

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the page, framing the central white area where the text is placed.

HR & EDI

Audit Committee Report

Richard Henderson/Titu Hayre Bennett - 30th June 2023

Recommendations

The Committee are asked to note:

- ▶ the work that is being done within the division to deliver on the Together for Nottingham Plan and IAB requirements
- ▶ the work being done within the division to ensure the Council's statutory and non-statutory obligations relating to people management and Equality, Diversity and Inclusion are being met and/or progressed.

Together For Nottingham

- ▶ A new approach to **Individual Performance Reviews** has been implemented and into its second year.
- ▶ **Year 1 figures:**
 - 738 managers out of 817 (90%) set objectives for their staff
 - 4,334 employees out of c.5,800 (75%) had objectives set/recorded centrally
 - 21,000 objectives set in total
 - 5 objectives on average per employee
 - 50% of End of Year Reviews are now complete with another 13% in progress.
- ▶ An extensive **Leadership Development Programme** has been designed and delivered.
 - **87%** of managers have fully completed the Leading & Managing Together programme.
 - High 'value' response - the most frequent score being **4 (very valuable) out of 5**, at a cost of c.£150pp.
 - A high percentage, **71% of participants**, said their skills, knowledge and confidence had increased.
 - Phase 2 of the programme will focus on **embedding behaviour change** and producing results.

Together For Nottingham

- ▶ A new Colleague Workforce Development programme has been launched. In 2022/23:
 - **1,822 attendees at workshops.**
 - **4,950 colleagues completed 21,000 e-learning modules.**
 - **83% colleagues completed their Best Value eLearning**
 - Further modules to be released as part of phase 2 will include digital skills, managing workplace projects, collaboration/partnership working.
- ▶ The number of colleagues completing **mandatory learning** has increased over the last four years, from **4103 (71%)** in 2019/20 to **5596 (96%)** in 2022/23.

	2019/20	2020/21	2021/22	2022/23
Colleagues engaged in mandatory	4130 (71%)	3996 (69%)	5105 (88%)	5596 (96%)

Together For Nottingham

A range of specific **Talent Development** has also been delivered.

▶ **Accelerated Development Programme**

- Total of **66** people are enrolled/completed, with further cohorts planned for 2024.

▶ **Change Academy**

- **25** colleagues to date have been recruited to the programme to support organisational transformation projects. Trained in Business Analysis and Project Management skills.

▶ **Nottingham Leaders Transformation Programme**

- City wide leadership programme involving partners from Police, Fire and Health.
- **29** NCC colleagues from 2 cohorts have graduated to date. Cohort 3 to be delivered from September 2023.

Councillor Development Programme

- ▶ Delivered for 2022/23 with **163** participations in development across a variety of interventions designed to support them in their role. Up from **155** in 2021/22. Participation in councillor development has increased year on year since 2019.
- ▶ Comprehensive 6 week induction of new councillors post election in May 2023
 - Welcome Event at Council House for all 55 councillors
 - 14 further sessions over the 6 week period

Equality, Diversity and Inclusion

The Equality Act 2010

- ▶ The Equality Act 2010 is the legal framework which protects people against discrimination, harassment and victimisation in employment, and as users of private and public services based on nine protected characteristics. NCC has specific obligations under the Equality Act 2010, as both an employer and as a public authority.
- ▶ In January 2023, Nottingham City Council passed its motion to consider Care Experience as a protected characteristic. Next step is to implement the Care Leavers action plan and equality impact assess our objectives and policies to determine the impact of changes on people with care experience.

Equality, Diversity and Inclusion

Equality, Diversity & Inclusion Strategy

- ▶ We have recently evaluated our current EDI Strategy and carried out various consultation/engagement exercises with our citizens and key stakeholders. In addition, we have completed an employee survey along with a bench marking exercise against other Councils including the Core City Councils.
- ▶ An external EDI audit was commissioned in Autumn 2022 to assist us in identifying how we could overcome challenges as identified via evaluation of the EDI strategy 2020-23. A specialist agency - Inclusive Employers completed the analysis with full recommendations.
- ▶ Next steps are for CLT to consider the key findings and recommendations for the new EDI Strategy which is due to launch in Autumn 2023.

Equality, Diversity and Inclusion

Compliance with the Public Sector Equality Duty (PSED)

- ▶ NCC uses Equality Impact Assessments (EIAs) to ensure compliance with the PSED. Over the last 12 months, NCC has strengthened its approach to Equality Impact Assessments (EIAs) through its EIA improvement project. Training has been provided to Councillors and senior leaders and we continue to deliver monthly EIA workshops to managers across the organisation.
- ▶ The Equality and Employability Team continue to provide quality assurance on EIAs to ensure a lawful approach has been taken throughout the EIA decision-making process.

