

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, Catmose, Oakham, Rutland, LE15 6HP on **Monday, 17th April, 2023** 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/

Although social distancing requirements have been lifted there is still limited available for members of the public. If you would like to reserve a seat please contact the Governance Team at governance@rutland.gov.uk. The audio of the meeting can also be listened to at <https://us06web.zoom.us/j/83103846337>

A G E N D A

1) WELCOME AND 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 15th November 2022 and receive an update on actions agreed in the minutes of the previous meeting.

(Pages 5 - 10)

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.

Questions may also be submitted at short notice by giving a written copy to the Democratic Services Officer 15 minutes before the start of the meeting. The total time allowed for questions at short notice is 15 minutes out of the total time of 30 minutes.

Any petitions, deputations and questions which have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions which are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

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) HR POLICIES

To receive Report No.60/2023 from the Strategic Director of Resources.
(Pages 11 - 26)

8) GENDER PAY GAP

To receive Report No.61/2023 from the Strategic Director for Resources.
(Pages 27 - 32)

9) STAFF SURVEY

To receive Report No.62/2023 from the Strategic Director of Resources.
(Pages 33 - 48)

10) EXIT INTERVIEWS

To receive Report No.63/2023 from the Strategic Director for Resources.
(Pages 49 - 58)

11) 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 Waller (Chairman)

Councillor J Fox (Vice-Chair)

Councillor J Dale

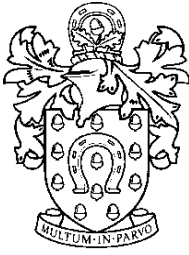
Councillor S Harvey

Councillor K Payne

Councillor R Powell

Councillor A Walters

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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 in the Council Chamber, Catmose, Oakham, LE15 6HP on Tuesday, 15th November, 2022 at 7.00 pm

PRESENT:	Councillor G Waller (Chair)	Councillor J Dale
	Councillor J Fox (Vice-Chair)	Councillor K Payne
	Councillor A Walters	Councillor A Brown
ABSENT:	Councillor S Harvey	Councillor R Powell
OFFICERS	Carol Snell	Head of Human Resources
PRESENT:	David Ebbage	Governance Officer
IN	Liam Bottomley	Apprentice
ATTENDANCE:		

1 APPOINTMENT OF VICE-CHAIRMAN

Nominations were invited for the position of Vice Chair of the Employment and Appeals Committee for the Municipal Year 2022-23.

Councillor Walters proposed Councillor J Fox to be Vice-Chairman to the Employment and Appeals Committee, there were no other nominations. Upon being put to the vote this was seconded and unanimously carried.

RESOLVED

- a) That Councillor J Fox be appointed Vice-Chairman of the Employment and Appeals Committee for the municipal year 2022-23

2 WELCOME AND APOLOGIES RECEIVED

The Chair welcomed everyone to the meeting. Apologies were received from Councillor Harvey and Councillor Powell. Councillor A Brown attended the meeting as the representative for Councillor Powell.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

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It was agreed by the Chair that Agenda item 8 – Apprenticeships be moved to the beginning of the meeting.

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8 APPRENTICESHIPS

Report No.179/2022 was introduced by Carol Snell, Head of Human Resources.

The report updated Members on the Apprenticeship Strategy for the Council and the challenges of recruitment, retention and the complexities of the job market that had emerged since the pandemic was highlighted.

It was also pointed out that the combination of changes/turnover within the HR team that had hampered out ability to drive forward the actions, prioritisation of HR input into the Councils evolving Ways of Working, and emerging recruitment and retention issues on a scale that the Council had not anticipated. This had regrettably had a detrimental impact on the ability to achieve as much as the Council had hoped. The Council had done some realignment within the HR Team and a new Senior HR Advisor would join the Council to pick up the apprenticeship programme.

Miss Snell did emphasise the Council's ethos had always been about quality and outputs rather than chasing 'numbers'. It was important therefore to reflect on what we have been able to achieve and then reset out goals going forward.

The Council have had success where individuals joining as an Apprentice had gone onto various roles within the Council. Most of our programmes were followed as Apprenticeship standards rather than Apprenticeship posts. This was a good outcome and reflected the range and level of support that was provided to staff as part of their development and growth and pursuit of further qualifications.

Miss Snell introduced Liam Bottomley (IT Apprentice) to the Committee who spoke to members about his experience of an apprentice with the Council. The Committee also had the opportunity to ask questions to Mr Bottomley.

A question was raised around the pay rate for apprentices and if the Council wished for the rates to be increased, Carol Snell responded that we currently adopt the national rates and any change could be developed and considered as part of our annual pay policy review.

It was also pointed out to Members that a couple of apprentices did not complete the programme and were unsuccessful in 2020/21 due to several factors around the pandemic and the impact it had on learning.

The Chair asked a question around vacancies that need filling and if the Council considered apprentices that were supernumerary. Carol responded by saying it was not something that was in the programme currently, it would be possible and could be explored but the Council would have to define a role and funding that could be used in that way.

The Chair asked for this to be explored to see if there would be scope to look at invest to save money.

RESOLVED

That the Committee:

a) **NOTED** the progress of our Apprenticeship programme and current position.

5 MINUTES

Consideration was given to the minutes of the meeting held on 8th February 2022.

RESOLVED

a) That the minutes of the meeting held on 8th February 2022 be **APPROVED**.

6 PETITIONS, DEPUTATIONS AND QUESTIONS

No petitions, deputations or questions had been received.

7 QUESTIONS FROM MEMBERS

No questions had been received from Members.

8 NOTICES OF MOTION

No notices of motion had been received.

9 HR POLICY REVIEWS

Report No.180/2022 was introduced by Carol Snell, Head of Human Resources.

It was requested at the previous meeting that an update on HR Policies came to Committee. The report provided an overview for Members of how Rutland County Council as an employer, managed its range of employment policies.

The HR team undertook a range of reviews and refresh of policies in 2015-2017 to provide a policy position and style that would stand the test of time. Any subsequent reviews, refresh or modification therefore takes place as and when required.

The Council also examined the minimum requirements of ACAS as a starting point and review other similar/model policies adopted by other organisations for best practice.

Miss Snell informed the Committee that the Probation Policy and Procedure and also the Sickness Absence Policy would be reviewed and refreshed in the near future. The Restructure Policy will also be considered in light of the work the Council was going through currently with transformation and what potential changes they could have in the future for the authority. The Flexible Working Policy would be re-written to ensure it was in line with Ways of Working practices. These policies would be looked at over the next year.

A question was asked around Umbrella Families and what it meant. Miss Snell responded that it contained a range of policies within one overarching policy, for example it includes, annual leave, compassionate leave and jury service etc.

Councillor Payne asked a question about the policies which had not been looked at for a period of time. Miss Snell responded by saying it did not mean that the policy was

out of date, nothing had occurred as of legislation that would require a change to the policy.

It was confirmed to Members that if the Council received an Employment Tribunal challenge, it would commission an external legal advisor through our legal team.

The Chair requested for the No Smoking Policy to be looked as she was unsure if it covered vaping back in 2015 when it was last looked at. The Head of HR has subsequently confirmed that the existing No Smoking Policy also incorporates vaping.

The Chair also requested the Employer Supported Volunteering Policy to be looked at as the Council was transforming the way it worked with other organisations such as volunteer organisations, we need to be fair to all employees and not to put the business at risk in anyway.

RESOLVED

That the Committee:

- a) **NOTED** the range of employment policies that the Council had and the process it followed by way of review and update.

10 HR POLICIES

Report No.181/2022 was introduced by Carol Snell, Head of Human Resources.

She explained that the Strategic Director Children and Families had undertaken a review of fostering allowances and measures designed to increase the number of Rutland County Council foster carers. This had included a remodelling of the financial and wider support package that was offered to foster carers to enable us to increase recruitment of foster carers and ensure that we had an appropriate package of support.

A key feature of the policy was paid time off in any 12 month period to be able to attend any training events, attendances at panels or any review meetings.

Members welcomed the report and felt the policy would be beneficial to foster parents as well as potential carers themselves. Members also felt it was well overdue.

It was proposed by Councillor Fox that the recommendations of report No. 181/2022 be agreed, this was seconded and upon being put to the vote the motion was unanimously agreed.

RESOLVED

That the Committee:

- a) **APPROVED** a new policy of 'Fostering Friendly' for Rutland County Council employees (Appendix A).

11 ANY URGENT BUSINESS

It was agreed by Members that the Staff Survey outcomes would be considered by Committee at the April meeting.

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The Chairman declared the meeting closed at 7.55pm.

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EMPLOYMENT AND APPEALS COMMITTEE

17 April 2023

HR POLICIES

Report of the Strategic Director for Resources

Strategic Aim:	A modern and effective Council	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That the Committee:

1. Approves a new Employee Domestic Abuse Policy (Appendix A)
2. Approves an updated Probation Policy (Appendix B)

1 PURPOSE OF THE REPORT

1.1 To seek approval of the policies as outlined in Paragraph 2 (Employee Domestic Abuse) and Paragraph 3 (Probation).

2 EMPLOYEE DOMESTIC ABUSE POLICY

2.1 The employee policy outlined in Appendix A is part of a broader Domestic Abuse Strategy that has been developed by our Children Services team. The overall strategy was approved by the Local Domestic Abuse Partnership Board.

2.2 The purpose of the policy is to both make a clear statement of support for our employees who may be affected by domestic abuse and to identify the support that the Council will provide. We are very clear in our message that domestic abuse is unacceptable.

2.3 Given the high sensitivity and trauma in these circumstances, it is not possible to be fully specific as to the support an individual may need – each case will be determined on its own personal and specific issues. However, the framework of support includes:

- Special paid leave for relevant appointments, including with support agencies, solicitors, to rearrange housing or childcare, and for court appointments.
- Temporary or permanent changes to working times and patterns.
- Changes to specific duties, for example to avoid potential contact with an abuser in a customer facing role.
- Redeployment or relocation (if possible).
- Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls.
- Using other existing policies, including flexible working.
- Access to counselling/support services in paid time.
- Access to courses developed to support survivors of domestic abuse, for example The Freedom Programme or assertiveness training.

