

Corporate Select Committee

Date: **Monday 9 March 2020**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership:

Cllr K Vincent (Chairman)	Cllr I Mackie
Cllr S Askew	Cllr B Long
Cllr E Colman (V.Ch)	Cllr R Oliver
Cllr N Dixon	Cllr S Squire
Cllr C Foulger	CllrJ Timewell
Cllr T Jermy	Cllr J Ward
Cllr C Jones	

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

Agenda

1 To receive apologies and details of any substitute members attending

2 Minutes

To receive the minutes of the previous meeting held on 27 January 2020

Page 5

3 Members to Declare any Interests

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Wednesday 4 March 2020**. For guidance on submitting a public

question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetingsdecisions-and-elections/committees-agendas-and-recent-decisions/ask-aquestion-to-a-committee

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Wednesday 4 March 2020.**

7 Corporate Select Committee Work Programme Page 11

Report by the Executive Director of Strategy and Governance

8 Talking People Priorities (NCC Workforce attraction and retention) Page 15

Report by the Executive Director of Strategy and Governance

9 Gender Pay Gap Report 2019 linked to NCC objectives for Workforce Equality, Diversity and Inclusion Page 22

Report by the Executive Director of Strategy and Governance

10 Corporate Select Committee Forward Plan Page 29

Report by the Executive Director of Strategy and Governance

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Date Agenda Published: 28 February 2020



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Corporate Select Committee

Minutes of the Meeting Held on 27 January 2020 at
10 am in Edwards Room, County Hall, Norwich

Present:

Cllr Karen Vincent (Chair)

Cllr Nigel Dixon
Cllr Colin Foulger
Cllr Terry Jermy
Cllr Chris Jones

Cllr Brian Long
Cllr Sandra Squire
Cllr John Timewell
Cllr John Ward

Substitute Members present:

Cllr Phillip Duigan for Cllr Ian Mackie
Cllr Tony White for Cllr Stephen Askew

Also in attendance:

Cllr T FitzPatrick, Cabinet Member for
Innovation, Transformation and
Performance
Steve Blatch, Joint Chief Executive at North
Norfolk District Council, the lead CEX on the
One Public Estate Partnership

1 Apologies for Absence

- 1.1 Apologies for absence were received from Cllr S Askew, (Cllr A White substituting), Cllr E Colman, Cllr I Mackie (Cllr P Duigan substituting) and Cllr R Oliver.

2 Minutes

- 2.1 The minutes of the meeting held on 14 November 2019 were agreed as an accurate record and signed by the Chairman.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4A Items of Urgent Business

There were no items of urgent business.

4B Holocaust Memorial Day

The Committee stood for one minute to reflect on the causes and consequences of the Holocaust and to remember the victims of genocides throughout history.

5 Public Question Time

5.1 There were no public questions.

6 Local Member Issues/Questions

6.1 There were no local Member questions.

7 One Public Estate Partnership Norfolk

7.1 The annexed report (7) by the Executive Director of Finance and Commercial Services was received. The report informed the Committee about the development of the One Public Estate (OPE) Partnership for the Norfolk area and outlined the current status.

7.2 Steve Blatch, Joint Chief Executive at North Norfolk District Council, the lead CEX on the One Public Estate Partnership, explained the value of working together in partnership across the public sector and taking a strategic approach to asset management. He said that the OPE was about getting more from collective assets whether that was from major service transformation such as health and social care integration; unlocking land for new homes and commercial space; delivering more integrated, customer-focused services or creating new opportunities to save on running costs or generate income. There were many examples from across the county of the success of this work although some projects were subject to delay through a lack of funding or because of the particular difficulties that were associated with joint working with NHS bodies.

7.3 The Committee noted that Norfolk's OPE partnership brought together:

- the County Council
- District Councils
- Several NHS bodies
- The Police and the Fire and Rescue Service

7.4 The partnership had explored opportunities to:

- Work together
- co-locate services
- bring forward development sites that might otherwise remain undeveloped.

7.5 In reply to detailed questions from Councillors about the OPE projects that were currently taking place it was pointed out that there was insufficient money from the sale of the current Fire Station in North Walsham for it to be relocated to a site on the outskirts of the Town.

