



HR & EDI Audit Committee Report

September 2024

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1. Introduction

- ▶ The HR & EDI division previously developed an HR Improvement Plan in response to IAB instructions; this plan has been revised against the NCC Improvement Plan recognising the need for our improvement to be aligned to key themes of the programme:



Engaged, effective
and empowered staff



Improve governance



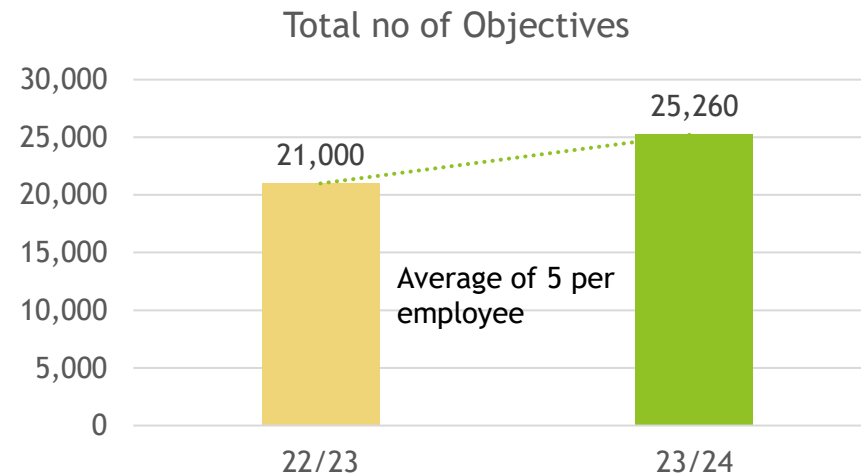
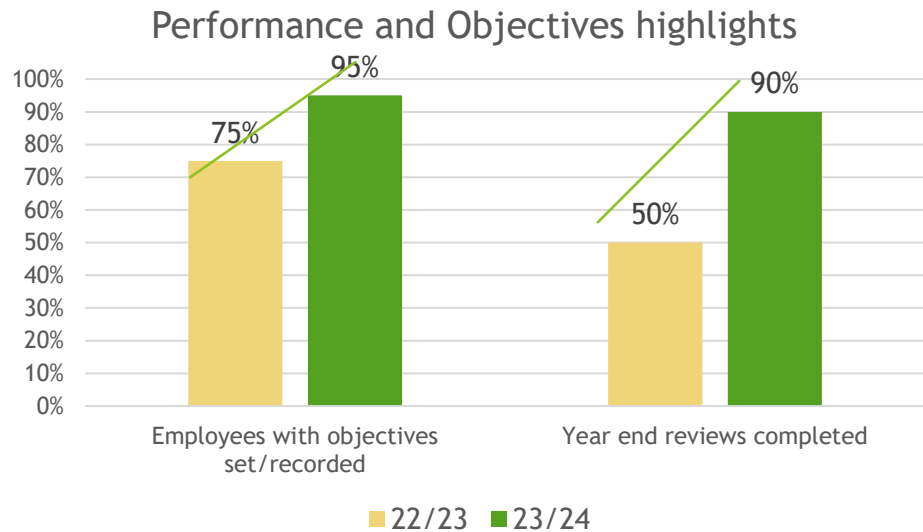
Improve enabling
processes and systems

- ▶ Each area of the division is working to ensure the Council's statutory and non-statutory obligations relating to people management, data governance and Equality, Diversity and Inclusion are being met and/or progressed.
- ▶ Cross division work is also currently underway to fundamentally change the function's operating model - maximising self-service (including a review of policies, processes and other management tools), strengthening the working relationship with EMSS and delivering committed D&P savings.
- ▶ This is being delivered whilst simultaneously supporting cross NCC D&P savings delivery (c 70 savings with workforce impacts and reduction of 550 posts), supporting delivery of transformation, identification and delivery of 25/26 savings proposals and the BAU activity set out in these slides.
- ▶ The current FTE of the team is 67 - against a budgeted establishment of 85.



2. Development and Change

- ▶ The new approach to **Individual Performance Reviews (IPR)** is now in its 3rd year, with significant increase in end of year completion rates and Objectives set.