Equality, Diversity and Inclusion

Duty to publish information to demonstrate compliance with the PSED

- ▶ There is a specific duty under the PSED to calculate and publish our gender pay gap information. We report this information every year on the direct gov website. We also ensure there is relevant communication shared with stakeholders within NCC to instil good practice on addressing any actions for improvements.
- ▶ There is also a specific duty for public authorities to annually publish information that demonstrates compliance with the general equality duty. There are no explicit stipulations about what information must be included. Currently, NCC publishes gender, ethnicity and disability pay gap data, equality impact assessments (which contain a range of evidence) on the NCC website and the workforce profile on the open data platform.

Equality, Diversity & Inclusion

Inclusive Initiatives

NCC continue to work towards the following charters and frameworks:

- ▶ Disability confident employer - achieved 'Leader' Status in 2022
- ▶ Race at Work Charter
- ▶ BSL Charter
- ▶ Stonewall Equality Index - achieved 'Silver Award' in 2023
- ▶ A range of development and change initiatives

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

Casework

- ▶ HR teams continue to provide technical support and guidance to managers
- ▶ In early 2020 casework numbers were c170 per year and whilst dropping for a period in 2021 began to rise slightly.
- ▶ EoY 2022/2023 the number of cases stood at 193
- ▶ Casework resolution averages at the end of Q4 were:
 - I. Disciplinary 46 days
 - II. Grievances 83 days
 - III. HDBV 21 days
 - IV. Performance Management 19 days
 - V. Probation 32 days
- HR Casework is discussed regularly with HoS and Directors and there is a route of escalation in place where cases are not being progressed at the necessary pace
- Casework Data is discussed regularly in meetings with HoS and Directors and is presented to Divisional Leadership Team Meetings as well as at Quarterly JCNC Meetings with the Trade Unions
- Policy decisions continue to be discussed and agreed at Central Panel, Chaired by the Director of HR & EDI
- Work is currently underway to review a Casework system inherited by the recent transfer of Nottingham City Homes, but this is at an early stage.

Policy Review and Casework Improvement

- ▶ The Performance Management Policy and Code of Conduct have been reviewed and agreed together with supporting Guidance
- ▶ HR Teams have been re-inducted via a series of workshops and are now supporting a roll-out to the wider organisation. E-Learning is mandatory for Managers and this is being monitored by the Development & Change team.
- ▶ The Disciplinary Policy and associated guidance has been reviewed. Subject to final negotiation discussions with the trade unions, it is anticipated that this will be finalised by the end of July and will be scheduled for approval at Central Panel.
- ▶ Amendments will bring consistency of application and clarity to support a reduction of disproportionate impact on colleagues with protected characteristics
- ▶ A comprehensive roll-out of the revised policy and guidance will then begin with the HR team and managers across the organisation, with additional training to support.
- ▶ A positive outcome of the review is the offer of specialised training for a group (yet to be identified) of Investigating Officers across the various Directorates of the organisation.
- ▶ The Grievance and Absence Management policies are being planned out to progress at pace.

Sickness Absence - Sickness data

Fig 2 Absence causes by FTE Days lost 2021/22 and 2022/23

Absence Reason 2021-22	FTE Days Lost	%
Stress/Depression, Mental Health	20,266	29.4%
Other Musculo-Skeletal Problems	10,070	14.6%
Covid 19	10,067	14.6%
Back And Neck Problems	4,133	6.0%
Chest & Respiratory	3,622	5.3%
Gastro-Stomach, Digestion	3,278	4.8%
Cough, Cold & Flu	2,950	4.3%
Genito-Urinary/Gynaecological	2,094	3.0%
Neurological	2,031	2.9%
Cancer – All Forms	1,915	2.8%
Heart, Blood Pressure & Circulation	1,848	2.7%
Eye, Ear, Nose & Mouth/Dental & Throat	1,807	2.6%
Viral Infection-Not Cold And Flu	1,690	2.5%
Not Disclosed	1,318	1.9%
Pregnancy Related	761	1.1%
Liver/Kidney Disorders/Conditions	635	0.9%
Skin-Burns, Rashes, Cuts, Injury	437	0.6%
Total	68,923	100.0%

Absence Reason 2022-23	FTE Days Lost	%
Stress/Depression, Mental Health	16849.28	29%
Other Musculo-Skeletal Problems	7920.51	14%
Covid 19	4426.37	8%
Back And Neck Problems	3794.8	7%
Chest & Respiratory	3259.82	6%
Cough, Cold & Flu	3163.54	5%
Gastro-Stomach, Digestion	3013.76	5%
Neurological	2847.91	5%
Cancer - All Forms	2460.82	4%
Heart, Blood Pressure & Circulation	2078.73	4%
Viral Infection-Not Cold And Flu	1401.2	2%
Genito-Urinary/Gynaecological	1243.4	2%
Eye, Ear, Nose & Mouth/Dental & Throat	1181.31	2%
Pregnancy Related	1030.56	2%
Skin-Burns, Rashes, Cuts, Injury	792.03	1%
Not Disclosed	774.65	1%
Liver/Kidney Disorders/Conditions	547.28	1%
Nottingham Only-Stress	458.39	1%
Nottingham Only-Mental Health	424.23	1%
Total	57696.59	100%