2.4 It is hoped that the provisions in this policy are drawn on very infrequently. In the context of the potential distress to an employee, it is not considered that the support outlined above would be a strain on Council services, time and costs.

3 PROBATION POLICY

3.1 Appendix B presents a refreshed Probation Policy. All new employees to the Council (except for casual workers, Apprentices and Social Worker Trainees) undergo a probationary period of 6 months. This includes an effective induction period, learning the 'job', integrating into the organisation and hence the individual becoming an effective employee of the Council. In the majority of cases, employees satisfactorily complete their probation period – ie. they meet the standards and expectations that we require of them.

3.2 There is no significant change to our policy but the document has been refreshed to better reflect:

- The importance of a new starter understanding what is expected of them (objectives and standards) and having the right environment and circumstances to help them learn (support, training and time).
- The need for a comprehensive and achievable induction plan.
- Carry out 'My Conversation'/professional supervision on a regular basis to review how the individual is doing, give feedback, put in place anything that needs changing.
- Give recognition and praise for good performance.

- Address any concerns at the earliest opportunity – explain the changes required and how they can be achieved. Put in place a support plan if concerns continue.

3.3 The policy recognises the importance of a well-structured and ‘invested in’ process. However, as previously, it includes the procedure that should be followed in the event of an employee not meeting the required standards. This includes both informal support at an early stage, but leading to more formal phases in the employee has not, or is not able to improve. The Council has not dismissed an employee in their probationary period in the last two years.

3.4 As part of the relaunch of this policy, we will provide some further training for managers to enable them to effectively adopt the policy and manage induction and probation.

4 CONSULTATION

4.1 The Council is required to consult with the recognised Trade Unions for the consideration of employment policies. Unison have raised no comments nor concerns with these policies.

5 ALTERNATIVE OPTIONS

5.1 There is no legal requirement for an employer to have an Employee Domestic Abuse Policy. However, the adoption of such a policy demonstrates our commitment to supporting our staff who may be experiencing domestic violence.

5.2 The Council could continue with its existing Probation Policy but it is considered this does not necessarily represent the spirit of our objectives to ensure the probation period is productive and effective.

6 FINANCIAL IMPLICATIONS

6.1 There are no direct costs nor financial implications arising from these policies.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 No further considerations.

8 DATA PROTECTION IMPLICATIONS

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

9 EQUALITY IMPACT ASSESSMENT

9.1 An Equality Impact Assessment (EqIA) has not been completed as relevant Equality issues have been considered as part of the development of these policies.

10 COMMUNITY SAFETY IMPLICATIONS

10.1 There are no community safety implications arising from this paper other than those identified in the Councils Domestic Abuse Strategy.

11 HEALTH AND WELLBEING IMPLICATIONS

11.1 As contained within the policies, in particular the safety and wellbeing of our staff.

12 ORGANISATIONAL IMPLICATIONS

12.1 Human Resource implications – as outlined in the policies.

13 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

13.1 The Council seeks to provide policies and procedures that both supports the working relationship between employees and the Council.

14 BACKGROUND PAPERS

14.1 There are no further additional background papers to the report.

15 APPENDICES

15.1 Appendix A – Domestic Abuse Policy

15.2 Appendix B – Probation Policy

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



Employee Domestic Abuse Policy

This Employee Domestic Abuse Policy should be read in conjunction with the Corporate Domestic Abuse Strategy.

1. Introduction

- 1.1 Rutland County Council recognises that its employees will be amongst those affected by domestic abuse; for example, as a survivor of domestic abuse, an individual who is currently living with domestic abuse, someone who has been impacted upon by domestic abuse or as an individual who perpetrates domestic abuse.
- 1.2 We have a 'zero tolerance' position on domestic abuse and are committed to ensuring that any employee who is the victim of domestic abuse has the right to raise the issue with their employer in the knowledge that they will receive appropriate support and assistance.
- 1.3 This policy should be read alongside the Domestic Abuse Strategy which also covers the approach we will take where there are concerns that an employee may be the perpetrator of domestic abuse, acknowledging that the responsibility for domestic abuse lies with the perpetrator.

2. Aim

Our aim is to:

- 2.1 Send out a strong message that domestic abuse is unacceptable.
- 2.2 Respect employees right to privacy whilst strongly encouraging victims of domestic abuse to disclose this to their manager to promote not only their safety but also others within the workplace.
- 2.3 Encourage all members of staff to be aware of the signs of domestic abuse. Whilst acknowledging it is for the victims themselves to recognise if they are experiencing domestic abuse.
- 2.4 Ensure when a staff member discloses they are experiencing domestic abuse this will be addressed positively and sympathetically, and providing appropriate support and assistance.

3. Eligibility

- 3.1 This Strategy and Policy applies to all staff who are employed by Rutland County Council whether directly (fixed term or permanent) or indirectly (through an agency).

4. Signs of Domestic Abuse

- 4.1 It is important to remember that individuals of any gender can be victims of domestic abuse and domestic abuse can affect anyone regardless of their social, educational and financial status. It is also essential to be aware that any of the below may arise from a range of circumstances of which domestic abuse may be one.
- 4.2 **Physical Abuse** - If someone is being physically abused, they will likely have frequent bruises or physical injuries consistent with being punched, choked, or knocked down and will likely have a weak or inconsistent explanation for these injuries that may include black eye, bruise to arms, cut lip, marks on the neck and, or sprained wrists.
- 4.3 **Emotional Abuse** - Domestic abuse can take a significant emotional toll, creating a sense of helplessness, hopelessness, or despair. Victims may believe that they will never escape the control of the abuser. They may exhibit a constant state of alertness to the point they never can completely relax that includes agitation, anxiety, apprehension, changes in sleep, dependency on substances, be extremely apologetic, lose interest in certain activities, have low self-esteem, seem fearful and, or be depressed.
- 4.4 **Coercion and Control** – Not all domestic abuse is violent abuse, some abusers use coercion and controlling behaviours. Signs of experiencing this type of abuse might be an employee who appears to always need to ask permission to meet or socialise with others, who receives constant calls or texts from their partner tracking where they are and who they are with, having little or no money available to them, not having access to a vehicle and, or, referring to their partner as being jealous or possessive.
- 4.5 Domestic abuse may bring about visible changes in an employee's behaviour. Someone who was previously outgoing might gradually become quiet and withdrawn. Signs to look out for might be an employee appearing more reserved or distant, isolating themselves from their work colleagues, family or friends, cancelling appointments at the last minute, exhibiting excessive privacy concerning their personal life or about the person with whom they are in a relationship, or often late or absent from work, or be identified due to a drop in performance.

5. Support

- 1.1 Developing a life free from abuse is a process and we will therefore provide support to employees who disclose they are experiencing domestic abuse, working with both the employee and where required, their union representative and any specialist domestic abuse services to promote safety.
- 1.2 Support for employees who disclose they are experiencing domestic abuse may include:

- Special paid leave for relevant appointments, including with support agencies, solicitors, to rearrange housing or childcare, and for court appointments.
- Temporary or permanent changes to working times and patterns.
- Changes to specific duties, for example to avoid potential contact with an abuser in a customer facing role.
- Redeployment or relocation (if possible).
- Measures to ensure a safe working environment, for example changing a telephone number to avoid harassing phone calls.
- Using other existing policies, including flexible working.
- Access to counselling/support services in paid time.
- Access to courses developed to support survivors of domestic abuse, for example The Freedom Programme or assertiveness training.

5. Perpetrators of domestic abuse

- 5.1 Perpetrating domestic abuse will not be tolerated by any employee of the council and will not be treated as purely a private matter.
- 5.2 The council views violence or abusive behaviour as a breach of the council's Code of Conduct for disciplinary purposes.
- 5.3 Employees approaching the council for support as a perpetrator of abuse will be offered appropriate support.
- 5.4 Any employee who is responsible for giving advice, or who comes into contact with or supports those vulnerable people, or children/young people victims of domestic abuse, needs to be particularly aware of the potential consequences if they are found to be perpetrators.

6. Confidentiality

- 6.1 Employees disclosing that they are experiencing domestic abuse can be assured that any information they share will be treated in the strictest of confidence.
- 6.2 There may be circumstances where the council determines a need to breach this confidentiality, such as where domestic abuse could impact on the safety of other employees. In this event the council will take legal advice before disclosing information in relation to an employee and discuss with this the employee in question to reach a resolution. Any information provided will be on a 'need-to-know' basis.
- 6.3 Any personnel records relating to absence from work as a consequence of domestic abuse will be strictly confidential and not impact adversely on the employee's record of employment.
- 6.4 Rutland County Council's primary concern is the safety and wellbeing of its employees.

Version & Policy Number	Version 1
Guardian	Human Resources/Childrens Social Care
Date Produced	October 2022

Approved by CLT	October 2022
Approved by LJC	November 2022
Approved by EAC	

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1. Scope of this policy

- 1.1 This policy applies to all new entrants to Rutland County Council regardless of previous local government service. The procedure and how the Council adopts the policy may be subject to change from time to time.
- 1.2 The Probation period is 6 months from commencing employment and is applicable to permanent, temporary, fixed term employees. Excluded are casual contracts and employees on Apprenticeship and Social Care ASYE programmes where the period of probation is aligned to specific training requirements. Where reasonable adjustments need to be made for an employee with a disability, a probationary period cannot meaningfully begin until the adjustments are in place.
- 1.3 The purpose is to provide an opportunity for the employee and the Council to assess objectively the suitability of the employee for the post. This is a supportive process in order to help an employee reach the required level of performance, but also provides a process to follow when a newly appointed employee may be experiencing difficulties and not meeting the required standard.
- 1.4 In cases where an employee changes posts within their probation period, any outstanding time will transfer to the new appointment.
- 1.5 If an employee commences their maternity leave within their probation period, the probation period will be 'stayed' and any outstanding time will re-commence upon their return from maternity leave.
- 1.6 An employee on probation is covered by employment law. This gives them the right to bring a claim of discrimination against the council if they feel that they have been discriminated against on the grounds of having a protected characteristic.
- 1.7 The Council will withhold incremental progression in instances where the probation period is extended, or the formal process as outlined in paragraphs 4 and 5 are being followed
- 1.8 The policy recognises the importance of:
 - providing all new employees with the opportunity to become familiar with the main duties and tasks of their post,
 - providing any relevant support and assistance to an employee during their initial first months of employment,
 - providing an opportunity for the employee to demonstrate that they meet the appropriate standards of performance and conduct.

