered with full assessment of potential costs.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

- 7.1 There are currently no further legal and governance considerations at this stage.

8 DATA PROTECTION IMPLICATIONS

- 8.1 A Data Protection Impact Assessments (DPIA) has not been completed at this stage because there are 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 at this stage as there is no differentiation across the staff group. Where adaptations are required to support an employee, these will be fully explored and met where practicable. An EqIA will be completed should be we move to other models and ways of operating.
- 9.2 All employees have undertaken a Display Screen Equipment assessment.

9.3 COMMUNITY SAFETY IMPLICATIONS

- 9.4 There are no community safety issues arising from this report.

10 HEALTH AND WELLBEING IMPLICATIONS

- 10.1 Based on staff feedback, it is considered the Hybrid model provides staff with improved health and wellbeing. In addition, where this model is not conducive to an employee's way of work, they are able to work from their normal workplace.

11 ORGANISATIONAL IMPLICATIONS

- 11.1 Environmental implications – the Council's is committed to meeting the challenge of climate change and has identified key strategic objectives within the Corporate Plan. A hybrid working model would mean staff are undertaking less travel between home and work and therefore contribute to the Council's zero carbon footprint agenda. For example:

An employee commuting 5750km per year
Based on 25km per day, 46 weeks of the year.

Distance	CO2	Trees
5750km	1564kg	These emissions correspond to the yearly absorption of approximately 53 trees.

(The values given are estimates based on averages, for information purposes, and not a precise measure of actual emissions which can depend on other factors. CO2 offsetting by planting trees is not, in and of itself, sufficient in the fight against climate change. Emissions also need to be reduced.)

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

12.1 The Council is now moving to a Hybrid model on a trial basis to determine if a continued element of working at home can continue to support service delivery and meet employee's work and personal needs. This report provides members with an update of our progress to date.

13 BACKGROUND PAPERS

13.1 There are no background papers.

14 APPENDICES

14.1 There are no appendices.

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EMPLOYMENT AND APPEALS COMMITTEE

26 October 2021

RETENTION OF STAFF

Report of the Strategic Director for Resources

Strategic Aim:	All	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr 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	N/A	

DECISION RECOMMENDATIONS

1. 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.

1 PURPOSE OF THE REPORT

- 1.1 Resilience of our workforce – right staff in the right place at the right time – is key to the delivery of our services and therefore any risk of loss of staff can present a significant business continuity risk and hamper the Council’s performance and achievement of priorities. This is a live risk for the Council and features on the Strategic Risk Register which is reported to Audit and Risk Committee. The Council’s difficulties in certain parts of the business raises questions about whether it is doing all it can to retain staff.
- 1.2 The purpose of this paper is to appraise the Committee of the processes the Council follows to help manage this risk and provides some data and commentary regarding turnover and recruitment.

2 CONTEXT

- 2.1 As we move through 2021 at a pace and continue to adapt from the challenges of 2020, we are continually seeing headlines around workforce change – remote

working, hybrid models and specifically, how organisations are adapting to attracting and retaining its talent in what is likely to be a different working environment – with different opportunities.

- 2.2 It is inevitable that staff will leave and some turnover is healthy – but losing staff from known skill shortage areas presents a challenge. Like other employers, we look for innovative and cost-effective methods to recruit, retain and progress the best talent that we have. 78% of councils have recently reported recruitment and retention difficulties.

3 THE RUTLAND POSITION

- 3.1 To set the picture, our overall/organisation wide **turnover** is stable with little variation – the 2020-21 figure may have been affected by a pandemic year, ie. reluctance to move on, and it will be interesting to track this when comparator data becomes available for this period.

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

In absolute terms this represents c.51 leavers in 2020-21 – excluding casual contracts.

- 3.2 Comparator data has been disrupted over the last year due to cessation/extension of reporting. However, some historic data shows us:

LGA Workforce Survey 2017/18	Average turnover 13.4%
Some regional authorities for 2018/19	
<ul style="list-style-type: none"> • Leicester City Council • Nottingham City Council • Nottinghamshire County Council • Peterborough City Council 	12% 14% 11% 16%
English Unitaries 2019-20	Estimated at 13%
Xpert HR Data for 2019	17.1% for the UK

- 3.3 On an annual basis, we review our leaver data by gender, disability, ethnicity, age, and length of service to assess and understand the reasons for any significant variances. Whilst the percentage of leavers in the first year of service was higher than the previous year, the majority were due to roles that had naturally concluded in that period eg. Apprentices, Casual or Fixed term. Only one individual referred to the challenges they had faced in starting a new role during lockdown and balancing this with their home life.

