

Meeting: **Employment Committee**

Date/Time: **Thursday, 28 February 2019 at 10.00 am**

Location: **Goscote Committee Room, County Hall, Glenfield**

Contact: **Anna Poole (0116 305 2583)**

Email: **anna.poole@leics.gov.uk**

Membership

Mr. J. B. Rhodes CC (Chairman)

Ms. L. Broadley CC Ms. Betty Newton CC
Mr. T. Gillard CC Mr. R. J. Shepherd CC

AGENDA

<u>Item</u>	<u>Report by</u>	
1. Minutes of the meeting held on 6 December 2019.		(Pages 3 - 8)
2. Question Time.		
3. Questions asked by members under Standing Order 7(3) and 7(5).		
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.		
5. Declarations of interest in respect of items on the agenda.		
6. Attendance Management	Director of Corporate Resources	(Pages 9 - 16)
7. NJC Pay Award 2019/20.	Director of Corporate Resources	(Pages 17 - 22)



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|-----|---|---------------------------------------|-----------------|
| 8. | Gender Pay Gap Reporting. | Director of
Corporate
Resources | (Pages 23 - 32) |
| 9. | Apprenticeships. | Director of
Corporate
Resources | (Pages 33 - 40) |
| 10. | Organisational Change Policy and Procedure:
Summary of Action Plans. | Chief Executive | (Pages 41 - 46) |
| 11. | Any other items which the Chairman has
decided to take as urgent. | | |
| 12. | Date of Next Meeting. | | |

The next meeting of the Committee is scheduled to be held on Thursday 27 June 2019.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 6 December 2018.

PRESENT

Mr. R. J. Shepherd CC (in the Chair)

Ms. L. Broadley CC
Mr. T. Gillard CC

Ms. Betty Newton CC

In the absence of the Chairman, the meeting was chaired by Mr. R. J. Shepherd CC.

1. Minutes.

The minutes of the meeting held on 13 September 2018 were taken as read, confirmed and signed.

2. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 35.

3. Questions asked by members under Standing Order 7(3) and 7(5).

The Chief Executive reported that no questions had been received under Standing Order 7(3) and 7(5).

4. Urgent Items.

There were no urgent items for consideration.

5. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

6. Health, Safety and Wellbeing Annual Report 2017 - 18.

The Committee considered a report of the Director of Corporate Resources concerning the Health, Safety and Wellbeing Annual Report for 2017/18. A copy of the report marked 'Agenda Item 6' is filed with these minutes.

Arising from discussion the following points were raised:-

- i. Slips, trips and falls continue to be the biggest cause of accidents resulting in injury; the data for Leicestershire was in line with national incident rates. The data showed that the location which experienced the highest level of incidents was the

LTS Catering Service, which provided food to Local Authority schools; the majority of incidents were due to slips, trips and falls in kitchens;

- ii. The data for the Learning Disability Service had been disaggregated to cover various sites; Members were concerned that, when aggregated, it showed a higher level of incidents than for the LTS Catering Service. It was agreed that a breakdown of the type of incident by location, and the extra support being given to the service, would be provided to the Committee prior to the next meeting;
- iii. It was recognised that the number of physical assaults on staff had increased; it was felt that a campaign to encourage the reporting of such incidents had resulted in the increase;
- iv. Some locations were included twice on the table on page 14 which showed the location of incidents, as there were two separate buildings on site. It was agreed to differentiate clearly in future reports;
- v. Accident investigations for all RIDDOR reportable incidents could generate a cost to the County Council should an improvement notice be issued. It was agreed to include details of any costs incurred in future annual reports;
- vi. Whilst the increase in the number of referrals to Occupational Health was concerning, it was seen as a positive indication that managers were making effective use of the service offered.

RESOLVED:-

That

- a) the Health, Safety and Wellbeing Annual Report 2017-18 be noted;
- b) future Health, Safety and Wellbeing Annual Reports would include details of costs incurred related to RIDDOR reportable incidents and improvement notices issued; and
- c) a breakdown of the type of incident by location for the Learning Disability Service, and the extra support being given to the service, would be provided to the Committee prior to the next meeting.

7. Attendance Management

The Committee considered a report of the Director of Corporate Resources which provided an update on the County Council's overall position on sickness absence as at the end of September 2018. It also informed of the wellbeing support offer available to the workforce, particularly those who are absent or who are at risk of being absent from work due to stress, depression or mental health issues. A copy of the report marked 'Agenda Item 7' is filed with these minutes.

Arising from discussion the following points were raised:-

- i. Members agreed that further detail was required in the report to show the number of employees affected, in order to put in context the percentages detailed in the

tables showing the reasons for absence and the split between short and long term absence.