2. Development and Change

Council-wide participation in learning and development remains consistent and higher than 3 years ago



4196 colleagues engaged in development in 23/24

83%



Colleagues and managers that are compliant with mandatory learning

1621



Colleagues attendees at workshops

3975



Colleagues completed **16,147** e-learning modules



80%

New managers that complete Leadership Management Programmes

- Current climate (D&P impact, restructures and budget pressures may have led to a slight downturn in engagement with learning. A trend to be monitored into 2024/25.

Observations

- Levels of engagement are slightly lower than 22/23 which can be explained to some degree by the fact that the Leading and Managing Together was mandatory for c.650 managers, who have now completed
- Induction programme for c.1200 TUPE transferred employees for NCH and NRB

2. Development and Change

Talent Development programmes being delivered to 'Establish and maintain a trained, skilled competent workforce accommodating fundamental cultural change'.

Leadership Development Programme

- ▶ Launched in 2022, now embedded into BAU with all new managers being enrolled as part of their induction to NCC.
- **80%** of managers fully complete within the required timeframes; SLMG completions have fallen slightly, largely due to the re-design of the programme content to align more closely to Council Improvement Plan
- Phase 2 of the programme will focus on **embedding behaviour change** and producing results and mapping to the key requirements of the Council Improvement plan and commissioners.

Accelerated Development Programme

- 2 cohorts have been delivered during 2023/24 with 31 colleagues completing. Total number of participants completing over 4 cohorts is now **58**.
- Development and Change continue to work with manager to source stretch/development opportunities for participants and provide CPD opportunities.
- Evaluation is underway to inform design and timing of future cohorts.

Nottingham Leaders Transformation Programme (NLTP)

- City wide leadership programme involving partners from Police, Fire and Health.
- 2 cohorts have finished in 2023/24 with 37 NCC employees. Total number of participants over 4 cohorts is now **67**.
- Work is underway to collaborate with partners to review and evaluate future provision of NLTP