- 7.6 It was pointed out that briefings with relevant stakeholders were held at appropriate points within each of the OPE projects. Feedback was welcomed from stakeholders including parish/ town councils, partners, staff, members, users, interest groups and businesses. The OPE programme was waiting to hear if it had achieved phase 8 funding. Funding issues had meant that some projects were having to be developed in a piecemeal way.
- 7.7 Councillors were informed that OPE provided practical and technical support and revenue funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners. It enabled public sector partnership to work collaboratively on land and property initiatives, generating new jobs and homes, creating more joined-up public services to local communities, and delivering savings for the taxpayer. The programme had grown through incremental phases of funding. It was anticipated that a phase 8 of the programme maybe announced early 2020.
- 7.8 **The Committee RESOLVED to:**
- **note the work of the partnership**
 - **support the ongoing direction of the Norfolk partners.**
- 7.9 **The Committee RESOLVED TO RECOMMEND to Cabinet:**
- **That, because of the gains still to be realised from the One Public Estate Partnership in Norfolk, the Cabinet should be asked to look at finding ways to continue its work should Government partnership funding be withdrawn.**
- 8 **Strategic Asset Management Framework**
- 8.1 The annexed report (8) by the Executive Director of Finance and Commercial Services was received.
- 8.2 The Committee was of the view that while strategic asset policy and action plans should centre on what was deliverable in the next 5 years the framework should also provide an indication of what it was aimed to achieve in the next 10 years.
- 8.3 It was expected that there would need to be three or four meetings of the Working Group that it was recommended the Committee set up and that some of its meetings might need to be held over a complete working day.
- 8.4 **The Committee RESOLVED**
- **To set up a Working Group to help in the development of the new Strategic Asset Management framework.**
 - **To delegate the nomination and make-up of the Working Group to the Chair of the Committee.**

- **That draft terms of reference for the Working Group and the timescale for the completion of its work are agenda items for the first meeting and the subject of a report back to the Committee.**

8.5 Cllr B Long asked for it to be recorded that he had abstained in the vote to set up a Working Group.

9 **Energy Efficiency (including Re:fit)**

9.1 The annexed report (9) by the Executive Director of Finance and Commercial Services was received.

9.3 During discussion Councillors were informed that the ongoing and future projects mentioned in the report were aimed at serving the Council's ambitions to reduce its green-house gas emissions, seek opportunities to derive income from the property estate and reduce the holding costs of the estate.

9.4 In reply to questions, the Executive Director of Finance and Commercial Services agreed that the Council should explore what further savings would accrue to the Council from the conversion of street lights to LED lighting at the earliest opportunity. It was noted that street lighting was delivered by way of a PFI agreement. There were some 37,000 street lights that had not been converted to LED lights and that current plans were to reduce this number to 32,000 street lights.

9.5 **The Committee RESOLVED**

- **To respond positively to any Government proposals and consultations on energy saving or micro-generation.**

9.6 **The Committee also RESOLVED to RECOMMEND to Cabinet**

- **That the Council explores funding options (by financial borrowing where necessary) to facilitate a change to LED lighting at the earliest possible opportunity for all remaining street lighting where it is considered financially viable to make the change.**

10 **Digital Infrastructure and Strategy**

10.1 The annexed report (10) by the Executive Director of Finance and Commercial Services was received.

10.2 Examples of progress with the digital Infrastructure Strategy were included in a presentation given to the Committee.

10.3 The Committee was asked to consider the current scope of delivery of the strategy and what involvement it wanted to have in the development of the 10-year strategic technology roadmap.

10.4 **The Committee RESOLVED**

- That Councillors should be offered a wide range of digital skills training to improve and support their needs as Councillors.
- That the method of investment in case management systems should be addressed as part of a future Councillor training workshop.
- That a further report on progress with the Digital Norfolk Strategy should be brought to this Committee in six months.

11 **Local Service Strategy**

11.1 The annexed report (11) by the Executive Director of Community and Environmental Services was received.

11.2 The Committee noted that all the public sector organisations operating in Norfolk had shown a commitment to use the network of 47 libraries across Norfolk as the starting point to bring core services together proactively and to target services in the places where they were most needed in market towns, Norwich, Great Yarmouth and King's Lynn.

11.3 Steps were being taken to improve information on websites about the accessibility of public buildings, so disabled users know in advance whether they will be able to access the service/site.

11.4 **The Committee RESOLVED**

- To support the proposals for the second phase of the Local Service Strategy which will focus on taking a layered approach to service delivery on a locality by locality basis.
- To work proactively with District Councils to identify opportunities for physical building consolidation, with a focus on libraries as community hubs, to fit with local priorities and existing plans.
- To develop a clear universal offer for each of those buildings focusing on improved information, better co-ordination of local resource, and offers to meet different age groups.
- To agree joint priorities and areas of focus where we can work collaboratively to deliver real results for residents.
- To receive an update report in May 2020.