- ii. Regarding absence for stress, depression and mental health, it was recognised that comparisons to the private sector could not be made reliably as the sheer complexity and wide variety of roles within local authorities presented a very different work environment and challenges to that in the private sector.
- iii. Most cases of absence due to stress, depression and mental health resulted in long term absence, and were either due to personal circumstances outside of work, or a combination of personal and work related issues. These cases can be complex for managers to deal with. A minority of cases were due to work related issues only.
- iv. The Wellbeing offer to employees was welcomed. Wellbeing Champions were volunteers from staff interested in health and wellbeing; all attended an accredited Public Health course which was delivered by external providers. Members were informed that the Assistant Director of Corporate Resources was currently exploring with Public Health the potential refresh of the role of the champions.
- v. Members were concerned that, despite a number of measures being put in place to reduce absence, sickness levels did not appear to be improving. They were informed that the range of measures put in place and the work of the Intensive Support Team would take some time to show an impact on the data provided in the report.
- vi. The role and responsibilities of the manager in managing the attendance of their staff was discussed. Members expressed concern that the policy, training and guidance in place adequately supported managers in managing a variety of situations, and that managers had the confidence and time to do so effectively.

RESOLVED:-

That

- a) the update on the County Council's position on sickness absence as at the end of September 2018 be noted; and
- b) all data provided within the report in future would detail the number of employees affected in order to set in context the data provided.

8. Review of Performance Development Review Process.

The Committee considered a report of the Director of Corporate Resources which provided an overview of the changes made to the County Council's performance review process and guidance. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Arising from discussion the following points were raised:-

- i. The new Annual Performance Review (APR) was currently being rolled out, with e-learning available for line managers and staff. The APR was aligned with the County Council's Performance Management Framework and Values and

Behaviours. Appraisal could be spread out throughout the year, which would help to improve the quality of reporting where managers had large teams;

- ii. The APR included a discussion about wellbeing and attendance of the individual; for line managers this would also include a discussion about how well they were managing the wellbeing and attendance of their staff. It was hoped that, over time, this would impact on levels of absence;
- iii. Members welcomed the increased involvement of the employee in the APR and the requirement for personal reflection;
- iv. Completion of the APR would be monitored; Directors would receive reports on completion rates to ensure that all staff received and were involved in the APR. a review of the roll-out would be completed in 12 months.

RESOLVED:-

That

- a) The report on the changes made to the County Council's performance review process and guidance be noted; and
- b) A further report be submitted to the Committee in Spring 2020 regarding the post-implementation review of the Annual Performance Review Process.

9. Re-Engagement of Former Employees Policy

The Committee considered a report of the Director of Corporate Resources which provided further information to clarify:

- i. The application of the policy with regard to casual workers;
- ii. The national provision for redundancies; and
- iii. The County Council's approach to redeployment.

following approval of the Policy by the Employment Committee at its meeting on 13 September 2018. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

Members were informed that those who had taken voluntary redundancy or received a redundancy payment were not able to return as a casual worker until the 12 month time period had elapsed, unless approval was granted in exceptional circumstances only. However, if this was the case, they may be requested to pay back all or a proportion of any severance payment received. Those who had been made compulsorily redundant were excluded from the re-engagement policy although the County Council's approach was to minimise compulsory redundancies, and this was set out in further detail in the report.

RESOLVED:-

That the practical application of the agreed policy on the re-engagement of former employees, as set out in Appendix A to the report, be supported.

10. Organisational Change Policy and Procedure: Summary of Action Plans.

The Committee considered a report of the Chief Executive which presented an update of the current Action Plans which contained provision for compulsory redundancy and details of progress in their implementation. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

RESOLVED:-

That the update on the current Action Plans which contain provision for compulsory redundancy and details of progress in their implementation be noted.

11. Date of Next Meeting.

The next meeting of the Committee has been changed and will be held on 28 February 2019 at 10.00am.

12. Exclusion of the Press and Public.

RESOLVED:-

That under Section 100A of the Local Government Act 1972, the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 4 and 10 of Part 1 of Schedule 12A of the Act and that, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information -

NJC Pay Award 2019/20.

13. NJC Pay Award 2019/20.

The Committee considered an exempt report of the Director of Corporate Resources which provided the Committee with an update on the consultation and implementation of the 2019/20 NJC Pay Award and clarified previous 'pay multiples' set out in preceding pay policy statements. A copy of the report marked 'Agenda Item 14' is filed with these minutes. The report was not for publication by virtue of paragraphs 4 and 10 of Schedule 12A of the Local Government Act 1972.

RESOLVED:-

That the update on the consultation and implementation of the 2019/20 NJC Pay Award be noted.

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EMPLOYMENT COMMITTEE – 28 FEBRUARY 2019

ATTENDANCE MANAGEMENT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to update the Employment Committee on the County Council's overall position on sickness absence as at the end of December 2018.

Background

2. On 6 December 2018, the Employment Committee considered the Council's absence position as at the end of September 2018.