- 3.4 Across our Directorates, staff turnover of the last two years has been:

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

The People Directorate has the largest staff groups of the Council and includes the well-known national ‘hard to recruit’ to roles such as Social Workers and Occupational Therapists.

- 3.5 Whilst our overall turnover data is not concerning, given the small size of our teams, any turnover can present a risk to the service. Just one leaver in a small team can have a large consequence and impact – for example, Governance. In addition, we experience challenges in attracting to roles for specialist skill areas such as:
- Social Care
 - Estates Surveyor
 - Accountants
 - Legal Services
 - SEND Practitioners.

4 THE RUTLAND EXPERIENCE

- 4.1 We are seeing 'less candidate response' in other service areas such as Community Support, Drivers, Passenger Assistants – this is consistent with an emerging national picture of high number of vacancies vs. low number of candidates.
- 4.2 This can place pressure on those teams and service areas and require some rethinking of the role, a shift in our approach to attracting (eg. use of agencies), internal 'acting up' or use of agency staff.
- 4.3 We also need to acknowledge the local Rutland specific challenges – for example:
- Our pay levels can be lower due to our size meaning it is harder to attract the same skill set to a similar role in a larger authority – this is more prevalent at senior levels although our local Senior Officer Pay structure has significantly helped over the last 6 years.
 - Our teams are small and present less scope to move people around within a service for development or progression to best suit their skills set and retain them in the organisation.
 - In some service areas our roles are much broader than counterparts elsewhere – particularly as we progress our management roles, the expectation of the role is across a range of sub services requiring an ongoing level of operational management and less opportunity to develop more strategically. This has certainly been the experience and feedback from interims that have covered some of our management and leadership roles.
 - A number of our roles are 'single roles' meaning the skills and experience for a specific area or service are focussed on one person creating a vulnerability should they leave. Eg. Health and Safety.
- 4.4 We need to balance the risk of making the wrong appointment vs. not appointing at all. This can be a tough call to make but we should not compromise on quality – the consequence of a poor appointment – ie. making an offer when there are known concerns or doubts, can be far more detrimental to the service and organisation. This reinforces the importance of investing in recruitment and assessment to support decision making. If we do not appoint, we understand the potential pressures on the team and the potential additional cost and lack of stability of agency workers.

5 WHAT DO WE DO?

5.1 We **recruit to a range of roles and we do it quickly** - the roles we recruit to are varied – for example in 2020-21 we recruited:

Social Workers Health and Safety Adviser Conservation Officer School Transport Passenger Assistants Civil Enforcement Officer Early Help Workers Planning Support Technicians Care Managers Occupational Therapists	Transport Inspector Community Support Workers Trainees in Planning and HR Principal Solicitor Business Support Administrators Senior Estates Surveyor Team Managers Transitions and Supported Internship Job Coach
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In 2020-21 we reduced our ‘time to recruit’ as follows:

	2019-20	2020-21
No. of weeks between date of advert and confirmation of appointment (<i>ie. all pre-employment checks complete</i>)	8.8 weeks	8 weeks
No. of weeks between date of advert and start date	11.5 weeks	9 weeks.

There is limited data available to show a comparator and assess how we are doing compared to others. Our target is therefore to improve on the previous year’s performance. However, data from XpertHR for all sectors (2019/20) shows

Up to job offer:

- 10 weeks for directors;
- six weeks for managers; and
- four weeks for other roles.

5.2 **We adopt various marketing and attraction strategies** and these are identified against the nature of the role – most advertising is digital across sites such as Jobs Go Public, LinkedIn, Forces Family, NHS, and our own Website. Specific professional roles will also have a targeted campaign through relevant job boards. For specialist and senior roles, we will consider commissioning an agency to undertake the marketing and attraction of candidates eg. Head of Children’s Social Care. This decision is based on our assessment and judgement of the market as to which approach is more likely to give us success.