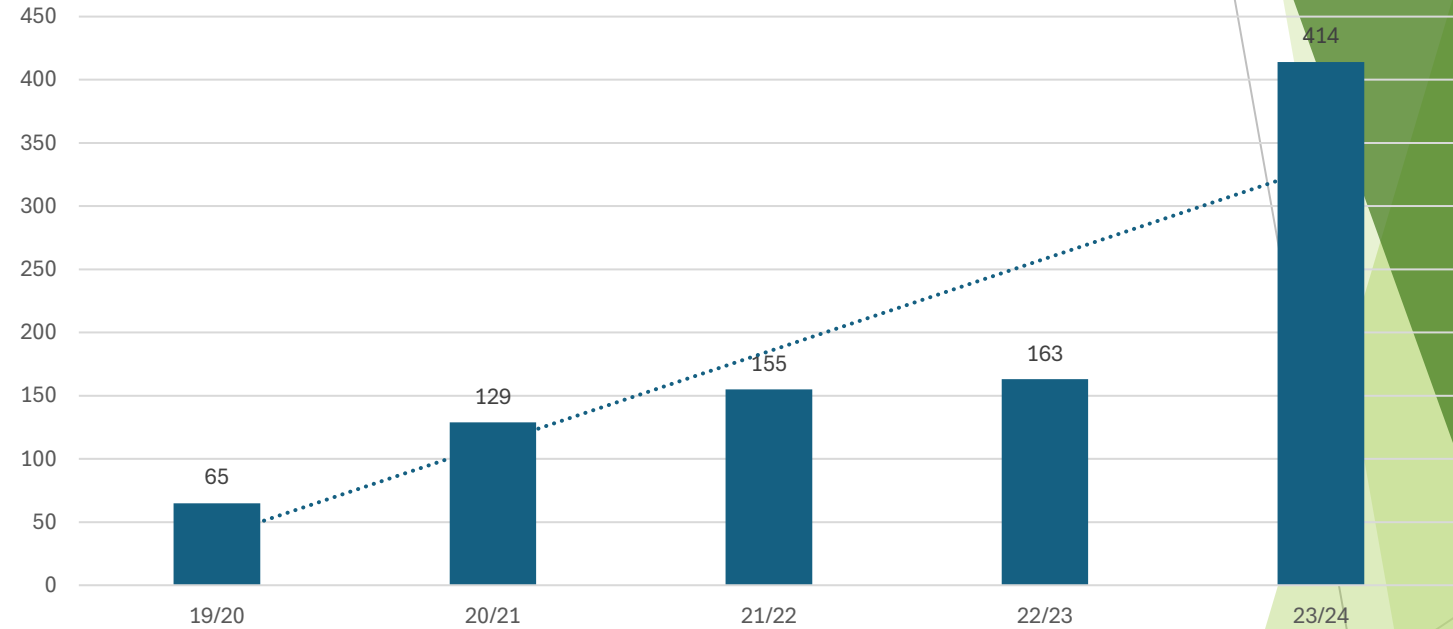
Reciprocal Mentoring

- 2 cohorts have run with early indications of an increase in cultural competence across SLMG and an increased understanding of the importance of diversity in decision making.
- Preliminary evaluation is currently underway which will inform design and provision of future cohorts.

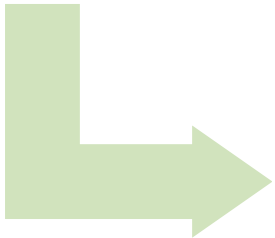
2. Development and Change

Councillor Development Programme – 2023/24

Participation in Councillor Development



123 participants in development across a variety of interventions (excluding induction) designed to support them in their role.



Comprehensive 6-week induction of new councillors post-election in May 2023, successfully delivered with 89% of respondents saying it was valuable or very valuable.



2024/25 programme designed and being implemented.

Equality, Diversity and Inclusion

Progress on Embedding EDI into all strands of work at NCC

EDI Strategy

- Updated in line with the refreshed SCP and recommendations from the Cllr Scrutiny committee
- Senior stakeholder feedback on the EDI Strategy followed by engagement with Trade Unions and Staff Networks prior to launching in Autumn 2024.
- Management training by Development & Change is embedding awareness of equality and inclusion priorities, directly targeting an increase in representation at the SLMG level.

Public Sector Equality Duty (PSED)

- NCC uses Equality Impact Assessments (EIAs) to ensure compliance with the PSED. The EDI team run monthly EIA workshops to support managers as well as bespoke sessions for the Transformation Project Managers.
- 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.
- Specific duties under PSED require publication of our gender pay gap report and general equality duty, which is reviewed and published annually.

Inclusive Initiatives

- Disability Confident Leader
- Race at Work Charter
- BSL Charter
- Stonewall Equality Index - achieved 'Silver Award' in 2023
- Equality Framework for Local Government (EFLG)

Casework - 2023/2024

Disciplinaries
(including Probation and Performance Management)

- 199 cases opened (increase from 22/23)
- 174 cases closed
- 58 cases remain open
- Average resolution time:
 - Disciplinary: 66 days
 - Probation: 39 days
 - Performance Mgmt: 69 days

Disciplinary Outcomes
(including Probation and Performance Management)

- **Disciplinary**
 - No Case to Answer: 25
 - Informal Correction: 32
 - First Written Warning: 17
 - Final Written Warning: 16
 - Final Written Warning & Demotion: 2
 - Resignation: 21
 - Dismissed: 15
- **Probation**
 - Satisfactory Probation: 7
 - Probation Extended: 4
 - Dismissed: 12
- **Performance Mngmt**
 - Objectives Met: 4
 - Demotion: 2
 - Move to Another Post: 1
 - Resignation: 1

Grievances

- 48 cases opened
- 57 cases closed
- Average resolution time
 - 57 Days
 - HDVB: 104 days
- **Outcomes:**
 - Resignation: 2
 - Withdrawn: 5
 - Informal Resolution: 12
 - Alternative Formal Process: 2
 - Not upheld: 20
 - Partially upheld: 8
 - Upheld: 1

Improvement Journey

- Routes of escalation with HR Business Leads to manage pace and progress in high-risk cases
- Casework Data is discussed monthly with HoS and Directors to provide clarity on roles and responsibilities as well as escalate concerns
- Data is presented quarterly at DLT to support discussions with TU's at the JCNC meetings

Policy Review

Disciplinary Policy

- Policy and associated guidance/templates were implemented 1 July 2024
- Changes ensure consistent application of the procedure and reduce the disproportionate impact on employees with protected characteristics.
- Specialised training commenced in August 2024 to develop an internal pool of Investigating Officers across the organisation.; training for Deciding Officers will follow

Performance Management Policy

- Policy and supporting Guidance approved and implemented in May 2023
- Mandatory e-learning for managers is being monitored by D&C to ensure completion.