Absence Data – December 2018

3. By the end of December 2018, absence reductions have been consistently achieved in Adults and Communities and the Environment and Transport departments.
4. None of the departments have met the corporate target of 7.5 days per full time equivalent (FTE). Further action is, therefore, required to address the current levels of sickness absence across all Departments.

Department	2015/16	2016/17	2017/18	2018/19	2018/19	2018/19	Jan 18 – Dec 18
Days per FTE	Year end	Year end	Year end	End of Q1	End of Q2	End of Q3	Individual occurrences
12 months cumulative				(June 18)	(Sept 18)	(Dec 18)	
Chief Executive's	6.99	6.03	6.38	7.24	8.47	9.12	323
Environment and Transport	8.80	9.68	10.09	9.95	9.98	9.90	999
Children and Family Services	10.06	10.05	10.25	11.15	11.00	11.07	1,285
Corporate Resources	6.95	7.94	8.12	7.69	7.51	7.64	1,663
Adults and Communities	11.31	12.57	11.26	10.57	10.40	10.30	1,935
Public Health	7.84	7.43	6.49	6.83	7.55	8.65	105
Total	9.32	10.01	9.73	9.64	9.59	9.65	6,310
ESPO	10.88	9.75	11.70	10.96	10.08	9.78	436
EMSS	6.69	9.27	7.42	7.60	7.62	8.22	233

Reasons for Absence

5. Displayed in order of percentage of time lost (greatest first), the table below details the top 10 reasons for absence.

Percentage of FTE days lost 12 months cumulative	2017/18 Dec 2017 Q3	2017/18 March 2018 Q4	2018/19 June 2018 Q1	2018/19 Sept 2018 Q2	2018/19 Dec 2018 Q3	Jan 18– Dec 18 FTE Days lost	Jan 18 – Dec 18 Individual occurrences
Stress/depression, mental health	25.8%	26.3%	26.8%	27.2%	28.5%	12,083	582
Other musculo-skeletal	17.3%	16.6%	17.0%	17.6%	17.1%	7,259	522
Gastro- stomach, digestion	8.4%	8.1%	7.8%	8.4%	8.3%	3,513	1,309
Cough/cold/flu	2.2%	7.5%	7.9%	8.0%	7.8%	3,328	1,253
Viral infection not cough/cold/flu	9.1%	6.1%	5.8%	5.7%	5.4%	2,290	688
Chest, respiratory	4.5%	4.6%	4.8%	4.9%	4.8%	2,041	321
Back and neck	4.7%	4.9%	4.9%	4.4%	4.6%	1,949	321
Neurological	4.6%	4.3%	4.2%	3.8%	4.4%	1,848	459
Eye, ear, nose, mouth/dental	3.8%	3.8%	3.9%	4.1%	3.8%	1,608	384
Cancer	2.5%	2.8%	3.0%	3.0%	3.4%	1,460	57

Short and Long Term Absence Split

6. The table below details the number of FTE days lost due to absence and the percentage split of FTE days lost at the end of quarter 2 2018/19 and quarter 3 2018/19.

2018/19 as at end of Quarter 2/September 2018						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	917.9	49.1%	18	948.1	50.9%	298
Environment and Transport	4,522.9	61.8%	109	2,801.7	38.2%	817
Children and Family Services	7,029.5	65.9%	159	3,636.7	34.1%	1092
Corporate Resources	5,034.3	54.4%	155	4,214.0	45.6%	1428
Adults and Communities	7,878.8	59.9%	234	5,276.3	40.1%	1727
Public Health	412.6	62.8%	9	244.8	37.2%	89

2018/19 as at end of Quarter 3/December 2018						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	1,027.6	50.5%	20	1,009.2	49.5%	288
Environment and Transport	4,279.9	58.1%	113	3,088.5	41.9%	857
Children and Family Services	7,226.1	66.6%	168	3,625.4	33.4%	1090
Corporate Resources	5,172.8	53.9%	146	4,420.8	46.1%	1458
Adults and Communities	7,626.2	58.8%	241	5,347.2	41.2%	1705
Public Health	513.5	66.1%	11	263.2	33.9%	92

Note: Long term is categorised as over 4 weeks of continuous absence.

Service Level Data

7. The table below provides details of the days lost per FTE at the end of 2016/17, 2017/18 and at the end of quarter 1, 2 and 3 2018/19, for service areas by department.