2. Management of the Induction and Probationary Period

- 2.1 This period is designed to be a positive, supportive and a structured process that ensures that any employee new to a role, receives thorough feedback in respect to their performance and has the opportunity to discuss training and development needs at an early stage in their employment.
- 2.2 A thorough and effective induction programme is essential for all new starters and should commence from day one of employment. The length of an induction period should be proportionate to the complexity of the job and be sufficient to allow the employee to become familiar with their new role and the organisation – by way of a guide this is likely to be up to 3 months.
- 2.3 The induction programme should cover:
- All aspects of the role, including relevant policies, procedures and working practices
 - The performance, behaviour, expectations and standards required
 - Full details regarding the probation period and dates of relevant meetings that will take place,
 - Details of how any issues regarding poor performance or conduct will be dealt with during the probation period.
- 2.4 Regular 'My Conversation'/supervision sessions should take place during the probation and induction period to discuss performance and ensure that the employee remains fully supported and to allow any issues that arise to be dealt with promptly and effectively. Managers are advised to keep some written notes of those discussions to enable clarity and consistency of message and feedback.
- 2.5 Within the probation period, the line manager should meet with the employee upon completion of their initial induction period to discuss performance to date. During this meeting the manager will:
- Ask the employee to provide a view on how they have performed, what went well, what didn't go well and so on
 - Provide feedback on the employee's performance and conduct, providing evidence to demonstrate any concerns the manager may have
 - Discuss any situations that arose during the period that were beyond the employee's control, but which may have affected their performance in any way
 - Re-affirm the expectations of performance and conduct for the remaining part of the probationary period.
- 2.6 If the performance and/or conduct is not satisfactory:
- The required standard/improvement must be made clear to the employee
 - A support plan can be put in place to set out the targets for improvements
 - Identify any training or other support that is necessary
 - Agree some timescales over which the improvement is expected
 - Agree dates and times for review.

Serious concerns - if at any point during the employee's probation period, the line manager considers that there are serious concerns regarding an employee's performance or conduct then it may be necessary to refer the employee immediately to a Formal Probation hearing to consider termination of employment. This may be done at any point during the probation period provided

there is sufficient evidence to demonstrate the manager's concerns and that attempts have been made to manage the concerns and support the changes required. A minimum expectation is that discussions have taken place regarding the concerns, these have been confirmed to the employee in writing and opportunity given to improve.

3. End of the Probation Period

3.1 Shortly before the end of the probation period, the line manager will hold a Final Probation meeting with the employee to discuss their performance, conduct, and overall suitability for the job. The purpose of the meeting is to allow the employee and their line manager to discuss all aspects of the probation period.

3.2 Possible outcomes:

(a) The performance has been **satisfactory**.

- The line manager should complete the Completion of Probation form indicating that the probationary period has been satisfactory - a copy should be provided to the employee
- HR will confirm this in writing to the employee.

(b) The performance is **not satisfactory**. If the employee has not met the standards required or performance has deteriorated during the course of the probation period, the line manager must decide:

- whether an extension to the probationary period would enable the employee to demonstrate an improvement. E.g. where it is considered that the employee just falls short of the required standards and an extension would be beneficial to the employee.
- to refer the matter to a Formal Probation Hearing which may lead to the employee's dismissal.

If HR do not receive any notification (by the end of the probationary period), the employee will by default have completed their probationary period. It will not be possible to then extend the probation period.

4. Extending the Probation Period

4.1 In exceptional circumstances the Manager may grant an extension to the probation period. Extensions will normally be limited to 1 instance and the entire probation period will not normally exceed 9 months.

4.2 An extension may be granted in circumstances where the employee's performance or conduct during probation has not been entirely satisfactory, but it is thought likely that an extension may lead to an improvement. Where this is considered appropriate, the extension to the probationary period must be confirmed in writing to the employee and must specify the date on which the extension will end, along with the reasons for the extension.

4.3 The line manager must draw up an Improvement plan which will set targets for improvement that are reasonable and achievable and will also identify any training and/or support required.

- 4.4 At the end of the extension period the Line Manager will meet with the employee to review the employee's performance in line with the Improvement plan.
- 4.5 If following the extension period the employee's progress is acceptable, the employee will be advised in writing that they have passed their probation period.
- 4.6 If the employee's progress is not acceptable, the matter will be referred to a Probation Hearing.
- 4.7 Advice on the procedure for extending the probation period should be sought from HR.

5. Formal Probation Hearing

- 5.1 At least five working days' notice should be given to the employee to attend a formal hearing. The written notification should include:
 - the reason for the hearing
 - the employee's right to be accompanied by a work colleague or recognised Trade Union representative
 - the potential outcome of the hearing is dismissal.
- 5.2 Employees also receive copies of any relevant documentation that will be used as evidence at the hearing. Employees will be given an opportunity to provide evidence.
- 5.3 The hearing will be chaired by the employees Head of Service/ or equivalent. A more senior officer would chair meetings where the employee is at Head of Service/equivalent or above. An HR representative will also attend to provide policy and procedure advice. A note taker may also attend.
- 5.4 The following outcomes are available to the chair of the hearing:
 - There is insufficient evidence regarding unsatisfactory performance - the employee has therefore passed their probation period. The employee should receive written confirmation of this
 - A formal extension of up to 8 weeks may be granted in exceptional circumstances (if this option has not already been exhausted previously) and where it is considered that the required standards may be attained in the very near future. Following this extension there will be a further Formal Probation Hearing with the same panel, where possible.
 - The employee's performance and behaviour are of an unacceptable level. The employee should be dismissed.

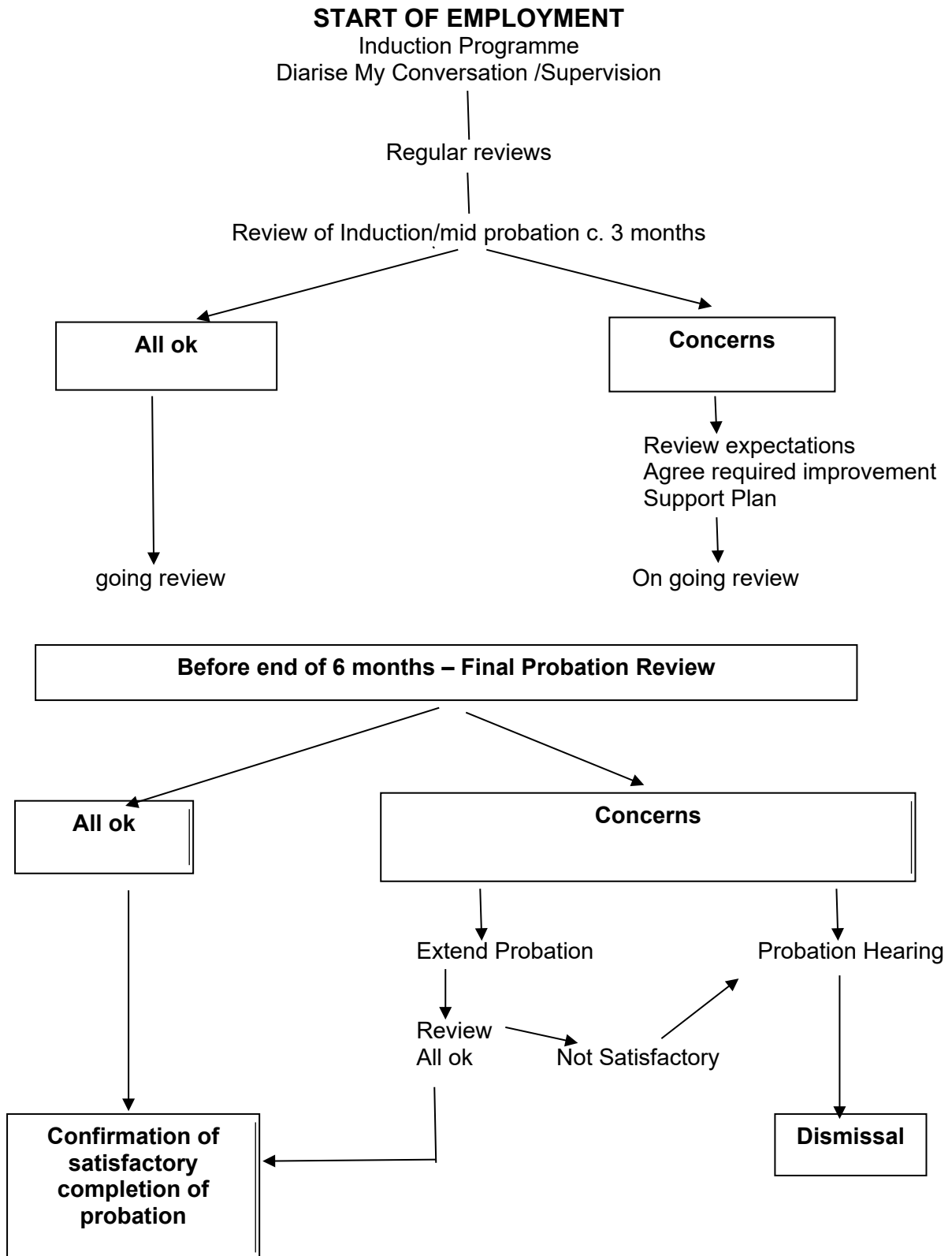
6. Dismissal

- 6.1 If the decision is made that the employee should be dismissed, the Chair will dismiss the employee with notice in accordance with their contract of employment.
- 6.2 The employee will be notified in writing of the outcome of the hearing, including the reason for the decision to dismiss and the date of termination of their employment. The letter will also include details of the employee's right to appeal.