12 **Corporate Select Committee Forward Work Plan**

12.1 The annexed report (12) by the Executive Director of Strategy and Governance was received.

12.2 **The Committee RESOLVED**

- To endorse the areas of focus for the Corporate Select Committee set

- out in the report.
- To agree that the work programme includes an update on the Local Service Strategy at the May 2020 meeting.

The meeting concluded at 12.45 pm

Chair

Corporate Select Committee

Item No 7

Report title:	Corporate Select Committee Work Programme
Date of meeting:	09 March 2020
Responsible Director:	Fiona McDiarmid, Executive Director for Strategy & Governance
Executive Summary: This report outlines the proposed structure of the Corporate Select Committee's work programme and what it is trying to achieve, in the context of the Terms of Reference agreed at the Committee's inaugural meeting on 28 May 2019. Actions required <ol style="list-style-type: none">1. To endorse the thematic approach of the Committee's work programme2. Agree the agendas and reports set out in the work programme item 10 on the agenda	

1. Background and Purpose

- 1.1. On 28 May 2019, the Corporate Select Committee held its first meeting, during which the Terms of Reference for the Committee were outlined. Specifically, the Corporate Select Committee "supports the Cabinet and Council in ensuring good governance and that the resources and assets are used as efficiently and effectively as possible and that as a result the Council minimises risk, is resilient, takes advantage of opportunities arising from new technology and communicates effectively with its residents and stakeholders". The full terms of reference were considered by the Committee on 28 May 2019 and can be found by following this [link to report](#) on the Committee pages website considered earlier.

For this purpose, the Corporate Select Committee focuses on a range of programmes and activities undertaken by the Council, which relate to good governance, resources and assets, including people and systems.

2. Proposals

- 2.1. It has been previously agreed that, in order to create strategic oversight and drive the appropriate development of strategy and policies, the Corporate Select Committee will take a thematic approach to the work programme, around three key themes: People, Transformation and Assets.

All three themes relate to the governance, resources and assets of the Council, which, in turn drive efficient and effective performance. The thematic approach enables the Committee to group together items with a common strategic focus, understand the bigger picture and shape the development of appropriate next steps.

Since its inception the committee has considered the following items and agreed actions as follows:

- On 14 November, the Committee received a number of reports on the Council's Transformation programme. More specifically, it reviewed the progress made on the development of the Customer Service Strategy, the planning phase of the HR & Finance System Replacement programme and an update on Business Transformation, of which Smarter Working is an integral part. The Committee agreed with the indicators being looked to, to tell us if we are driving digitization and self-service at the right pace for our colleagues and our community and to ensure that we have not overlooked any further opportunities. It was further agreed that a further report on Smarter Working will be presented at Committee on 9 March 2020.
- At the meeting on 27 January 2020, the Committee reviewed a number of reports relating to the Council's Assets, including the current position of the One Public Estate programme, the Strategic Asset Management Framework (and agreement to set up a Working Group to help in the development of the new Strategic Asset Management framework), the Energy Efficiency initiative and the Local Service Strategy. Further updates to the Committee will be brought in the next 3-6 month period.
- At today's meeting, the Committee will be examining a set of inter-connected issues that affect our People. The new ways of working that the Council seeks to introduce and foster which the Committee previously examined at its November meeting as "Smarter Working". Linked to this we are examining the employment proposition we are seeking to develop, to meet the changing needs of the Authority and those of a modern and enabled workforce.

3. Impact of the Proposal

- 3.1. Through a thematic approach, the Committee is able to have a strategic focus on key issues, be more effective in making the appropriate connections between critical strands of work, and support the development of joined-up strategies and policies, to recommend to Cabinet as appropriate.

4. Financial Implications

- 4.1. None.

5. Resource Implications

5.1. **Staff: None**

5.2. **Property: None**

5.3. **IT: None**

6. Other Implications

6.1. **Legal Implications**

None

6.2. **Human Rights implications**

None

6.3. **Equality Impact Assessment (EqIA) (this must be included)**

This is not required for this report

6.4. **Health and Safety implications (where appropriate)**

None

6.5. **Sustainability implications (where appropriate)**

None

6.6. **Any other implications**

None

7. Actions required

7.1. 8. To endorse the proposed structure of the Committee's work programme and agree the agendas and reports for subsequent meetings.