Department	2016/17	2017/18	2018/19	2018/19	2018/19	Jan 18 – Dec 18
Days per FTE	Year end	Year end	End of Q1	End of Q2	End of Q3	Individual occurrences
12 months cumulative	(Mar 17)	(Mar 18)	(June 18)	(Sept 18)	(Dec 18)	
Chief Executive's	6.03	6.38	7.24	8.47	9.12	323
Planning and Historic and Natural Environment	3.81	4.04	8.02	11.68	16.75	32
Regulatory Services	6.95	4.87	6.01	7.04	5.95	42
Trading Standards	8.76	9.65	8.72	11.03	9.49	53
Strategy and Business Intelligence	6.28	8.04	8.82	8.86	8.97	110
Democratic Services	10.69	8.91	9.06	13.22	15.42	40
Legal Services	3.01	4.02	4.70	4.95	6.47	46
Environment and Transport	9.68	10.09	9.95	9.98	9.90	999
Highways and Transportation	10.38	10.62	10.27	9.86	9.91	828
Environment and Waste Management	4.85	7.98	8.63	10.57	9.94	171
Children and Family Services	10.05	10.25	11.15	11.00	11.07	1,285
Education and Early Help	9.13	9.28	9.20	9.24	9.03	849
Children's Social Care	11.90	11.62	13.97	13.71	14.37	436
Corporate Resources	7.94	8.12	7.69	7.51	7.64	1,663
Strategic Finance and Assurance	4.89	4.25	4.11	5.19	5.92	139

Department	2016/17	2017/18	2018/19	2018/19	2018/19	Jan 18 – Dec 18
Days per FTE	Year end	Year end	End of	End of	End of	Individual
12 months cumulative	(Mar 17)	(Mar 18)	Q1	Q2	Q3	occurrences
			(June 18)	(Sept 18)	(Dec 18)	
Corporate Services	4.68	5.88	6.08	5.80	5.16	303
Commercial and Customer Services	10.55	10.04	9.22	8.79	9.10	1,221
Adults and Communities	12.57	11.26	10.57	10.40	10.30	1,935
East care pathway	n/a	11.06	9.69	9.97	9.68	300
West care pathway	n/a	13.16	12.38	11.94	11.85	214
Commissioning and Quality	n/a	8.01	8.08	7.38	7.71	180
Departmental Support Services	n/a	9.46	7.90	5.73	3.97	5
Promoting Independence	12.26	15.11	14.81	14.46	14.59	366
Personal Care and Support	15.62	11.99	11.47	13.01	13.36	470
Communities and Wellbeing	7.67	7.98	7.77	7.27	7.15	400
Public Health	7.43	6.49	6.83	7.55	8.65	105

Employee Assistance Programme

8. To further support and complement the existing in-house wellbeing and counselling service, an Employee Assistance Programme (EAP) will be introduced as a trial for a 12 month period from April 2019. This will be provided as part of the Council's current Occupational Health contract with Health Management (an external company). The EAP will be provided via a 24hour/7day confidential telephone service. Services available will include:
- a. Legal and debt advice
 - b. Structured counselling (by telephone)
 - c. Telephone career coaching
 - d. Day 1 stress absence support

9. The EAP will provide employees with an immediate and easy to access alternative to the Council's in-house Wellbeing Counselling service and should enable the Council's counsellors to focus on working with individuals who are most in need of face to face support.

Recommendation

10. The Committee is asked to note the contents of this report and provide any comments or feedback.

Background Papers

Report to the Employment Committee on 6 December 2018 – Attendance Management

<http://politics.leics.gov.uk/documents/s142443/Attendance%20Management.pdf>

Circulation under the Local Issues Alert Procedure

11. None.

Equality and Human Rights Implications

12. There are no equalities and human rights issues arising directly from this report.

Officer to Contact

Andrea Denham
HR Service Manager
(0116) 3055261

andrea.denham@leics.gov.uk

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EMPLOYMENT COMMITTEE – 28 FEBRUARY 2019

NJC PAY AWARD 2019/20

DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide the Employment Committee with an update on the consultation related to the NJC Pay Award for 2019/20 and to seek endorsement for implementation of the award from 1 April 2019.

Background

2. The Employment Committee received an exempt report on the 2019/20 NJC Pay Award at its meeting on 6 December 2018, which gave an update on the consultation and implementation of the Pay Award. The report was exempt as the formal consultation with the Trade Unions was ongoing. As the consultation is now complete it is timely to present a further update and seek endorsement for implementation of the Pay Award.
3. The 2019/20 pay award represents a number of fundamental changes to the pay structure, so it was deemed appropriate to establish a set of design principles, which were shared with Trade Unions before the work on the pay scale began. These included affordability, ensuring incremental progression in each grade, as well as meeting the minimum requirements of the national pay settlement.
4. An external pay specialist with a background of using the Hay job evaluation scheme was also commissioned. They undertook a pay modelling exercise which provided a professional check and balance to the internal work.
5. Taking into account the key principles, a number of options were modelled.
6. A pay scale (see Appendix 1) was developed which achieved the key principles of affordability and incremental progression for all grades.