5.3 **Promotion of flexibility and agile working** – this has enabled us to widen our pool of candidates from a geographical perspective as we are less constrained by work location. For example, our flexibility has enabled us to secure appointments in roles such as System Support Officer, Services Manager Children Services, 2 Team Managers in Children Services, Participation and Engagement Officer, Quality Assurance Officer.

5.4 **We develop and ‘grow our own’ -**

- 5.4.1 There is no doubt our most difficult areas remain in the Health and Social Care profession – candidates are hard to attract given the level of roles being advertised nationally and regionally, and the turnover is high due to the transient nature of the role. Our career grade structure and market supplement for Social Workers and Occupational Therapists means we are more comparable and attractive in the market but there remains many choices for candidates in this area. This shows our commitment to develop and provide a clear pathway for individuals to progress their career.
- 5.4.2 We have been very fortunate to support the Frontline Trainee Social Worker programme and have now appointed 3 individuals who are about to qualify and move onto the second year of the programme.
- 5.4.3 The development of other career grade roles in Planning and Surveying has enabled us to attract in at Trainee level and also promote from within but attracting at fully qualified and experienced level, remains challenging. They are difficult markets where individuals are able to move between the public and private sector.
- 5.4.4 Whilst 2020 was a challenge for our existing Apprentices, we are starting to see a resurgence of interest in both Apprenticeship roles and the use of Apprentice standard qualifications. We have staff studying for:

Chartered Survey BSC Honours Building Surveying Adult Care Worker Adult Social Worker Degree	Chartered Institute of Personnel and Development Children’s Service Data Analyst
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We have an Action Plan in place with a specific aim of increasing the number of Apprenticeship roles. We are pleased to welcome our most recent Apprentices to our IT team and Rutland Adult Learning.

- 5.5 Having been successful in attracting and recruiting great talent, it’s important that we continue to invest in those individuals. Our employer offer and experience includes:

- Wellbeing support through a Health and Wellbeing programme – demonstrating that people matter, and we care.
- Investing in the working environment and enabling our workforce to work flexibility and remotely through a hybrid model. Going forward, restrictions of location or lengthy commute become less of a challenge and hindrance.
- Our ‘My Conversation’ model – this is our approach to performance management and staff development and represents the dialogue between manager and employee. It focusses on wellbeing, motivations, aspirations and strengths, and anything that may get in the way of someone performing their role to the best of their ability.

- Surveys and shorter Pulse Surveys to gain feedback and understand how people are. We undertook a series of these through 2020 and into 2021. Staff have appreciated being able to open up and express their views, opinions and feelings. These results have informed actions of the Wellbeing Group and instigated a Leadership programme for managers – Managing and Motivating Teams during COVID-19 and beyond. They will continue over the next few months with an additional focus on feedback of the ‘hybrid’ working model.
- Employee development and training – access to essential training and opportunities to develop skills to our staff can be the best they can.
- A Coaching for Managers programme will progress our previous workshops and support managers to have quality conversations with staff – enhancing internal communication, engagement, openness and honesty. It’s important that staff feel recognised and rewarded for their work – feedback and discussions about development are key to this and we need to ensure we can do it well.

6 WHAT MORE DO WE NEED TO DO?

- 6.1 Marketing and attraction moves at a pace – we are currently reviewing our framework to develop a matrix of roles/professions and options for advertising. This includes existing and emerging digital marketing packages.
- 6.2 Reflect on the profile of candidates through recruitment – ensure that we can attract from a more diverse candidate pool.
- 6.3 Selling points – how we present ourself – our bespoke recruitment website gives a professional and honest view of us as an employer. Recruitment adverts and job profiles need to also tell a compelling story and we are adapting our style to present what candidates need to see. It is important that we are open and honest so that expectation matches reality.
- 6.4 The candidate experience – our Applicant Tracking System already provides a professional and efficient route through the recruitment process for recruiting managers and candidates. We need to match this with prompt responses, opportunity to engage early on – informal discussions, site visits. Recruiting managers need to engage in the process – remember they are ‘selling’ the Council and their job, they need to impress candidates. We are designing some manager focus groups to raise the appreciation of ‘investment’ needed if they are to recruit the right person promptly.
- 6.5 Vary and flex our assessment process to reflect the nature of the role and give us the best chance of determining the likely success of candidates – both in terms of fit for the organisation as well as their job ability. We are seeing some successful approaches where the assessment enables for early dialogue between the recruiting manager and candidates, followed by technical assessments (exercises and case studies), panels with peers or service users, and then a final interview.