9. Background Papers

9.1. Terms of Reference & Working Arrangements, Corporate Select Committee, 28 May 2019

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Corporate Select Committee

Item No 8

Report title:	Talking People Priorities (NCC Workforce attraction and retention)
Date of meeting:	9th March 2020
Responsible Cabinet Member:	Councillor Andrew Proctor, Leader
Responsible Director:	Fiona McDiarmid, Executive Director, Strategy and Governance

Introduction from the Cabinet Member

Our workforce priorities are key and at the heart of delivering our vision and priorities for Norfolk. Our workforce accounts for around 28% of our non-schools budget and Norfolk County Council (NCC) is the largest employer based entirely in Norfolk. People are critical to our success.

This paper considers 3 strategic priorities which collectively consider the strategies to attract and retain the best, diverse talent and skills we need, and by doing so, improve the quality of our workforce and create a modern future thinking organisation. Members should also consider the wider benefits from attraction and retention when considering the accompanying paper on Gender Pay and our Equality, Diversity and Inclusion (EDI) objectives.

This report identifies the need to describe what it means to work for NCC in a modern digital workplace; what can be expected and what we expect which will encourage all to stay and grow. So, a focus on employee feedback and what it means to be a colleague at NCC is critical to our ongoing workforce planning and actions.

These priorities will support the economic growth agenda and prosperity of our county.

Members are invited to help shape these key priorities through considering some key proposals and issues and so provide direction to progress work.

Executive Summary

The Corporate Select Committee will be provided with a detailed presentation at committee with contextual information to inform the key issues summarised in this paper.

There are 3 key priorities for discussion, each with specific issues for members to agree.

- **Understanding Our Voice, Our Council Staff Survey and what our**

<p>“Employment Deal” means for performance, recruitment and retention</p> <ul style="list-style-type: none"> • Norfolk PLC: Attracting to Norfolk and Norfolk CC to live and work • Understanding the people aspects of smarter working and how this supports a more efficient and modern organisation, as well as attraction and retention
<p>Actions Required:</p> <p>Members are asked to consider the specific proposals/issues in Section 4 identified by each priority, to inform ongoing and future work.</p>

1. Background and Purpose

Our Voice, Our Council Staff Survey

- 1.1 In 2019, with a refreshed people vision and leadership direction, we wanted to understand what engagement looked like in the Public Sector. The workforce had not been surveyed since 2014 and we had no recent evidence to guide our future people strategies.
- 1.2 We selected an employee survey based on research by the LGA called TEDD, which is designed to understand the “employment deal” in the public sector. The survey seeks to understand the relationship between employer and employee known as “the deal” in terms of fairness and value of the deal in the eyes of the employee. It also asks about the quality of conversations and recognises tensions and pressures in the workplace like doing “more with less”.
- 1.3 The survey looks at a number of areas which consider what the employer offers and the employee provides – reflected in the diagram below.



These elements are considered essential to create the conditions for high levels of satisfaction and performance at work.

- 1.4 The survey results (based on a 50% response rate) when compared with the local authority sector indicated that NCC scored in the top quartile.
- 1.5 The survey used Key Driver Analysis, which is a statistical technique to identify the elements that most impact on the employee contribution to “the deal” with NCC. These top 5 priorities are detailed below with a green, amber or red status:

My manager recognises that speaking openly about work related issues provides an opportunity to improve things	77
There is a clear link between my Performance Development Discussion and my team’s goals	68
Overall, I am satisfied with the employment deal (what I receive and what I am expected to give in return) provided by NCC	63
NCC’s Leader and Executive Directors have a clear vision for the future of the organisation	56
My manager encourages conversations that enable the team to be more effective in achieving its performance goals	74

- 1.6 The survey also asked “How would you describe NCC?” the highest scoring description was “trustworthy” and the least was “innovative”.
- 1.7 The results at NCC level and service level were shared and action plans agreed across NCC. Due to the range of services, a very broad range of actions were committed to. The following are examples of responses to the key drivers:
- The Leader and Head of Paid Service presented ‘Norfolk Together’ to 160+ staff in 4 locations in response to the key driver of ‘NCC’s Leader and Executive Directors have a clear vision for the future of the organisation.
 - Children’s Services used their key driver of ‘I trust NCC to treat me fairly’ to inform a changed approach for Social Worker recruitment and for re-focusing Performance Development Discussions
 - Adult Social Care have worked on improving trust in their communications approach e.g. Team Brief, a first Staff Conference
 - CES have communicated links between Norfolk Together and Service Teams and created opportunities to improve recognition of the work undertaken by colleagues
 - Strategy and Governance prioritised well-being and re-allocated resources while Finance & Commercial Services prioritised working more closely with the front-line services they support and increasing manager visibility

- 1.8 Corporate Board agreed to run this survey on an annual basis with tracking of progress and the second one will run from 9 to 30 March 2020.