Consultation update – staff

7. A range of methods was adopted to ensure that all staff were fully consulted with. This included a “News for All” message from the Chief Executive which was published on the Council’s intranet in December. In addition to this, hard copies of the “News for All” message as well as a copy of the proposed pay scales was provided to ‘hard to reach’ staff who do not have regular access to the Council’s communication channel.
8. Information will also be included on payslips for March and April 2019.
9. In addition, two workshops were organised for managers by Human Resources staff to support them in answering any queries from their staff.
10. A significant volume of staff queries was expected as a result of the complexity of the proposed changes, especially regarding grade 6, where the number of pay points has been reduced from 4 to 2. However, only a small number of queries were received, and no significant concerns were raised by management teams regarding the proposed pay scale.

Consultation Update – Maintained Schools and Academies

11. Following briefings to maintained schools and academies and the release of the proposed pay scale, ongoing advice and support has been provided by the Leicestershire Traded Services HR team. To date, no issues of concern have been raised.

Consultation Update – Trade Unions

12. Formal consultation with the recognised Trade Unions has been positive. It is recognised that the Council is implementing a nationally agreed pay award and they have not raised any significant concerns with how the Council has interpreted the NJC changes to the Council’s local pay scale.

Impact of the changes

13. In order to understand the implications of the changes, colleagues from the Council’s Business Intelligence team interrogated the data to examine the impact upon employees and ensure that staff with protected characteristics, for example age, gender, disability were not adversely affected disproportionately. Trade Union colleagues were given access to this reporting facility.
14. Since the previous report to the Committee at its meeting on 6 December 2018, an Equality and Human Rights Impact Assessment (EHRIA) has been completed. The analysis did not highlight any concerns that needed further exploration. The EHRIA was shared with Trade Unions who did not highlight any concerns.

15. The four recognised Trade Unions have been presented with a collective agreement to formally agree the changes, and all have signed it.

Next steps

16. A joint message with Trade Unions will be published in February to announce the agreed pay scale set out at Appendix 1.

17. Work will progress to implement the 2019/20 pay scale from 1 April 2019 alongside system and payroll colleagues.

Recommendations

18. The Committee is asked to note the update provided on the consultation related to the 2019/20 NJC Pay Award and to endorse the implementation of the 2019/20 NJC Pay Award with effect from 1 April 2019.

Background Papers

19. None.

Circulation under the Local Issues Alert Procedure

20. None.

Equality and Human Rights Implications

21. An Equality and Human Rights Impact Assessment has been completed and no concerns have been highlighted.

List of Appendices

Appendix 1 - copy of the proposed NJC pay scale 2019/20.

Officer to Contact

Gordon McFarlane, Assistant Director – Corporate Services
0116 305 6123

Gordon.mcfarlane@leics.gov.uk

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Proposed Pay Scale (2019/20) for National Joint Council Staff

Grade	Pay Point 1 April 2018	Current F/T Salary 1 April 2018	Hourly salary 1 April 2018	Pay Point 1 April 2019	Proposed F/T Salary 1 April 2019	Proposed hourly salary 1 April 2019
2	2	£16,401	£8.50	1	£17,367	£9.00
	3	£16,401	£8.50	2	£17,538	£9.08
3	4	£16,401	£8.50	3	£17,712	£9.17
	5	£16,500	£8.55	4	£17,862	£9.25
4	6	£16,626	£8.61			
	7	£16,776	£8.69	5	£18,066	£9.36
	8	£16,989	£8.80	6	£18,246	£9.45
5	9	£17,007	£8.81			
	10	£17,076	£8.84	7	£18,426	£9.54
	11	£17,394	£9.01	8	£18,795	£9.74
6	12	£17,790	£9.21			
	13	£18,165	£9.41			
	14	£18,543	£9.60	9	£19,173	£9.93
	15	£18,849	£9.76	10	£19,554	£10.13
7	16	£19,299	£10.00	11	£19,947	£10.33
	17	£19,728	£10.22	12	£20,346	£10.54
	18	£19,959	£10.34	13	£20,751	£10.75
	19	£20,544	£10.64	14	£21,168	£10.96
8	20	£21,144	£10.95	15	£21,591	£11.18
	21	£21,762	£11.27	16	£22,464	£11.64
	22	£22,404	£11.60	17	£22,911	£11.87
	23	£23,112	£11.97	18	£23,838	£12.35
9	24	£23,868	£12.36	19	£24,801	£12.85
	25	£24,660	£12.77	20	£25,296	£13.10
	26	£25,500	£13.21	21	£26,319	£13.63
	27	£26,397	£13.67	22	£26,925	£13.95
10	28	£27,387	£14.19	23	£27,936	£14.47
	29	£28,443	£14.73	24	£29,013	£15.03
	30	£29,556	£15.31	25	£30,147	£15.62
	31	£30,762	£15.93	26	£31,377	£16.25
11	32	£31,464	£16.30	27	£32,094	£16.62
	33	£32,238	£16.70	28	£32,883	£17.03
	34	£33,069	£17.13	29	£33,732	£17.47
	35	£33,972	£17.60	30	£34,653	£17.95