7. Appeal against dismissal

- 7.1 The appeal should be made in writing and sent to the relevant Director; a copy should also be forwarded to HR.
- 7.2 The appeal should be received within 5 working days of the date of the dismissal letter. The grounds for the appeal must be fully stated in the appeal letter.
- 7.3 The appeal will be chaired by at least a Head of Service level (the 'Appeal Manager') who has not been involved in the decision to dismiss. A more senior officer would chair an appeal where the employee is at Head of Service/equivalent or above. HR advice to the panel will be provided by an HR representative.
- 7.4 The member of staff may be accompanied by a representative (workplace colleague or recognised Trade Union representative) who may present on their behalf, at the panel.
- 7.5 Options/decisions available to the Appeal Manager are:
- Overturn the decision and confirm the appointment (i.e. the probationary period is ended).
 - Overturn the decision and extend the probationary period to a maximum of 8 weeks (if this option has not already been exhausted previously) and where it is considered that the required standards may be attained in the very near future. Following this extension there will be a further Formal Probation Hearing with the same panel, where possible,
 - Confirm the decision to dismiss.
- 7.6 The Appeal Manager may advise the member of staff verbally of the decision on the day of the meeting and then follow up in writing. This should be done within 7 working days of the appeal meeting.
- 7.7 In the event of dismissal the effective date of the dismissal will be as originally advised.
- 7.8 In the event that the dismissal is overturned, the employee is reinstated from the date of the dismissal and pay and continuity of service will be reinstated.
- 7.9 The decision of the appeal is final and there will be no further right of appeal.

PROBATION POLICY – FLOW CHART



Version & Policy Number	Version 3
Guardian	Human Resources
Date Produced	December 2022

Approved by CLT	14 December 2022
Approved by LJC	20 December 2022
Approved by EAC	

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EMPLOYMENT AND APPEALS COMMITTEE

17 April 2023

GENDER PAY GAP

Report of the Strategic Director for Resources

Strategic Aim:	A modern and effective Council	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That the Committee:

1. Notes the Council’s Gender Pay Gap data for the reporting period as at 31 March 2022 and the commentary/comparison to the previous reporting periods.

1 PURPOSE OF THE REPORT

- 1.1 To advise the Committee of our Gender Pay Gap data as at 31 March 2022 and to provide some commentary to help understand what it means for the Council.

2 REPORTING REQUIREMENTS

- 2.1 Members are reminded of the requirements to publish such data on an annual basis – this has been the case since 2017, the intention being to narrow and eliminate the pay differences between women and men.
- 2.2 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.
- 2.3 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 credit.

3 GENDER PAY GAP DATA – 2017 TO 2022

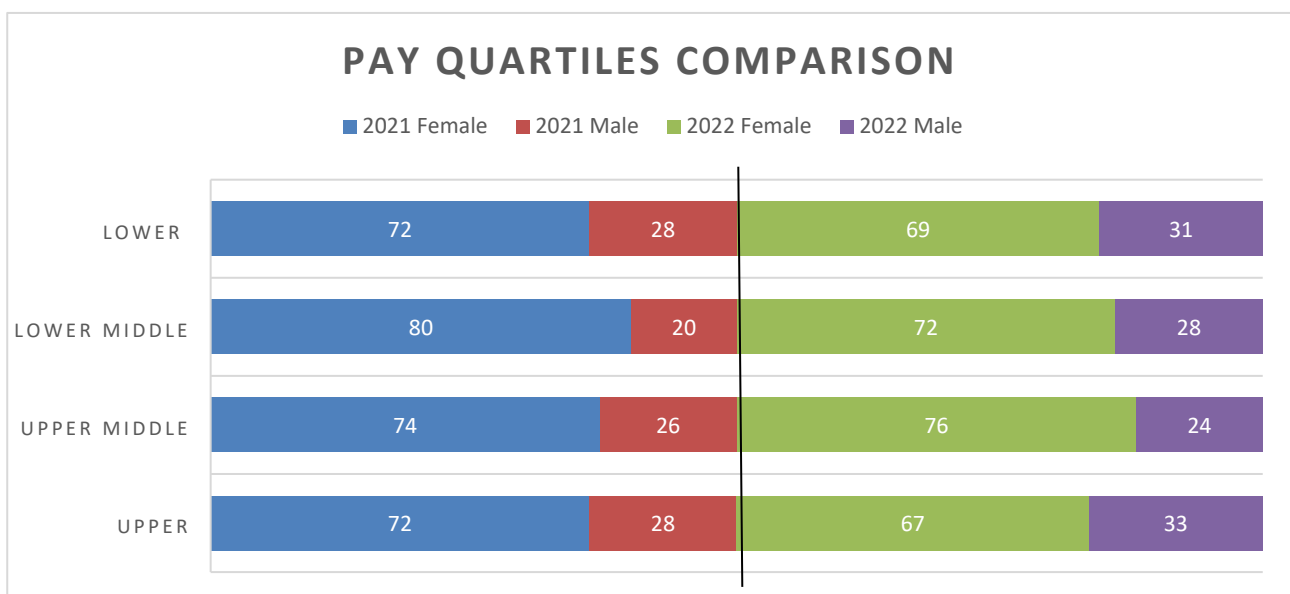
3.1 The chart below shows our comparator data for the six reporting periods:

As at 31 March	2017	2018	2019	2020	2021	2022
Median	12.3%	-1.54%	5.3%	-6%	5.7%	-4.02%
Mean (average)	14.2%	5.7%	11.3%	9.41%	6.7%	3.79%

3.2 The following chart shows the comparison of median and mean hourly rates.

Median	2017	2018	2019	2020	2021	2022
Female	£11.62	£12.50	£12.40	£12.85	£13.21	£13.71
Male	£13.25	£12.31	£13.08	£12.22	£14.02	£13.18
Mean (average)	2017	2018	2019	2020	2021	2022
Female	£12.75	£13.89	£13.73	£13.48	£15.03	£15.24
Male	£14.86	£14.73	£15.47	£14.88	£16.12	£15.84

3.3 The Pay Quartiles enable us to see 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'. The chart below shows the comparisons between 2021 and 2022:



4 UNDERSTANDING THE DATA

4.1 Previous analysis of the data has helped us understand the key issues that impact on the data – these are natural changes that evolve through the year and are factors that we have little/no influence over. In particular turnover which may have an impact on the overall employee profile of the organisation in specific roles, salary bands or quartiles.

4.2 If we look at our turnover data we can see the following for starters and leavers:

4.2.1 **New starters** in 2021-22 – compared to the previous two years:

	2019-20	2020-21	2021-22
Male	24%	28%	39.7%
Female	76%	72%	60.3%

4.2.2 And for **leavers**

	2019-20	2020-21	2021-22
Male	20%	19%	25.6%
Female	80%	81%	74.4%

4.3 **In summary:**

4.3.1 The overall data is showing that the ‘mean’ hourly rate for females was higher than the male ‘mean’ salary as at 31 March 2022 – we also saw this trend in 2018 and 2020.

4.3.2 However, the average salary for females is £15.24 compared to £15.84 for males. This is the lowest variance (at 60p per hour) since reporting commenced in 2017.

4.3.3 The profile of our workforce is seeing a further increase in males as a percentage of our workforce at 28.8% as at 31 March 2022 – compared to 26.6% as at 31 March 2021 and 25% as at 31 March 2020.

4.3.4 The Pay Quartiles in para 3.3 further reinforces this and shows the increase in the percentage of males in the Lower, Lower Middle and Upper quartiles.

4.3.5 These are small variations and do not give cause or concern regarding pay rates across male and female. Our Job Evaluation, pay and grading structure provides for a fair and consistent pay mechanism that equally applies to male and female employees. Our recruitment process is built on appointment on merit and quality with no gender bias.

5 REGIONAL COMPARATOR DATA

5.1 It is too early to provide comparisons for 31 March 2022 as authorities are only just reporting on this latest set of data. We can though now provide some comparisons for 31 March 2021. However, it is important to remember that the Gender Pay Gap outcomes are significantly affected by the profile of the workforce, including types

of roles employed and trade services that might either be within the organisation or contracted out.

	As at 31.3.20		As at 31.3.21	
	Median	Mean	Median	Mean
Rutland Council	-6%	9.41%	5.7%	6.7%
Office for National Statistics National East Midlands	14.9% 18.5%	NA NA	15.4% 16.8%	NA NA
Nottinghamshire County Council	20.1%	8.4%	16.8%	8.4%
Derbyshire County Council	15.2%	10.4%	14.2%	11.6%
Leicestershire County Council	4%	10%	4%	10%
Nottingham City Council	0	2.9%	0.5%	2.9%
Leicester City Council	0	0.9%	1.1%	0.1%
Isle of Wight Council	17.9%	10.7%	17.2%	10%

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 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 None.

16 APPENDICES

16.1 None.

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EMPLOYMENT AND APPEALS COMMITTEE

17 April 2023

STAFF SURVEY

Report of the Strategic Director for Resources

Strategic Aim:	A modern and effective Council	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	N/A	

DECISION RECOMMENDATIONS

That the Committee:

1. Notes the analysis and commentary regarding the Council’s employee staff survey that took place in October 2022.

1 PURPOSE OF THE REPORT

- 1.1 To provide Members with a summary of the responses and feedback from an All Staff Survey that took place in October/November 2022.

2 STAFF SURVEY – PROCESS

- 2.1 The Chief Executive was committed to undertaking a full staff survey in 2022. The organisation has gone through much change over the last two years. – change of Chief Executive and leadership posts, response to the pandemic, changes to ways of working, and development of a new Corporate Strategy. It was therefore considered timely to reach out to staff and invite their feedback on how the organisation is doing and seek their opinion on a range of issues about their role and working environment.
- 2.2 Whilst it has therefore been some time since our last full survey, we have carried out a series of shorter and focused ‘pulse surveys’ over the last 3 years.