2. Norfolk PLC – Attracting to Norfolk and Norfolk CC to live and work

- 2.1 A number of workforce challenges exist for NCC. Our workforce is an aging one with 5% of workforce under age 24, 26% of the workforce aged over 55 and more likely to plan to retire, 40% of the workforce aged 40-55 and more likely to stay with the potential for multiple careers. Due to attrition, 15% of our workforce joined in the last 12 months.
- 2.2 Nationally, the demographics are such that there will be a reduced economically active younger workforce and by 2037 1 in 3 people will be aged over 65, potentially needing to remain economically active, or conversely needing increased care.
- 2.3 Norfolk currently has 3000 vacancies within health and social care mirroring a national shortage.
- 2.4 Within NCC, we evidence recruitment challenges across a number of professional groups including senior leaders, social workers, engineering, lawyers and teachers.
- 2.5 Within NCC overall, within the last 6 months, we have received 4600 applicants with 26% receiving an interview and 13% receiving an offer. 35% of the volume of our recruitment is within social care, 14% is for business support and 13% for culture and heritage.
- 2.6 Over the past year NCC has recruited over 1000 employees, with nearly 400 in Children's Services and 250 in Adult Social Services. Over a quarter come from the private sector and 50% from the public sector. This largely fills existing vacancies.
- 2.7 Our Apprenticeship Levy is being utilised with 270 employees benefiting from development from the levy meeting our public sector target and specifically helpful in developing the first cohort of social worker apprentices.
- 2.8 Our marketing strategy has increasingly looked to our digital presence in the market and a recent campaign for Children's social work attracted 6500 hits to our website through Google Analytics. Traditional media of newspaper advertising was low (e.g. The Guardian). From this wide net of interest, 100 applied for roles and to date we have made 28 offers of which 17 have started. Our conversion rate from attraction is very low at 0.2%, however positively of those who apply we offer roles to 17%. This insight increasingly highlights the need to improve our employer brand so that we improve our applicant rate.
- 2.9 Our approach is to focus on building our employer brand for NCC and potentially for Norfolk as a place. The evidence indicates that organisations that prioritise employer brand are 25% more likely to rate their recruitment highly effective with a 54% increase in the quality of the candidate pool. Interestingly, 67% of job seekers would accept a lower salary if the company had positive online reviews and there

is a significant decrease in the cost per hire for employers with strong employment brands.

2.10 Our Employee Survey feedback provides really valuable feedback to help understand who we are from an employee perspective.

2.10.1 The elements to creating an employer brand are provided below:



Discover what makes you who you are.



Define an authentic, aspirational and ownable proposition



Develop creative communications that connect and bring your proposition to life



Create energy and excitement across the business to build advocacy

2.10.2 We can further explore dialogue with key partners and employers in Norfolk to identify opportunities for collaboration to build a “Norfolk Brand” for attraction to roles across Norfolk.

3. Smarter Working – People Aspects to Improve Attraction and Retention

- 3.1 There are significant people aspects of smarter working to support a more efficient and modern organisation, which can also enable attraction and retention. Norfolk County Council (NCC) has set out a vision and set of principles to guide our approach.
- 3.2 Smarter working means being more flexible about when and where we work, and how we creatively use space and technology to find new and more effective ways of doing things in a modern and business-like way.
- 3.3 NCC recently conducted a business resilience exercise to test the stability of our IT systems if most of the workforce worked remotely. This “remote working day” is a useful exercise to plan for events like bad weather and has provided an additional benefit of genuinely testing whether colleagues in different professions can successfully be productive when working remotely and to assess the benefits and risks of doing so.
- 3.4 We are at the time of writing conducting a specific survey to ask for feedback about the remote working day which will provide useful insight and will be presented as a case study with learning to members at the Corporate Select Committee. Anecdotal feedback is good with a significant successful take-up.

4. Key Issues/Proposals for Members to Consider for each priority:

4.1 Staff Survey:

- How do we increase response rates especially from hard to reach employee groups?
- What insight would members have from community work about NCC as a place to work and how would they recommend NCC as a place to work?

4.2 Attracting to Norfolk and NCC – Developing an Employee Brand:

- Members are asked to review the following objectives for developing “Norfolk PLC”.
 - Shape a Norfolk-wide collective strategic narrative about Norfolk as a place which is compelling, builds confidence in a good future here and is reputationally sustainable. NCC’s role would be to act as a convenor to engage with key players to identify appetite to partner joined up working
 - Describe the NCC employee proposition “the deal” and employer brand which attracts the people we need to come and live and build careers in Norfolk
 - Attract candidates with the key capabilities essential to the economic growth and social mobility agenda of Norfolk
 - Ensure a fantastic candidate and employee experience to match our narrative
- What insight would members have from their perspective about our strategic narrative to add to this work?
- Consider if this work could benefit from a cross-party member group to work together to build our employer brand and place marketing first for NCC and then engage across Norfolk?