12	36	£35,025	£18.14	31	£35,727	£18.51
	37	£36,144	£18.72	32	£36,867	£19.10
	38	£37,338	£19.34	33	£38,085	£19.73
	39	£38,631	£20.01	34	£39,405	£20.41
13	40	£39,903	£20.67	35	£40,701	£21.08
	41	£41,217	£21.35	36	£42,042	£21.78
	42	£42,600	£22.07	37	£43,452	£22.51
	43	£44,082	£22.83	38	£44,964	£23.29
14	44	£45,501	£23.57	39	£46,413	£24.04
	45	£47,010	£24.35	40	£47,952	£24.84
	46	£48,612	£25.18	41	£49,584	£25.68
	47	£50,343	£26.08	42	£51,351	£26.60
15	48	£51,975	£26.92	43	£53,016	£27.46
	49	£53,694	£27.81	44	£54,768	£28.37
	50	£55,491	£28.74	45	£56,601	£29.32
	51	£57,363	£29.71	46	£58,512	£30.31
16	52	£59,652	£30.90	47	£60,846	£31.52
	53	£62,085	£32.16	48	£63,327	£32.80
	54	£64,686	£33.51	49	£65,982	£34.18
	55	£67,566	£35.00	50	£68,919	£35.70
17	56	£70,563	£36.55	51	£71,976	£37.28
	57	£73,704	£38.18	52	£75,180	£38.94
	58	£77,001	£39.88	53	£78,543	£40.68
	59	£80,457	£41.67	54	£82,068	£42.51



EMPLOYMENT COMMITTEE – 28 FEBRUARY 2019

GENDER PAY GAP REPORTING

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to present the initial results regarding Gender Pay Gap reporting for Leicestershire County Council. This report shows initial results for 31 March 2018, and a comparison is also made against the results which were published as at 31 March 2017.

Policy Framework and Previous Decisions

2. Gender Pay Gap reporting is a statutory requirement under section 78 of the Equality Act 2010, requiring larger employers (those with more than 250 employees) to publish pay information to show whether or not there are differences in pay between their male and female employees.

Background

3. From 6 April 2017 any organisation that has 250 or more employees is required by law to publish and report specific figures about their Gender Pay Gap.
4. The following figures have to be reported annually on the Council's website and will also be reported to and published by central government. A glossary of terms is attached at Appendix 1:
 - a. **Mean Gender Pay Gap** – The difference between the mean hourly rate of pay of male full-pay employees and that of female full-pay employees
 - b. **Median Gender Pay Gap** – The difference between the median hourly rate of pay of male full-pay employees and that of female full-pay employees
 - c. **Mean bonus Gender Pay Gap** – The difference between the mean bonus pay paid to male employees and that paid to female employees

- d. **Median bonus Gender Pay Gap** – The difference between the median bonus pay paid to male employees and that paid to female employees
 - e. **Proportion of males and females receiving a bonus payment** – The proportion of male and female employees who were paid bonus pay during the period
 - f. **Proportion of males and females in each pay quartile** – The proportion of male and female full-pay employees in the lower, lower middle, upper middle and upper quartile pay bands
5. The figures must be calculated using a specific reference date – this is called the ‘snapshot date’. For public sector organisations the snapshot date is 31 March each year. Organisations must publish within a year of the snapshot date; hence the Council will need to publish their 2018 results by 30 March 2019 to meet the requirements of the legislation.

Results comparison: March 2017 and March 2018

6. The initial results are set out below, of which all percentages are rounded to the nearest whole number. These results are subject to a further data review before the local authority publishing deadline of 30 March 2019.
- a. **Mean Gender Pay Gap**
 - i. **March 2017:** Females mean hourly rate is **18%** lower than males;
 - ii. **March 2018:** Females mean hourly rate is **12%** lower than males.
 - b. **Median Gender Pay Gap**
 - i. **March 2017:** Females median hourly rate is **20%** lower than males;
 - ii. **March 2018:** Females median hourly rate is **9%** lower than males.
 - c. **Mean bonus Gender Pay Gap** – Not applicable.
 - d. **Median bonus Gender Pay Gap** – Not applicable.
 - e. **Proportion of males and females receiving a bonus payment** – Not applicable.
 - f. **Proportion of males and females in each pay quartile** – see results in Table 1 below. As at 31 March 2018 there were 74% females and 26% males employed across the Council. This percentage was the same as at 31 March 2017 and remains the same as at 7 February 2019. However, the balance across the grades has changed, and this is reflected in Table 1 below.