- 2.3 In previous years, the Council has undertaken such surveys through an external provider. For this survey, it was managed in house to mitigate the costs and also to recognise our own capacity – technology and analysis – in carrying out the process in-house. (*Expected cost £7,000-£10,000 for external provision*).
- 2.4 Staff were prompted in advance – through the All Staff Briefing and All Staff emails that we would be undertaking a survey. They were provided with a link to the survey through Survey Monkey but also advised that arrangements could be made to complete a hard copy or word version if they were not able to use the online form. No requests were made.
- 2.5 Importantly, staff were reminded that the survey is 100% confidential – they were not asked for their name or team. Neither is it possible to identify the source email or completion point of the survey.

3 STAFF SURVEY – RESULTS

- 3.1 Our overall response level was 56.5%, broken down over the Directorates as follows (*%age of response*):
- | | |
|---------------------|-----|
| • People – Adults | 25% |
| • People – Children | 19% |
| • Places | 28% |
| • Resources | 20% |
| • Not indicated | 8% |
- 3.2 Whilst this is a lower response level to previous surveys, it still represents a statistically valid survey. Feedback from other authorities who have also undertaken a staff survey have advised us of similar response levels.
- 3.3 Appendix A is a copy of the All-Staff Newsletter that was shared with staff in December 2022 and with Cabinet in January 2023 and which highlights the key findings of the survey.
- 3.4 Overall the survey provides a positive story with an overall satisfaction level of 68.2% - on par with previous satisfaction levels of 65% and 68%.
- 3.5 Other specific headlines are:
- Our staff are proud to work for the Council – they feel committed to the Council and to the Community.
 - They are enthusiastic about our services and their role and feel we always give of our best.
 - Staff understand that we need to change and their responses around organisational culture highlight the passion staff feel about their role and the contribution they make.
 - They feel they have clear expectations and that the Council makes good use of their skills and abilities

- Importantly, staff feel that they are treated with respect and that the Council positively and actively supports employee health and wellbeing.
- There are some strong messages about communication – staff feel it is a high priority in their team. The majority of staff also feel that the Council regularly updates staff on key issues and messages.

3.6 We also took the opportunity to re-present previous survey questions regarding Ways of Working. Staff continue to feel that Hybrid working has improved their work life balance. Whilst the most common working pattern remains being in the office 25% of the working time, the survey showed a slight increase in frequency of attendance at the workplace. A small number of staff responded that they do not attend the workplace at all – this is not in line with our Hybrid working arrangements and managers and staff have been reminded of the importance of ensuring some workplace attendance.

4 LEARNING POINTS

4.1 As with any survey or request for feedback – there are messages to be heard and lessons to be learnt. Key learning points are as below:

- Ensure that any change process includes a review phase – opportunity to reflect, seek feedback and learn.
- We are continuing to promote and share the Council's employee values that were developed during 2022 – this includes how we structure and present communications to staff, a refresh of our My Conversation Model and will also feature in our Management programme during 2023
- Invest more in on-the-job induction to help and support our new starters in their new role – this is important for retention.
- Be more open about opportunities for development and progression – to help people meet their aspirations and ambitions – again this is important for retention.
- We need to be more mindful about the hours our staff are working – this needs an open dialogue and discussion to help manage workloads and pressures.
- We could do more to ensure that we liaise and communicate with other teams in the organisation where our services overlap, for example through Teams Meetings, face to face meetings, workshops, telephone calls.
- We need to better demonstrate our commitment to our My Conversation model – ensuring every employee has the opportunity for regular conversation and engagement with their manager.

4.2 In addressing these, we feel we have a good infrastructure and building blocks to help us do better but will continue to look for pathways for improvement. For example:

4.2.1 We have developed a comprehensive Performance Framework against the Corporate Strategy which in turn informs Service, Directorate, Team and Individual

priorities - providing clarity of expectation. Managers therefore have a framework to enable them to work within, determine priorities and ensure that workloads for staff are achievable and manageable.

4.2.2 We carried out a refresh of our internal communication – comprising a weekly staff bulletin and a monthly e-magazine. We also continue with our regular All Staff Briefing sessions led by the Chief Executive. The redesign of our bulletins have enabled us to demonstrate the employee Values and ensure that we shine a light on success and achievement.

4.2.3 We have reviewed and relaunched our My Conversation model in order to:

- Recharge the principles and benefits of My Conversation.
- Remind ourselves of the importance and power of ‘conversations’ and meaningful connections – particularly in a Hybrid working model.
- Clarify and re-inforce the connection to performance management.
- Ensure a clear link to the revised employee values.

(My Conversation is the Council’s framework and approach to performance management and staff development – initially developed in March 2020).

4.2.4 Designed a Leadership Development programme for our Extended Leadership Team. This will progress into a Management programme for our wider management cohort during 2023/24. The focus here is about investing in key skills to enable the organisation and our staff to perform productively and effectively.

4.2.5 Developed more targeted and inclusive ways for our staff to become engaged in our Equality, Diversity and Inclusion agenda and objectives.

4.2.6 Continued to promote ‘Wellbeing’ – working alongside our Employee Assistance provider and an enthusiastic group of our staff who are committed to helping our staff be ‘well’.

4.2.7 We are undertaking an end-to-end review of how we onboard and induct staff to the Council to ensure their experience is a welcoming and positive one.

4.3 The Council will carry out a further survey during 2023/24 and will therefore be able to compare and track our progress.

5 CONSULTATION

5.1 Nothing further required for this report.

6 ALTERNATIVE OPTIONS

6.1 Not applicable – the report is advisory.

7 FINANCIAL IMPLICATIONS

7.1 None arising from this report. Any initiatives or developments that emerge from the Staff Survey will be within existing budget.

8 LEGAL AND GOVERNANCE CONSIDERATIONS

8.1 None required.

9 DATA PROTECTION IMPLICATIONS

9.1 A Data Protection Impact Assessments (DPIA) has not been completed as there are no issues arising in connection with this report.

10 EQUALITY IMPACT ASSESSMENT

10.1 An Equality Impact Assessment (EqIA) has not been completed as there are no equality issues arising from this paper.

11 COMMUNITY SAFETY IMPLICATIONS

11.1 None arising from this paper.

12 HEALTH AND WELLBEING IMPLICATIONS

12.1 None – other than those outlined relating to the Health and Wellbeing of staff.

13 ORGANISATIONAL IMPLICATIONS

13.1 Human Resource implications – the Council has a duty of care to its employees and is committed to providing an effective and productive environment for our staff to work in to enable them to be their best.

14 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

14.1 It is important for the Council to understand and listen to the views and experiences of our staff in carrying out their day-to-day work – how their working environment helps or hinders their performance and ability. The Council is only able to deliver against its aims and objectives through our staff. A Staff Survey provides one avenue to enable us to reach out and ask specific questions and obtain real time evidence and data to inform future decisions and actions.

15 BACKGROUND PAPERS

15.1 None

16 APPENDICES

Appendix A – Staff Newsletter – Employee Staff Survey

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

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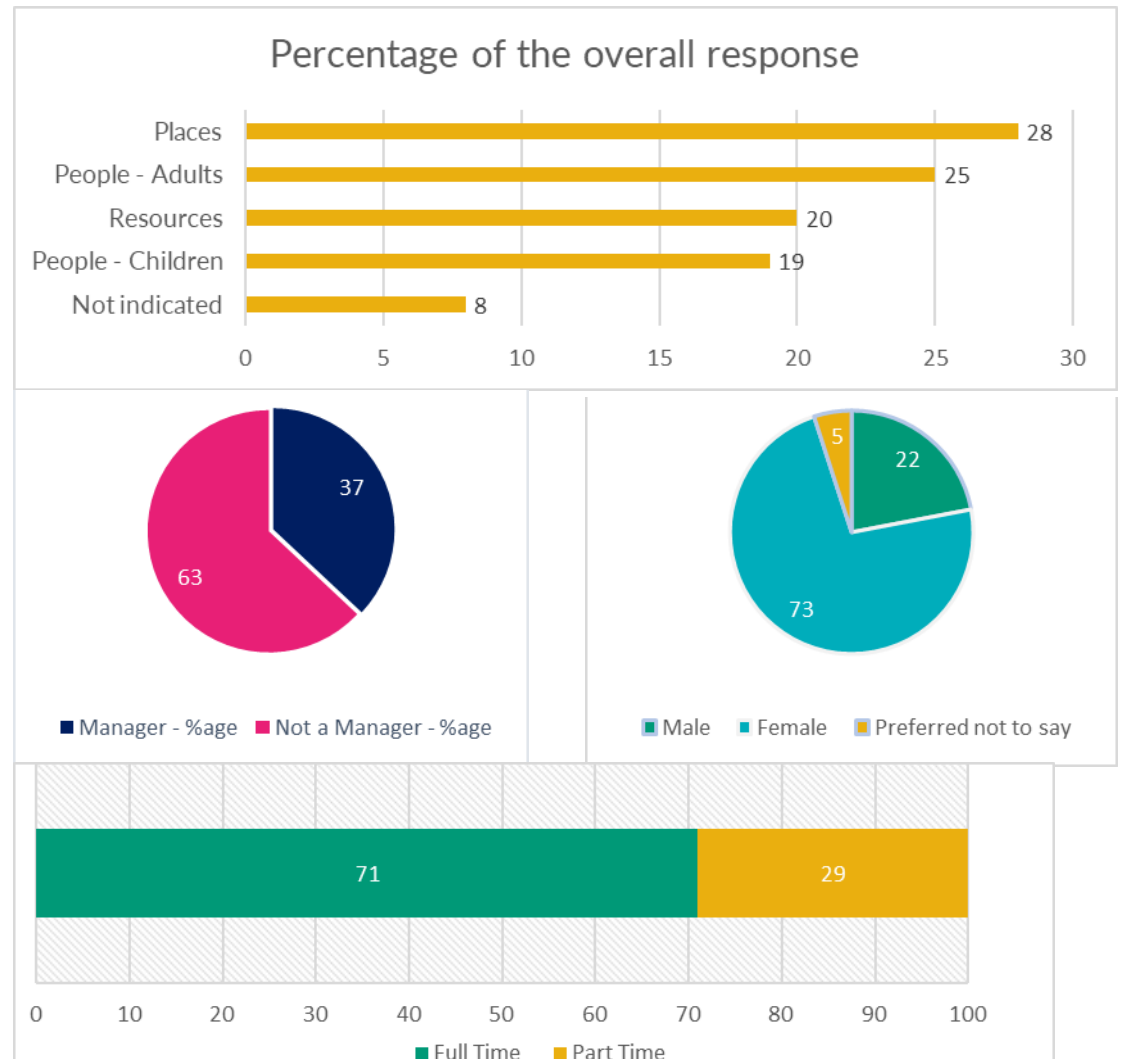


STAFF SURVEY 2022 .