4.3 Smarter Working – people impacts

- How can we promote smarter working as an effective attraction tool, particularly to a younger population?
- How can we help members to embrace smarter working?

5. Financial Implications

Any financial implications are identified within existing budgets and corporate risks.

6. Resource Implications

None identified at this stage

7. Other Implications

None identified at this stage

8. Sustainability

Not applicable

9. Equality Impact Assessment

Not applicable

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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Corporate Select Committee

Item 9

Report title:	Gender Pay Gap Report 2019 linked to NCC objectives for Workforce Equality, Diversity and Inclusion
Date of meeting:	9th March 2020
Portfolio Lead	Councillor Andrew Proctor, Leader
Responsible Director	Fiona McDiarmid, Executive Director, Strategy and Governance

Executive summary

From April 2018, all companies in the UK with more than 250 employees have been required to publish annually:

- their median gender pay gap figures, which compare the pay of the man and woman who are at the mid-point of the company payroll
- their mean gender pay gap figures – produced by dividing the total male and female payroll by the number of workers
- the proportion of men and women in each quartile of the pay structure
- the gender pay gaps (mean and median) for bonuses

The data is calculated for the public sector as at the 31 March each year and must be published within 12 months of the snapshot date (i.e. by 30 March the following year).

Appendix A is the data that will be published for Norfolk County Council by 30 March 2020 for the reporting year 2019.

Actions

- 1) **Members are asked to review the Gender Pay Gap Report, and specific proposed actions for 2020 in Section 6.**
- 2) **Consider the findings and key issues detailed in Section 7 of this report as part of our wider reflections and learning about enhancing our ability to recruit and retain employees by a focus on our equality, diversity and inclusion objectives.**

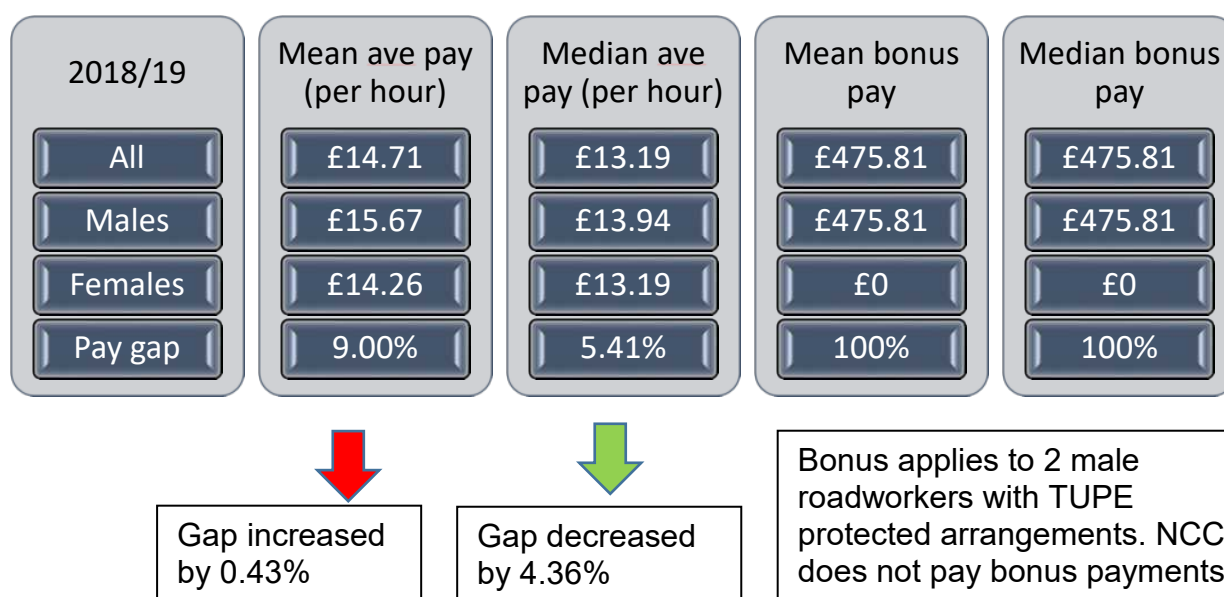
1.0 Background and Purpose

- 1.1 New legislation took effect in 2018, requiring all employers with 250+ employees to annually publish their Gender Pay Gap by the end of each financial year.