7. The Council's workforce is predominantly female, with a large number of females undertaking job roles in grades 2 – 10, compared to the spread of male employees throughout all the grades. However, there has been a noticeable change in results compared to the previous year, which is explained further in paragraphs 8 - 13. The current profile explains the mean and median percentage differences set out in paragraph 6, with results for March 2017 and March 2018 analysed in comparison.

Table 1 - Proportion of males and females in each pay quartile

	Males		Females	
	2017	2018	2017	2018
Lower quartile (up to Grade 5)	14%	21%	86%	79%
Lower middle quartile (Grade 5 to Grade 8)	24%	27%	76%	73%
Upper middle quartile (Grade 8 to Grade 10)	28%	26%	72%	74%
Upper quartile (Grade 10 onwards)	37%	35%	63%	65%

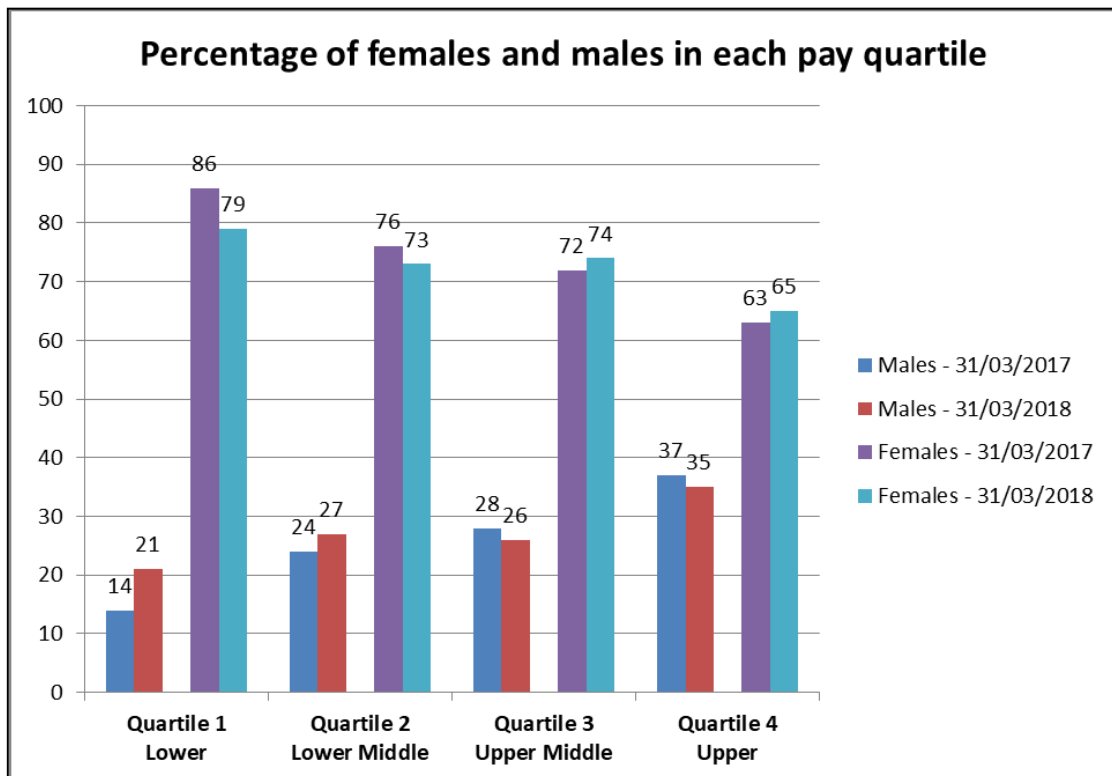


Figure 1 - Graphical representation of Table 1

Explanation of the difference in results

8. As displayed in Table 1, it is evident that there has been a significant change over a year in the percentage of males occupying the lower quartiles of pay.
9. One noticeable highlight includes the transfer in to the Council of the Recycling and Household Waste Sites to the Environment and Transport Department in July 2017. This transfer covered around 50, predominantly male staff, mainly on Grade 3.
10. It is also evident that there has been a general decrease in females occupying lower graded posts, with a general increase in males in lower graded posts. In terms of higher graded posts, an estimated 50 female new starters to the organisation have been employed in roles that are at Grade 12 or above. This is estimated to be double the amount of male new starters across similar grades.
11. There is further supporting evidence around the shift in percentages. For example, an estimated 30 male leavers at grades 13 and above, particularly at grades 18 and above where there have been three male leavers and no female leavers.
12. It is noticeable that there has been an increasing number of females progressing within grades in the Council. This further increases the proportion of females in higher quartiles, therefore reducing the number of females in the lower quartiles. Whilst there will be many reasons for this, the Council has a number of programmes in place with this aim in mind, such as the Springboard management training programme. Also, female managers are highlighted and celebrated as role models, including at the Council's annual International Women's Day event for staff on 8 March of each year.
13. There are also estimated to be more than 200 female employees who have been internally promoted to new roles between 30 March 2017 and 30 March 2018 in posts which are Grade 12 and above. This is more than double the number of male employees who were internally promoted.