This blended approach provides for a variety of opportunities to assess a candidate and at the same time ensure they have a true and valid view of the organisation and the role. As part of the development of the Corporate Plan we are revisiting the Council's values and behaviours and these will ultimately form part of our assessment process.

- 6.6 On-boarding and Induction – having recruited successfully, the ongoing engagement and experience with us is key. We have a good track record and positive feedback on individual's engagement with us prior to their first day. In normal circumstances, induction would include plenty of interaction with colleagues and learning at the workplace. Over the last year we have been more successful than we may have anticipated, where induction and new joiner's experience has been 'remote'. Our current planning includes an induction journey through our Learning Management System but will also feature opportunity to meet and engage with peers across the organisation.
- 6.7 Managing performance – the probationary period provides us with a framework to manage and respond to any emerging concerns or issues regarding an individual's performance. We need to support managers to make some tough decisions – but the right decision if things are not going well. An in-house coaching skills programmes for managers will include tackling and managing poor performance.
- 6.8 Exit interviews – our current process and system is not giving us enough detailed information and leavers do not always respond. We need to redefine the questions we are asking, and how, to enable us to better understand, not just the reason for leaving, but to have some further deeper understanding of an employee's experience and hence, what we can learn from that and change.
- 6.9 Alternative options – be creative and open about doing something different rather than replace like for like e.g. redesign of the role, different service models, alternative provider options – particularly for single roles where we may be left vulnerable.

7 CONSULTATION

- 7.1 There are no consultation requirements to this paper.

8 ALTERNATIVE OPTIONS

- 8.1 This paper provides information and is advisory. The Council could do less in its approach to recruitment but this would be detrimental to our ability to recruit, and place a risk on our ability to deliver services.

9 FINANCIAL IMPLICATIONS

- 9.1 None directly from this paper.

10 LEGAL AND GOVERNANCE CONSIDERATIONS

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

11 DATA PROTECTION IMPLICATIONS

- 11.1 None.

12 EQUALITY IMPACT ASSESSMENT

12.1 None

13 COMMUNITY SAFETY IMPLICATIONS

13.1 None

14 HEALTH AND WELLBEING IMPLICATIONS

14.1 None

15 ORGANISATIONAL IMPLICATIONS

15.1 Human Resource implications - the Council has a Recruitment Policy which sets out its approaches and procedures to attract and recruit staff.

15.2 Environmental Implications – our Recruitment process operates through an Applicant Tracking System which is a technical solution; all engagement and communication with candidates is system driven or by telephone. Our use of hard copy/paper, printing and postage is therefore minimal.

16 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

16.1 Whilst our organisation wide turnover has stabilised, we recognise the consequences and risk of any turnover in any service – it is more noticeable at a local level and by the team.

16.2 Recruitment and retention of staff is key to enabling us to deliver our services to the community. We recognise the factors that will impact on our ability to recruit – these are varied from national skill shortages to more regionalised issues and of course the context of our own organisation. Our strategies and approaches to recruitment therefore need to support mitigation and management of those risk as far as we are able.

17 BACKGROUND PAPERS

17.1 There are no background papers.

18 APPENDICES

18.1 There are no appendices.

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

Employment and Appeals Committee Work Plan			
Municipal Year	Meeting Date	Proposed Item	Format
2021-2022	26 Oct 2021	Item 1: Gender Pay Gap	Report
		Item 2: Future Ways of Working	Report
		Item 3: Staff Retention	Report
		Item 4: National Pay Award	Verbal Update
	8 Feb 2022	Item 1: Future Ways of Working	Report
		Item 2: Grievance Policy	Report
2021-2022	TBC	Apprenticeship Strategy	.
Forward Planning			
<p>Future Ways of Working – Standing Item</p> <p>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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