- 1.2 This is the third cycle of reporting under the new legislative regime and this report sets out the position in respect of NCC's gender pay gap as at 31 March 2019 and compares against our position in 2018.
- 1.3 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 applies to local authorities and other public bodies. Publicly-funded schools are required to submit their own reports, so employees in council-maintained schools are not in scope. A wide definition of employee is used for the purposes of this legislation and includes:
- employees (those with a contract of employment)
 - workers and agency workers (those with a contract to do work or provide services)
 - some self-employed people (where they personally have to perform the work)
- 1.4 The calculations should be made from the March payroll as the public sector "snapshot" date of the 31 March falls into this period. Employers must then submit and publish their data within 12 months.
- 1.5 Section 2(3) of the Regulations states that the employer is not required to include any data it doesn't hold and where it isn't reasonably practicable for them to get it. Agency workers, self-employed people and retained firefighters are excluded from the 2019 report as we either do not hold any or hold insufficient data on the individuals to enable us to report accurately.
- 1.6 The regulations define pay to include basic pay, all types of paid leave, shift or other allowances. It does not include overtime, expenses, salary sacrifice, benefits in kind, redundancy pay or tax credits. Employees on reduced pay due to sick or maternity leave are out of scope.

2.0 2018/2019 Gender Pay Gap Reporting Outcomes

2.1 Overall Gender Pay Gap Outcome



2.2 Bonus Pay



2.3 Quartile Data



3.0 Comparison with 2017/18 Data

- 3.1 The mean gender pay gap has increased by **0.43%** to **9.00%** compared to the 2017/18 outcome, however, the median pay gap has reduced from **9.77%** to **5.41%**.
- 3.2 The slight increase in our mean gender pay gap is expected as these figures are the first not to include NCC's female Managing Director, who was the highest paid employee before she left at the end of 2018. The 2019 report noted that an increase of this level would be expected if a man was appointed to the equivalent role.
- 3.3 The significant reduction in the median pay gap appears to be due to the increase in the proportion of female employees at the higher end of the pay range.

Quartile	2017/18 Male	2018/19 Male	Change Male	2017/18 Female	2018/19 Female	Change Female
Lower	26.6%	26.1%	-0.5% ↓	73.4%	73.9%	+0.5% ↑
Lower Middle	24.6%	24.0%	-0.6% ↓	75.4%	76.0%	+0.6% ↑
Upper Middle	39.3%	38.6%	-0.7% ↓	60.7%	61.4%	+0.7% ↑
Upper	38.0%	37.1%	-0.9% ↓	62.0%	62.9%	+0.9% ↑

- 3.4 It is important to note that the legislation around Gender Pay Gap reporting requires us to base the report we are submitting this year, on data that is nearly a year old (March 2019). Therefore, any changes do not reflect work carried out to improve the gender pay gap in the past 12 months. However, having a strong consistent direction of travel of the proportion of women moving into the higher pay ranges is encouraging and suggests that our work to improve the Gender Pay Gap since the requirement to report this data is having a positive impact

- 3.5 National figures for 2018/219 will not be known until all employers have submitted their data (30 March 2020 for Public Sector and 4 April 2020 for the Private sector), however the 2017/18 figures showed an all employee mean pay gap of **14.2%** and median pay gap of **11.9%**.
- 3.6 For local authorities the average mean gender pay gap was **6.1%** in 2018/19, with values varying between **-18.0%** (women were paid more than men) and **23.9%**. The average median was **4%**. Therefore, unless the national figures change considerably this year, we compare favourably against all employers and broadly comparable to 325 local authorities
- 3.7 Previous reports have included analysis by NCC grade, however, this is not included this year for the following reasons:
- Gender pay gap reporting legislation does not require analysis or reporting by grade.
 - There are no real benefits of carrying out an analysis by grade as the numbers in some grades can be quite small, leading to a risk of skewed results.
 - It provides an incomplete picture as we now work much more collaboratively and have many employees who are not on NCC terms and conditions e.g. NHS, Fire, Teaching and other employees who have either joined us via TUPE, or through joint working with other stakeholders.

4.0 Bonus Pay Gap

- 4.1 Bonus pay is defined in the Regulations as any remuneration relating to profit sharing, productivity, performance, incentive or commission.
- 4.2 The gender bonus gaps result from payments made to 2 male employees, who transferred to the Council from the private sector in 2014 and are protected under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). These employees transferred to Norse via TUPE in September 2019, so the Bonus Pay Gap for next year (20/21) should reduce considerably.