Code of Conduct

- Implemented in July 2022
- Rolled out to all colleagues via email and intranet announcements.

Grievance Procedure

- Policy and associated Guidance was implemented 1 July 2024
- Rolled out to all colleagues via email and intranet announcements.

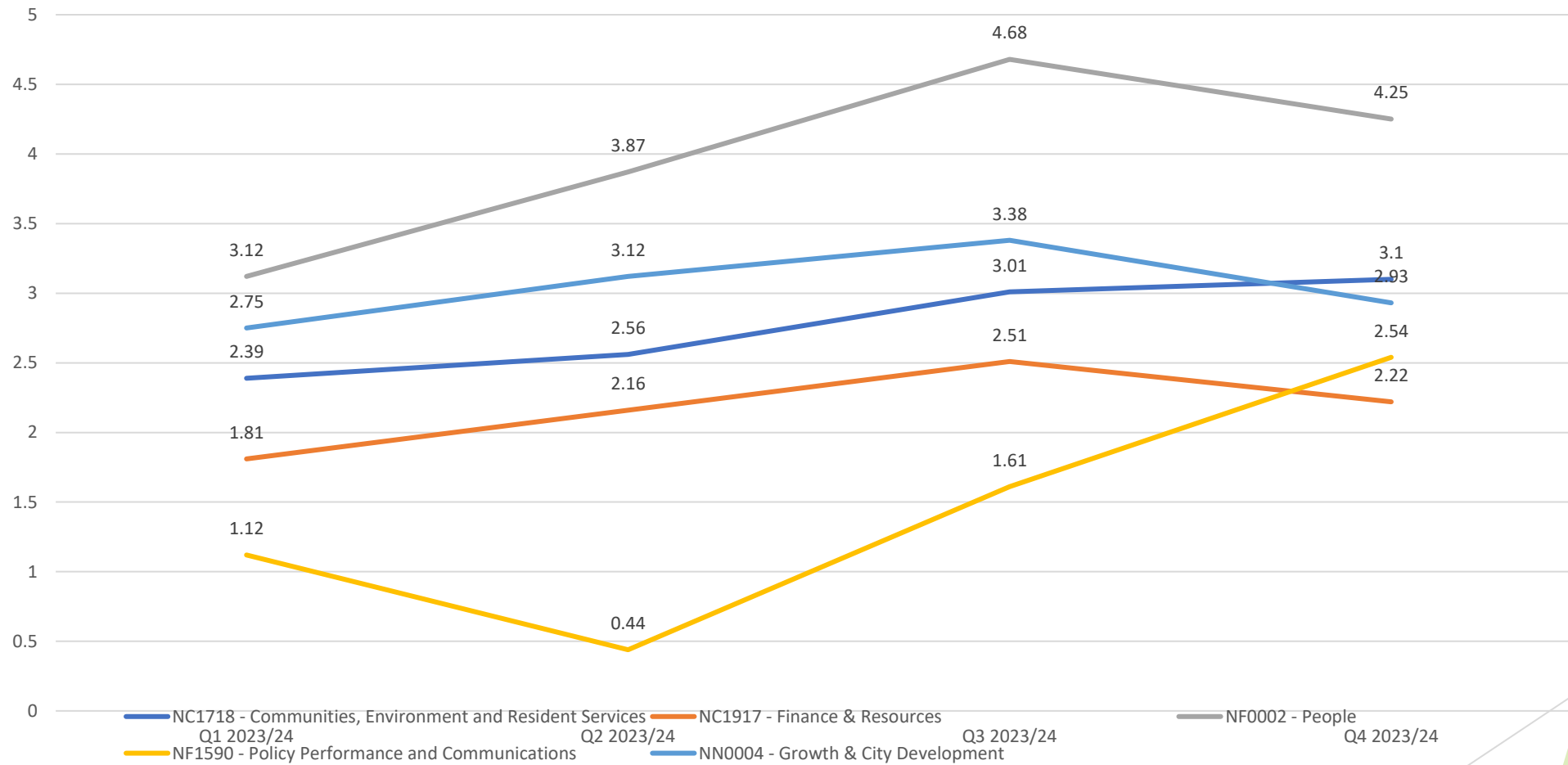
Directorate Absence - Days Lost per FTE (Last 12 months)