This is what we asked you about.



Overview of responses.





This is what you said.

The Top 5 statements that scored the highest favourable scores.

- I feel committed to the Council, County and Community
- In my team we place a high priority on how well we communicate with our customers/the community
- In my team we share information with each other to help us do our jobs
- I understand that the Council needs to change in order to continue to be successful
- I feel I have a 'can do' attitude and feel enthusiastic about the service and my role

This gives us an average favourable score of 68% and becomes our benchmark and target to exceed in future surveys.

The highest neutral scores were.

40

- I have joined the Council in the last two years and my on the job induction has been really effective
- Over the last 12 months, communication across the organisation has improved
- Over the last 12 months, the quality of My Conversation (1-1s/Professional Supervision) has improved
- I have ambitions and aspirations to develop my career in local government
- In general, changes which have directly affected me over the last 12 months have been followed up

And the most unfavourable scores were.

- I believe I have opportunities to progress and develop in my role
- My manager has discussed the Corporate Strategy with the team/myself
- I can meet my job requirements without working excessive hours
- Communication between services/teams is effective
- My development needs have been discussed with me.



Future plans and changes.

This section of the staff survey scored our highest average score of all the section at 73% favourable – this is the section we are most happy with. Our commitment to the Council, County and the community scored the highest favourable score at 91% across the whole survey. This starts the survey off really well and reflects, not only our commitment, but also that we have a good understanding of what the organisation needs to achieve and also that we need to continue to change.

Highest favourable score.

41



- I feel committed to the Council, County and the community
- I understand that the Council needs to change in order to continue to be successful
- I feel we always give of our best to deliver good services to the community
- I am aware of the Corporate Strategy
- I understand how my job contributes to the organisation and the Corporate Strategy
- I had an opportunity to contribute to the Corporate Strategy
- My manager has discussed the Corporate Strategy with the team/myself

Lowest favourable scores.

We were less positive about how changes that have directly affected us over the last 12 months had been managed. While just over half were favourable, a number of us thought it was just ok and the results highlighted we need to do more follow-up.



How are we doing?

Our highest scores.

- We have clear and achievable targets in my service/team
- I know my service/team is performing well because we measure our performance and share our success
- I would recommend the Council as a place to work
- I feel we are being creative and innovative in finding alternative ways to deliver services

We've also introduced some new values.

- 45% said they are aware of them
- 42% partly aware
- And 13% said they were not aware of them

Most staff feel that 'in part' the Council is 'living' these values:

Make a difference

Working together

Ambitious

Passionate

Least-highest scores, but still positive.

- Partnership working with other organisations and agencies is effective and helps us deliver our services
- The leadership and management of the organisation recognise and appreciate the contribution that staff make
- We manage our resources well – finance and staff

“The Council is delivering great services to the Community.”

“My manager is people-focussed and genuinely cares about me in my role.”

We will continue to engage with you around the new Council Values. Keep an eye on the monthly staff e-magazine, where we'll be featuring case studies and good news stories to help showcase our values in practice. Have a discussion about the values at your next team meeting and think about how you can embody them through your work.



What we said about Culture.

This section received our second highest favourable score at 71%

Most strong	"I feel I have a 'can do' attitude and feel enthusiastic about the service and my role"	"The Job I do really matters to me and I have great job satisfaction"	"The Council positively and actively supports employee health and wellbeing"	"I would describe my working environment as safe and supportive"
43	"The culture of the organisation has changed over the last two years"		"I feel proud to work for Rutland Council"	"The morale in my team is good"
Could do better	"I feel valued and recognised as an employee" <i>(More than half feel they are but others feel in part or not at all)</i>		"I have a real sense of belonging with Rutland as my employer" <i>(Again, over half feel positive here but the others were either neutral or not agreeing)</i>	

Some take away messages

- Highlights the passion staff feel about their role and the contribution they make – working in a supportive and safe environment where the morale amongst colleagues is really good
- We also recognise the way the culture of the organisation has changed and this aligns with our previous response about understanding the continuing need for change going forward.
- While we are feeling supported by the organisation and our manager and have clear expectations of us, we can see that at times we don't feel as valued as we would like and hence our sense of belonging may waiver. We need to ensure that we continue our regular engagement within our teams, use our 'My Conversation' model – recognise and respect each other's contribution and value. The vast majority of responses strongly acknowledged our positivity and drive – lets embrace it.



My job.

There were a number of different elements to this section, with a real breadth of responses. Our overall average score was 64%, so while lots of positives, there are some key messages for us to work on.

What makes us smile about our job?



- We know how to raise issues about Health and Safety
- We have authority and freedom to do our job
- We have access to the kit and equipment we need to do our job
- We know what is expected of us – we have clear objectives and targets and receive the training we need
- Our jobs make good use of our skills and abilities
- We have regular supervision and/or My Conversations with our manager where we discuss how we are doing
- We feel satisfied in our job and feel that our wellbeing is important to the organisation

What would help us smile even more?



We need more:

- Discussions about our development needs
- Opportunities to progress and develop in our role

For new starters, a more positive experience during our on-the-job induction

Feeling more ambitious and aspirational to develop our career at Rutland – somewhere to progress to

Not feeling we need to work excessive hours to meet the needs of the job.

Important messages

We must do better with **on-the-job induction** for our new joiners. This is intrinsic to the success of our recruitment and retention strategies.

If you're a new starter, ask your Manager what your induction plan looks like. If you're a Manager, what does your Induction planning process look like? How can your new employee settle in and learn their role? New joiners must have a clear and structured induction plan that shows them their pathway.

We have a **My Conversation Model**. Some services have a more specific Supervision Model. This offers a two-way dialogue, recognising value, clarifying objectives, identifying support and development needs and checking how we're doing. As employees, we should use this to talk about how we're feeling and coping, reach out for support if needed and ensure we keep a good work-life balance. These discussions are non-negotiable – make sure they're in the diary.

Opportunities to **develop and grow**. We are a 'can do' organisation and contribute a huge amount to our roles. We feel proud to work for the Council and many of us want to stay here and grow our career. We cannot do this 100% of the time. However, we are pretty good at this and have lots of examples where people have progressed, either within their service or across teams. We need to showcase this more, so you can see how other people have developed. Look out for weekly job vacancy bulletins that share the opportunities we have. If you have other ideas how we might be able to do more, please speak to HR.



Communication and Engagement.

Our next section was about Communication and Engagement, and we communicate a lot!

Particularly within our team where we share a lot of information with each other – this is key to helping us to do our jobs

We also feel we place a high priority on how well we communicate with our customers and the community

Further good news is that we feel the Council regularly updates us on key issues and messages

We are good at taking opportunities to speak up and express our opinions

Our Manager is accessible – so that helps us raise those issues and for most, that communication is effective

And importantly, when we have spoken up or expressed an opinion, we feel we have been listened to

While we feel we are regularly updated on key issues, fewer of us felt that the communication across the Council had improved over the last 12 months, or that the quality of Supervision/My Conversation has improved.

Only just over half responded positively about having regular high quality My Conversation with their Manager

We were also less positive about communication between teams

Some things to do better

- Make sure My Conversation discussions are in the diary – use the model to help shape those discussions
- Come to the All Staff Briefings – either face to face or remote – and check in with your Manager or colleagues afterwards
- Check out the new weekly staff email bulletin and the new monthly staff e-magazine. Contact the Communications Team with ideas or suggestions for things to include
- Arrange catch up sessions with other teams, either in-person or over MS Teams
- It really is good to talk – even better face to face



Equality, Diversity and Inclusion.



These were the same questions we asked in our 2020 survey, so we can show some direct comparison:

Do you agree the Council values employee differences?

More people were neutral on this in 2022, although very few disagreed. The majority of you feel that we are though making positive progress in recognising EDI and enabling all staff to feel included.

In both surveys, we also asked if people felt they are treated fairly and with respect?

The response in 2022 was slightly higher, with 74% saying 'yes'. Our goal is that all employees respond positively.

If you experience or see behaviour that is not fair or respectful, please speak up - we need to address this.

We have also seen very positive responses in both surveys to questions around personally experiencing discrimination, bullying or harassment at work.

Again, while it's good to see such small numbers raising concerns here, we should all feel that we can speak up and challenge unwelcome and inappropriate behaviour. The Council takes this issue seriously. We should not experience it - it is not acceptable.

Ways of Working.



Headlines

Of those who responded to the survey – 83.5% work hybrid We feel it's been well communicated and understood and positively supported by the organisation

The most common working pattern is about 25% of the working time in the office – this is a similar response to the April 2022 survey

About a third of us come into the office a bit more compared to April 2022. For most, it's about the same

There has though been a slight increase in people coming in 50% to 75% of their working time

Overall, we understand it and. for most, it has improved work-life balance

However...

A small number of staff are not coming into the office at all. We don't know the reason for this but a key principle of our Hybrid Model is that no staff are 100% at home.

For an employee's wellbeing and their ability to effectively engage with their team and the organisation. some level of face-to-face engagement with colleagues is essential.

Managers have been asked to speak with staff who may not be coming into the office and agree a working pattern that includes some face-to-face interaction.



What have we learned and will anything change?

The survey has reinforced what a great place Rutland is to work.

We may not get it 100% right all of the time, but we have a strong sense of commitment in the organisation and in what we do – a great and solid foundation that we should be proud of.