5.0 Understanding our Equality, Diversity and Inclusion (EDI) Objectives and How They Support Attraction and Retention

- 5.1 The agreed NCC EDI objectives in relation to the workforce are:

- Role model an organisational culture that respects and values difference across our county and in our workforce
- Develop NCC's reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of backgrounds for the value they can bring to our organisation
- Support and encourage our colleagues to be the best they can be at work, providing them with an employment deal that is fair and inclusive, helping everyone to contribute to the ambitions of NCC

- 5.2 Our diversity workforce data suggests that we are broadly representative of the diversity of our Norfolk community, with the caveat that a significant number do not declare if they have a disability.
- 5.3 Our age profile is an aging one with a quarter of our employees over the age of 55, and 5% of our workforce under 24.
- 5.4 Our gender pay position has improved, with the median pay gap reducing. More women are progressing in the senior grades. Generally, we compare similarly alongside other local authorities based on the previous year's data

6.0 2020 Proposed Actions in Response to the Gender Pay Gap Report

- 6.1 We aspire to have an organisation that is inclusive, values difference and recognises the unique and diverse contribution of all employees, where staff can develop and progress, irrespective of gender or other protected characteristics.
- 6.2 Whilst the actions set out below are not exclusively available to women, we will monitor and evidence the impact they have in promoting a greater gender balance at all levels of the organisation.
- Continue to expand the **Norfolk Development Academy**, developing and promoting a Leadership programme and increasing the number of coaches and mentors that we can provide to support colleagues with their career development.
 - Research best practice to understand how successful managers are identified, applying any lessons learnt to make our **recruitment processes** more effective.
 - Continue to embed our Smarter Working programme encouraging a more **flexible and agile approach** to where, when and how employees work, moving away from traditional 9–5 office-based working to one where some form of flexible working is the norm.
 - Expand our **Apprenticeships** offer including offering **Level 7 Leadership** qualifications. We always aim to attract a diverse range of candidates to our apprenticeship opportunities, but where necessary, will tailor our recruitment campaigns to target groups which are under-represented in those professions.
 - Pilot the use of **anonymous shortlisting** within our recruitment practices, where all personal information is removed before shortlisting to reduce the possibility of unconscious bias.
 - Continue to review our **policies and procedures and council literature** to ensure gender neutrality in use of language.
 - Promote roles which are under-represented for either men or women to encourage an improved balance overall in our workforce make-up.
 - Develop our **data and evidence base** to test out the validity of anecdotal evidence about the **potential barriers** to reducing the gender pay gap and inform future action plans. In particular we will carry out detailed research and analysis in relation to progression of women into Senior Leadership roles, both via external recruitment and internal promotion.

7.0 Proposals/Key Issues for Members to Consider:

- Feedback on proposed actions to respond to the Gender Pay Gap report
- What are the priorities to address our broader workforce EDI objectives?
- Do we create the right conditions to support an inclusive culture in our actions and language?
- What role would members wish to play?

8.0 Financial Implications

There are no specific financial implications in relation to this report.

9.0 Resource Implications

There are no specific implications at this stage

10.0 Other Implications

None

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix A

Data to be published on the Gender Pay Gap viewing service

	Mean average pay	Median average pay	Mean bonus pay	Median bonus pay
All	£14.71	£13.19	£475.81	£475.81
Males	£15.67	£13.94	£475.81	£475.81
Females	£14.26	£13.19	£0.00	£0.00
Pay gap	9.00%	5.41%	100%	100%

Quartile data	Males	Females
Quartile 1	26.10%	73.90%
Quartile 2	24.02%	75.98%
Quartile 3	38.57%	61.43%
Quartile 4	37.12%	62.88%

Proportion of male employees paid a bonus	0.09% (2 employees)
Proportion of female employees paid a bonus	0.00%

CORPORATE SELECT COMMITTEE – PROPOSED WORKPLAN 2020

Item 10

Corporate Select Committee	18 May 2020 Theme: Transformation	13 July Theme: Assets	14 September Theme: People
Corporate	<ul style="list-style-type: none"> • Local Service Strategy • Customer Service Strategy • IMT Update-presentation (Disaster Recovery & Home-Working) • HR & Finance system replacement – implementation planning • Complaints report • Committee forward plan 	<ul style="list-style-type: none"> • Governance annual review • Asset Management Plan • Energy efficiency • Digital Norfolk Strategy – progress report • Committee forward plan 	<ul style="list-style-type: none"> • HR & Finance system replacement – implementation planning • NCC Recruitment update and consideration of Norfolk PLC recruitment • Staff Survey results and next steps • Committee forward plan