Figure 1.

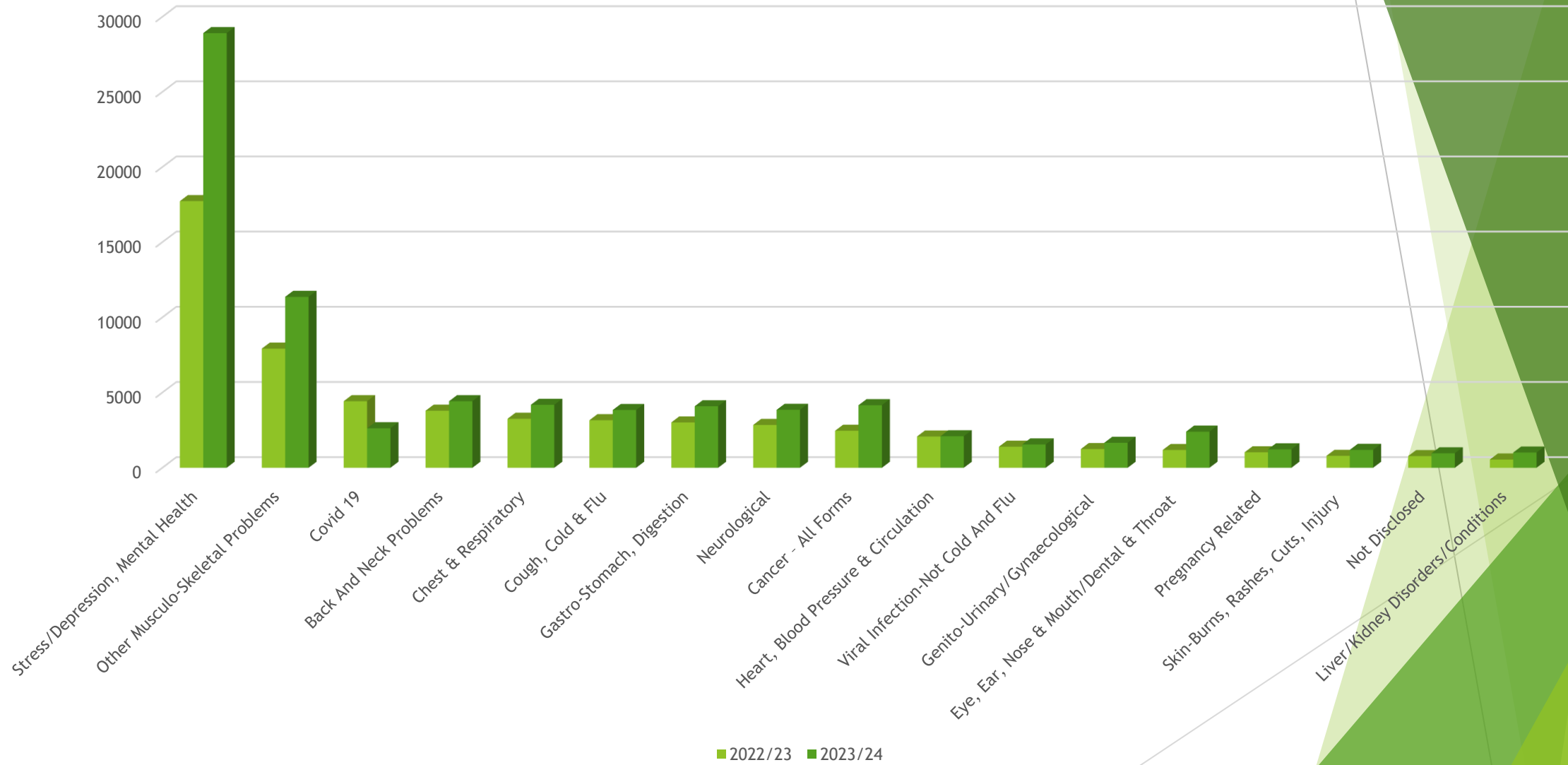
Directorate	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Days Lost per FTE
Communities, Environment and Resident Services	2.39	2.56	3.01	3.1	11.06
Finance & Resources	1.81	2.16	2.51	2.22	8.7
People	3.12	3.87	4.68	4.25	15.92
Policy Performance and Communications	1.12	0.44	1.61	2.54	5.71
Growth & City Development	2.75	3.12	3.38	2.93	12.18
NCC	2.65	3.08	3.53	3.26	12.5