We are...

- Investing in our training and development – and also Leadership and Management development
- Refreshing our MyConversation model to reinforce the key messages and power of ‘conversations’
- Designing programmes to support our Health and Wellbeing
- Using the passion and commitment of our staff to continue to drive forward changes in Equality, Diversity and Inclusion
- Being mindful of how we treat each other with respect and dignity
- Regularly asking for staff for feedback through pulse surveys
- Providing opportunities for staff to progress their careers – through career grades and ensuring that all our opportunities are shared with staff
- Designing a new Staff Award scheme to help us showcase and recognise how great we are

We need to focus more on....

- Plan, prepare, deliver and follow up on change programmes
- Continue to look at and focus on the new Values – look at our own behaviour and if there is anything we should change
- Take a bit more time to reach out to colleagues in other services and teams to help improve communication
- Invest more in on the job induction so our new joiners have a more positive experience
- Be mindful of the hours we are working – talk to our manager about it
- Promote and showcase the great things we do and how we have developed in the organisation
- Continue to review our Ways of Working so we can stay engaged and connected to the Council and our team.

If you want to contribute more to the Staff Survey results or you have ideas you want to share, please email: hr@rutland.gov.uk

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EMPLOYMENT AND APPEALS COMMITTEE

17 April 2023

EXIT INTERVIEWS

Report of the Strategic Director for Resources

Strategic Aim:	A modern and effective Council	
Exempt Information	No	
Cabinet Member(s) Responsible:	Cllr K Payne, Portfolio Holder for Finance, Governance and Performance, Change and Transformation	
Contact Officer(s):	Carol Snell, Head of Human Resources	01572 720969 csnell@rutland.gov.uk
Ward Councillors	NA	

DECISION RECOMMENDATIONS

That the Committee:

1. Notes the analysis and commentary regarding the Council's Exit interviews for 2022/23.

1 PURPOSE OF THE REPORT

- 1.1 To provide feedback to Members regarding the analysis of exit interviews for employees who leave the Council.

2 EXIT INTERVIEWS - INTRODUCTION

- 2.1 The Council seeks feedback from employees who are leaving the authority so that we are able to monitor and track:

- Reasons for leaving.
- Experiences, views and perceptions.
- Learning from the feedback to help advise and determine any necessary change in policy.
- Identify opportunities to assist employee engagement and retention.

- 2.2 The Exit Interview process comprises two stages:
- Completion of a first section containing a series of questions requesting an indication of satisfaction/non- satisfaction.
 - An exit interview with a member of the HR team - this is a confidential conversation to explore in more detail any responses given in the first section but also to delve into areas not covered elsewhere in the form.
 - A copy of the exit interview template is shown in Appendix A.
- 2.3 Interviews are currently carried out by a member of the HR team so as to provide some independence from the employee's experience within their role. Individuals are advised that:
- The content of their response and interview will remain confidential – their responses will not be identifiable. However, they are asked for permission to share their responses with their line manager.
 - In the event that they disclose issues of harassment, bullying or discrimination, such allegations will be taken seriously and pursued further.
- 2.4 Not all employees choose to complete the form or take part in an interview – however, we do encourage them to do so. The process was reviewed during 2022 and our next phase is to pursue an on-line system/portal that would provide a streamlined and easy template to complete – this may encourage more completion. We will also consider that Line Managers conduct the second part of the exit interview. The scale of our leavers is unlikely to justify the costs of contracting with an external provider in order to carry out the interviews.
- By way of comparison, during 2021-22, 14 employees completed an exit interview – this represents a very low return rate of just 21%. In the year 2022-23 (to mid-March 2023), 37 employees completed, representing a return rate of 65%. (*Data excludes casual contracts*).
- 2.5 Members are reminded (and are advised through paper 62.2023 – Staff Survey) that the Council carries out surveys to gather useful data, intelligence and evidence from current employees.
- 2.6 Members of this Committee were provided with a report in October 2022 that outlined how the Council manages its recruitment, retention and turnover of staff to help mitigate the consequences and impact of losing skills and resources.

3 EXIT INTERVIEW – ANALYSIS AND FEEDBACK 2022/23

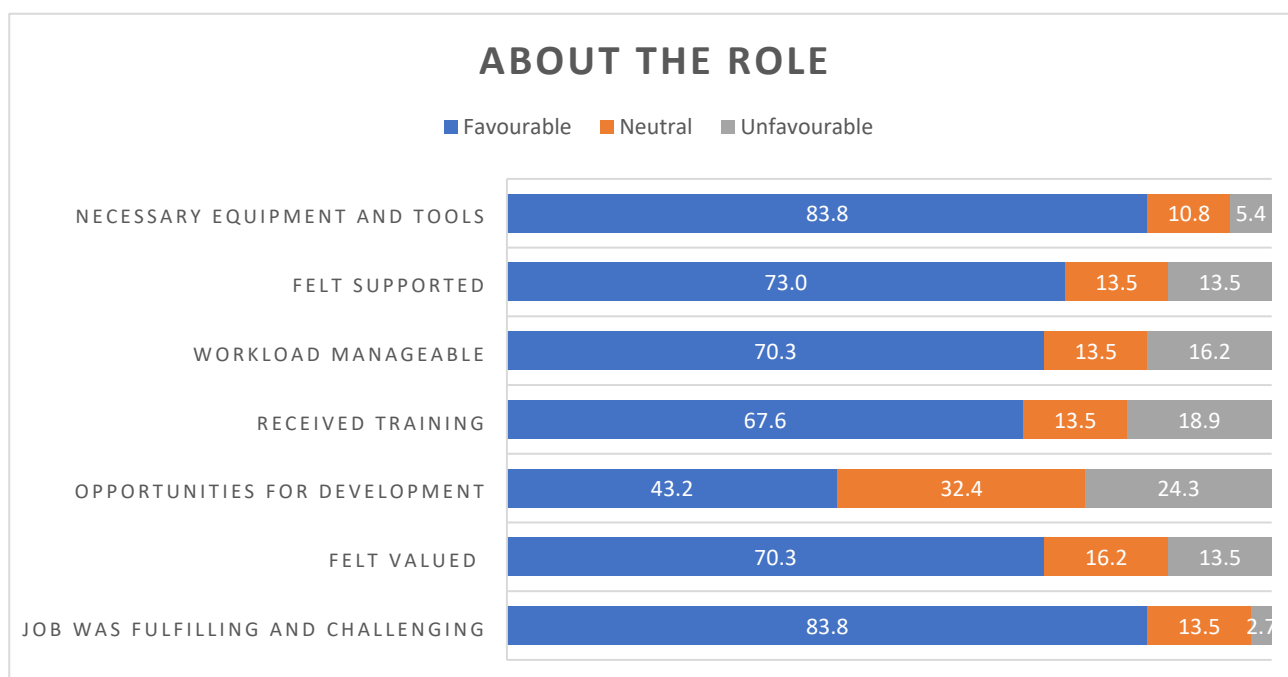
- 3.1 The following provides headlines from 2022-23. Where individuals responded as Strongly Agree or Agree – these have been combined to represent a Favourable response. Similarly responses of Disagree and Strongly Disagree represent an unfavourable response.

3.1.1 Reasons for leaving – individuals can indicate which of the statements on the form reflect their reasons for leaving the Council – in total there were 77 mentions as follows:

	Number of mentions
Other – includes 7 retirements; also – change of career; starting own business	13
Role with better career opportunities	10
Higher rate of pay	10
Closer to home	10
Improved work life balance	10
Change of environment/doing something different	9
Role is no longer fulfilling	5
Personal	4
Better/more benefits	2
Lack of flexible working	2
Relocation	2

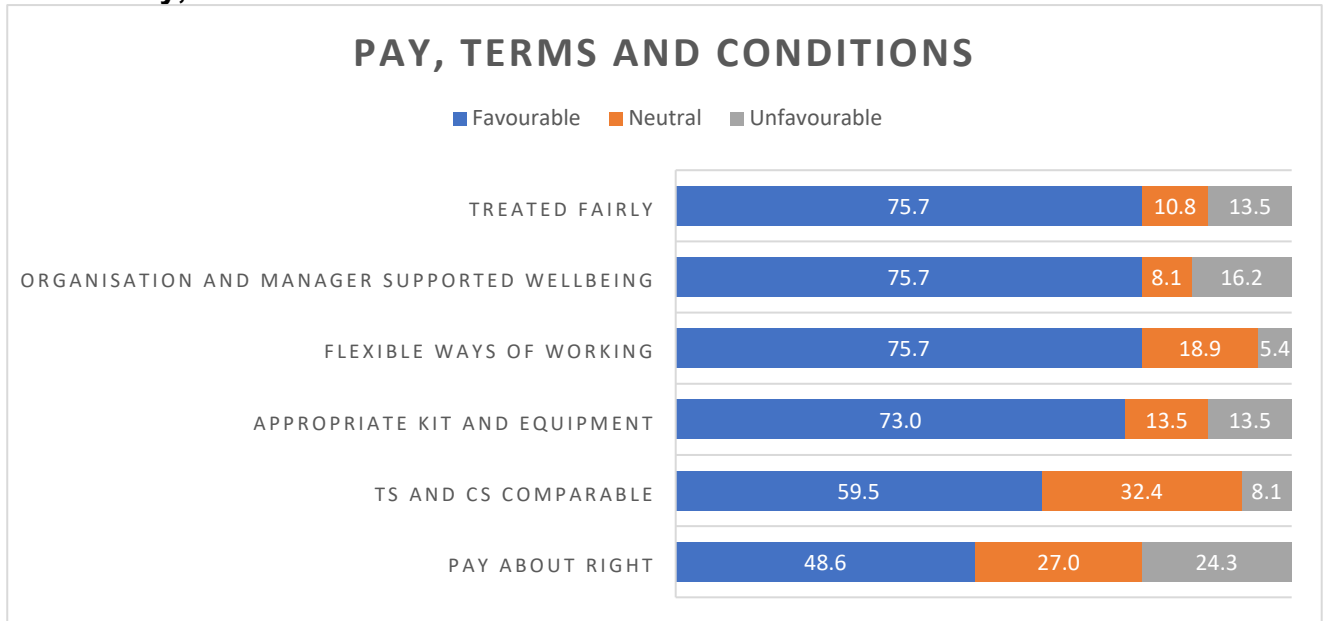
The above does not represent any key surprises nor concerns – it is inevitable that individuals may feel at a point in their time with the Council that they have the need to move on and progress their career elsewhere. We are realistic that we cannot meet everyone’s career aspirations so our data and feedback from other sources – such as the staff survey, are key to helping us identify and track how people feel about their roles here and how we can proactively support retention.