Sickness Absence

- ▶ Analysis of corporate sickness rates shows that in 2021-22 cough, cold and flu became the primary cause after COVID 19.
- ▶ In 2022-23, cough cold and flu became the primary cause of absence (see Fig 1, 2021-22 and 2022-23)
- ▶ Looking at FTE days lost (see Fig 2, 2021-22, 2022-23), the highest number of days absence are stress, depression and mental health
- ▶ Colleagues on long term sick (30 days plus) should be manager referred to the Occupational Health service, where they will be assessed by an OH nurse or triaged to an OH physician, psychotherapist or physiotherapist as appropriate.
- ▶ Early intervention is key in managing and reducing the duration of many causations of sickness.
- ▶ This situation will continue to be monitored and discussed at DLTs as part of wider sickness absence reporting

Employee Wellbeing

- ▶ A corporate offer of provision to support Employee health and wellbeing including an in house OH service are in place.
- ▶ Services provided include an EAP, Wellbeing Initiatives such as MHFAs, OHA (nurse led) and OHP (physician led) appointments to support with a range of HR processes; access to physiotherapy and HSE required health surveillance; specialist advice on complex cases and bespoke initiatives (eg to address sickness in teams)
- ▶ Training and Development has included relaunch of Mental Health Awareness workshop for managers and colleagues; Mental Health First Aid training; Menopause Connect sessions launched (3 so far)
- ▶ Corporate contracts for OHPs, Physiotherapy provision and the EAP are being renewed - procurement exercise ongoing
- ▶ **Medical information (Special category data):** systems and processes are in place to ensure the appropriate security and handling of this information.
- ▶ Previous audits have found that appropriate measures and good practice are in place to ensure that obligations of article 9 of GDPR regs are being met

	20/21	21/22	22/23
Wellbeing (with psychotherapist)	193	208	126
Physio	157	273	323
Workstation assessments	35	65	54
Health surveillance (statutory requirements)	155	149	386

Transactional HR & Payroll services - provided by EMSS

- ▶ EMSS is constituted under Joint Committee arrangements to process payroll/HR and accounts payable and accounts receivable transactions for Leicestershire County Council and Nottingham City Council.
- ▶ Nottingham City Council Internal Audit (NCCIA) is the designated Internal Audit provider for EMSS. Ensures service complies with Public Sector Internal Audit Standards (PSIAS) and Account and Audit Regulations 2015 and associated regulations.
- ▶
- ▶ NCC Internal audit support LCC and NCC in undertaking audit activity across East Midlands Shared Service. Reports and outcomes are shared with the Joint Committee

Pensions Administration

- ▶ Pensions administration for LGPS, TP and NHS schemes for NCC (inc former NCH, NCH Telecare and NRB), EMC, schools and x2 academies undertaking a range of statutory duties. Non-compliance could result in fines from the Regulator
- ▶ Performance data is reported on a monthly basis to the HR management team to provide assurances or red flags around compliance.
- ▶ Team is subject to internal and external audit (last full audit June 2017) and will respond to queries to support audits as required.
- ▶ Team manager is responsible for ensuring any changes to pensions legislation and/or pensions regulations are acted on and adhered to
- ▶ Implementation of a seeded solution in Fusion for Pensions in Nov '22 is having a significant impact on Year End reporting for 2022/23. Risk of non-compliance has been escalated to NCC senior management and will be flagged to NPF's Pensions Committee

Pay

- ▶ Proposals for revisions to the Council's Pay Policy and funding provision, as approved by ACOS and Exec Board respectively, are currently the subject of consultation and negotiation with the Council's recognised trade unions, with a view to securing a collective agreement.
- ▶ The trade unions will be putting these proposals to their membership, through a formal ballot during July, with implementation anticipated during September/October 2023, with payments backdated to 01 July 2023.
- ▶ The proposed revisions will expand grades below 'E' from 2 points to 3 points, and all other grades from 2 to 4 points.
- ▶ The revisions will also reintroduce an additional increment to all GLPC and SLMG/Leadership grades, providing a circa 25% pay headroom uplift within each grade.
- ▶ Further work is planned in Q3 to review: -
 - ▶ The application of the GLPC Job Evaluation scheme and grading for senior professional/technical roles
 - ▶ Pay benchmarking for senior/leadership pay
 - ▶ The payment of enhanced overtime rates from 37 hours onwards and
 - ▶ The payment of allowances through payroll elements

Pay...cont

- ▶ The quarterly Pay Governance Board, which has been on hold since the Pandemic and, more lately due to implementation of Oracle Fusion, will be brought back online in Q2 2023.
- ▶ Oracle Fusion Reports, that support pay policy governance activity, have now been developed and re-established on the new system and will provide the necessary datasets to enable the Board to discharge it's functions.
- ▶ The key functions of the Board are to monitor the operation of the Council's Pay Policy and ensure principles of the Council's Pay Policy are being adhered to. The Board makes decisions on discretionary payment elements and makes recommendations on the Pay Policy and it's application.
- ▶ Pay Governance Board quarterly datasets include an overview of basic pay, market supplements, additional payments, discretionary payments, allowances, overtime and agency spend.