Directorate Absence - Days Lost per FTE 2023/24

Fig 2.



Sickness Absence by Absence Reason

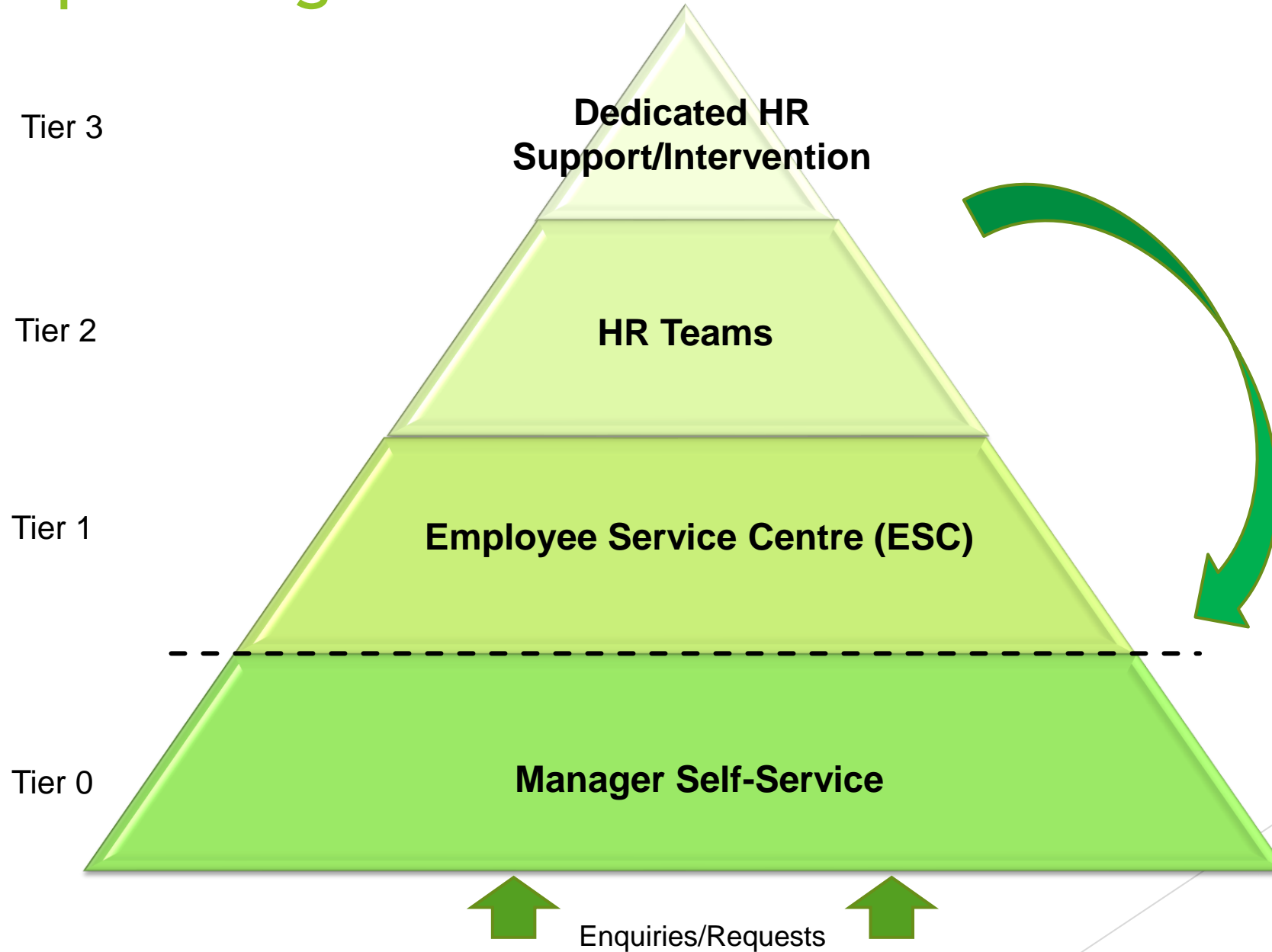


Employee Wellbeing

- ▶ 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 (Employee Assistance Programme), 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; and specialist advice on complex cases.
- ▶ Corporate contracts for OHP and Physiotherapy provision have recently be renewed and the tender exercise for the EAP is being completed
- ▶ Work is ongoing to address the backlog of health surveillance in Housing Services which dates from when this was NCH. Options are being explored around permanent OH resource dedicated to Housing Services going forwards to ensure compliance.
- ▶ **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	23/24	23/24
	NCC	NCC	NCC	NCC	Housing Services
General Referrals	-	-	-	441	104
Health surveillance (statutory requirement)	155	149	386	371	1342
Physiotherapy	157	273	323	100	29
Workstation assessments	35	65	54	59	9
Wellbeing referrals (with psychotherapist)	193	208	126	70	9
Neurodiversity assessments	N/A	N/A	N/A	14	2
TOTAL				1055	1495

HR Operating Model



Pensions Administration

- ▶ Pensions administration for LGPS, Teachers Pensions and NHS schemes for NCC, EMC and maintained schools undertaking a range of statutory duties. Non-compliance could result in fines from the Regulator.
- ▶ The withdrawal of EMSS from services to schools has meant that schools are now using external payroll providers: the provision of data has been inconsistent and schools do not necessarily manage these contracts effectively. Work is being done by the Pensions team to support schools to ensure that the correct data in the correct format is being submitted in a timely fashion, to avoid potential issues with compliance.
- ▶ The team has restructured and reduced in size as a result of the D&P review; as a result some non-statutory activity is returning to Nottinghamshire Pensions Fund from 1 January 2025. A transition plan is in place with NPF to manage this change.