3.1.2 About the role – this section enables individuals to rate various aspects of their experience in their role.



As with paragraph 3.1.1 we can see a less favourable response regarding opportunities for development. However, we have strong favourable responses that tell us individuals who responded, felt the role was fulfilling and challenging and they received the necessary equipment and tools to undertake their role. Also positive responses regarding support, feeling valued and having a manageable workload.

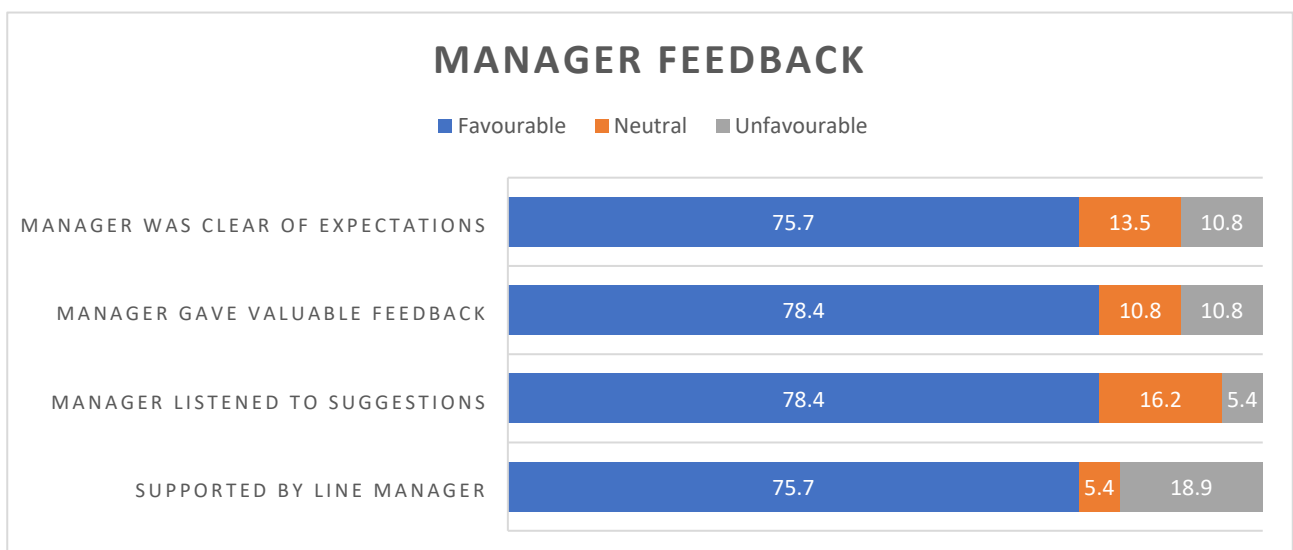
3.1.3 Pay, Terms and Conditions



A number of staff in this section reflected that they either felt neutral towards the pay for their role or felt it did not reflect the role and responsibilities. Similarly around 40% were neutral/less favourable about whether they felt our terms and conditions compared favourably with other employers. Our 'offer' is something we are continually mindful of as it is key to our attraction and retention strategies. Members will be aware that the Council remains part of the national framework for pay, terms and conditions.

Other responses here are favourable – around three quarters have felt treated fairly, supported for their wellbeing and able to work flexibly. Some individuals feel their experience was not so favourable – in part we can align these responses to reasons for leaving and also our employment relationship at the time of leaving.

3.1.4 Manager Feedback



As with previous sections, some positive feedback – indicating that most employees who responded were aware of what was expected of them, received feedback and

knew how they were doing. Also that they could speak up and be heard when they had suggestions to make.

3.2 Section 2 of the form provides opportunity to capture feedback from individuals through an interview with a member of the HR team – this helps to explore and expand any elements of the first section in more detail. Fewer staff take up the opportunity for a discussion and therefore due to the small numbers, it is not possible to provide any detailed analysis. The commentary ranges from:

- Those who talk very positively about their experience - to
- Those whose experience was less positive and they refer for example to:
 - i) Resources and workload; stress of the job
 - ii) Too much change
 - iii) Need more management support.

3.3 Next steps:

3.3.1 To pursue a more accessible 'form' to help encourage more completion.

3.3.2 Review the second stage 'interview' – where does this best set and who should conduct it?

3.3.3 Feedback – how to productively share the messages and demonstrate that we take note and take action.

3.3.4 Learn from others – how do other organisations successfully adopt and use an 'exit interview' process. How does our feedback compare?

4 CONSULTATION

4.1 There are no consultation arrangements associated with this report.

5 ALTERNATIVE OPTIONS

5.1 The Council could discontinue carrying out exit interviews but this would reduce the opportunity for individuals to have a voice and for the organisation to gain valuable feedback.

5.2 The Council could consider contracting with an external provider to carry out the interviews if it was considered essential to provide an external perspective; given our relatively small numbers this is likely to be cost prohibitive.

6 FINANCIAL IMPLICATIONS

6.1 None associated with this paper – advisory.

7 LEGAL AND GOVERNANCE CONSIDERATIONS

7.1 None.

8 DATA PROTECTION IMPLICATIONS

- 8.1 A Data Protection Impact Assessments (DPIA) has not been completed as the information contained in the report is information that will be publicly available. Responses have not and cannot be identified at individual level.

9 EQUALITY IMPACT ASSESSMENT

- 9.1 An Equality Impact Assessment (EqIA) has not been completed as there are no Equality issues arising from this report. Exit interviews are accessible to all staff.

10 COMMUNITY SAFETY IMPLICATIONS

- 10.1 There are no Community Safety implications arising from the report.

11 HEALTH AND WELLBEING IMPLICATIONS

- 11.1 There are no Health and Wellbeing implications arising from the report.

12 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 12.1 Exit Interviews provide a valuable tool to enable the Council to monitor reasons for leaving and the experiences of staff who have worked with us – in turn we can use this evidence to influence and shape future policy and ways of working.

13 BACKGROUND PAPERS

- 13.1 There are no additional background papers to the report.

14 APPENDICES

- 14.1 Appendix A – Exit Interview Template

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

Exit Survey

We are sorry to see that you are leaving Rutland Council and wish you all the best for the future. Your views are important to us and will help inform, shape and change future policy, processes and practices – please do speak up and share your experience of working with us.

There are two stages:

- Stage 1 – some information about what you are doing next and also your views and experience of your role, pay and support
- Stage 2 – an exit interview with a representative from HR.

What you need to do next – complete Stage 1 and send the form back to HR – we will then be in contact to arrange your interview.

Best wishes
The HR Team

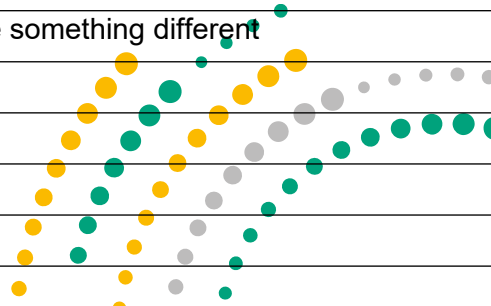
Some information about yourself

Name	
Job Title/Team/Directorate	
Date of leaving	
New employer	
Line Manager’s name	
Are you happy for this report to be shared with your line manager?	YES / NO

STAGE 1

Reasons for leaving (choose all that apply)

<input type="checkbox"/>	Looking for a role with better career opportunities, progression and growth
<input type="checkbox"/>	Looking for a role with higher rate of pay
<input type="checkbox"/>	Looking for a role which better/more employee benefits
<input type="checkbox"/>	Felt needed a change of environment/experience something different
<input type="checkbox"/>	The job is no longer fulfilling
<input type="checkbox"/>	Lack of flexible working options
<input type="checkbox"/>	A job closer to home
<input type="checkbox"/>	Improved work life balance
<input type="checkbox"/>	Personal reasons



	Other – please specify
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About the role

	Strongly agree	Agree	Neither disagree nor agree	Disagree	Strongly disagree
I enjoyed the job – it was fulfilling and challenging					
I felt valued for the job I did and the contribution I made					
There were opportunities for development					
I received appropriate and necessary training to do the job					
The workload was manageable					
I felt supported in my role					
I had the necessary equipment, kit and tools to do my job.					

Pay, Terms and Conditions

	Strongly agree	Agree	Neither disagree nor agree	Disagree	Strongly disagree
The pay was about right for my role and responsibilities					
Our terms and conditions are comparable with other employers					
I've always had the appropriate kit, equipment and access to systems to enable me to do my job					
Rutland has a really helpful and flexible way of working					
I feel the organisation and my manager have supported my wellbeing					
I feel I have been treated fairly					

Manager feedback

	Strongly agree	Agree	Neither disagree nor agree	Disagree	Strongly disagree
I felt supported by my direct line manager					
My manager listened when I had suggestions					

My manager gave me valuable feedback					
My manager was clear with what was expected of me and kept me informed of how I was doing					

STAGE 2 – Exit interview

1. **Were there any particular reasons/event that made you decide to look for another role?**

2. **What does your new employer or role offer that made you want to work there?**

3. **How do you feel about the team that you've worked with? Do you think there could be changes to help your team work better together?**

4. **Have you enjoyed the culture at Rutland? Why or why not?**

5. **Did you enjoy your role at Rutland? What else could have been provided for a better experience?**

6. **Do you have any other feedback or suggestions for what we could be doing better as a business?**



Rutland

County Council

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