- ▶ Performance data is reported on a monthly basis to the HR Delivery Manager to provide assurances or red flags around compliance.
- ▶ Team is subject to internal and external audit and will respond to queries to support audits as required.
- ▶ The Pensions Lead is responsible for ensuring any changes to pensions legislation and/or pensions regulations are acted on and adhered to

Pay

- ▶ A collective agreement was secured with the Council's recognised trade unions and a revised pay structure implemented in September 2023 with payments backdated to 1 July 2023.
- ▶ The revised structure includes broader scales, with grades B - D expanded from a 2 to 3 point incremental scale. And grades E and above from a 2 to 4 point incremental scale.
- ▶ GLPC and SLMG grades now include an additional higher increment, all employees with a year or more service at level 2 of their grade on implementation were moved to the new higher incremental point.
- ▶ SLMG progression has been brought in line with that for GLPC, employees progress after 12 months (was 24 months). Progression is now subject to satisfactory performance in the role.
- ▶ Work continues on the review of payment of allowances through payroll elements and the automation of holiday pay on allowances.
- ▶ A range of technical improvements are underway and scheduled throughout the current year to further improve customer experience, controls and compliance

Pay...cont

- ▶ The quarterly Pay Governance Board, resumed in Q2 2023.
- ▶ 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 its application.
- ▶ Oracle Fusion Reports, that support pay policy governance activity, now provide the necessary datasets to enable the Board to discharge its functions.
 - ▶ Pay Governance Board quarterly datasets include an overview of market supplement payments, additional payments, discretionary payments, allowances, overtime and agency spend.