Recommendations

14. The Committee is asked to note the content of the report and that the results of the analysis will be published by 30 March 2019.

Background Papers

- a. Central government Gender Pay Gap reporting overview
<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>
- b. List of employers publishing their Gender Pay Gap data
<https://gender-pay-gap.service.gov.uk/Viewing/search-results>
- c. Advisory, Conciliation and Arbitration Service (ACAS) guidance
<http://www.acas.org.uk/index.aspx?articleid=5768>
- d. Government Legislation
<https://www.legislation.gov.uk/ukdsi/2017/9780111152010>
- e. Equalities & Human Rights Impact Assessments (EHRIA)
<https://www.leicestershire.gov.uk/about-the-council/equality-and-diversity/equality-human-rights-impact-assessments-ehrias/ehria-overview>

Circulation under the Local Issues Alert Procedure

15. None.

List of Appendices

Appendix 1: Glossary of key terms.

Appendix 2: Comparative table showing Leicestershire County Council against other councils who have already published their results for March 2018.

Equality and Human Rights Implications/Other Impact Assessments

16. The Gender Pay Gap analysis has not identified any specific concerns, given the nature and profile of the workforce. Each department within Leicestershire County Council has also completed Equality and Human Rights Impact Assessments (EHRIA's) at least once since 2014-2015. Results from these have also not highlighted any specific concerns and there are therefore no equalities and human rights issues to address.

Officer to Contact

Gordon McFarlane, Assistant Director, Corporate Services
Tel: 0116 305 6123
Email: gordon.mcfarlane@leics.gov.uk

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Glossary of key terms in this report

Full-pay Employees	'Full-pay Employees' are employees that are paid their full usual pay during the pay period in which the snapshot date falls (31 March 2018 for the Council)
Mean	The mean can be defined as the average of a set of numbers. This is achieved by adding up the values and then dividing by the number of values
Median	The median can be defined as the middle number in a ranked list of numbers. The median can be used to determine an approximate average
Quartile	<p>Quartiles divide ranked data into four quarters. These are:</p> <ul style="list-style-type: none"> • Lower quartile - The lowest 25% of numbers • Lower middle quartile - The second lowest 25% of numbers • Upper middle quartile - The second highest 25% of numbers • Upper quartile - The highest 25% of numbers

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Appendix 2

Comparative table showing the Council against other councils who have already published their results for March 2018 (rounded to nearest whole figure)

	Leicestershire County Council (over 5K employees)	St Helen's Metropolitan Borough Council (1k to 5k employees)	North Somerset Council (over 5K employees)	Newcastle City Council (over 5K employees)
Mean¹	12% lower than Males (2017: 18%)	9% lower than Males (2017: 9%)	14% lower than Males (2017: 14%)	4.6% lower than Males (2017: 12.6%)
Median²	9% lower than Males (2017: 20%)	0% lower than Males (2017: 7%)	14% lower than Males (2017: 14%)	6% lower than Males (2017: 12.6%)
Lower quartile	21% Male (2017: 14%)	22% Male (2017: 36%)	23% Male (2017: 23%)	29% Male (2017: 29%)
	79% Female (2017: 86%)	78% Female (2017: 64%)	77% Female (2017: 77%)	71% Female (2017: 71%)
Lower middle quartile	27% Male (2017: 24%)	37% Male (2017: 30%)	17% Male (2017: 17%)	47% Male (2017: 49%)
	73% Female (2017: 76%)	63% Female (2017: 70%)	83% Female (2017: 83%)	53% Female (2017: 51%)
Higher middle quartile	26% Male (2017: 28%)	30% Male (2017: 37%)	25% Male (2017: 25%)	52% Male (2017: 57%)
	74% Female (2017: 72%)	70% Female (2017: 63%)	75% Female (2017: 75%)	48% Female (2017: 43%)
Upper quartile	35% Male (2017: 37%)	35% Male (2017: 20%)	40% Male (2017: 40%)	45% Male (2017: 43%)
	65% Female (2017: 63%)	65% Female (2017: 80%)	60% Female (2017: 60%)	55% Female (2017: 57%)

¹ Please also note that the overall UK Gender Pay Gap for all employees is approx. 14.1% for mean hourly pay according to the ONS. This means the Council is approx. better than average for mean pay - <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2017provisionaland2016revisedresults#gender-pay-differences>

² Please also note that the overall UK Gender Pay Gap for all employees is approx. 9.1% for median hourly pay according to the ONS. This means the Council is approx. on average for median pay - <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2017provisionaland2016revisedresults>

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EMPLOYMENT COMMITTEE – 28 FEBRUARY 2019

APPRENTICESHIPS

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to update the Employment Committee on the progress made with the County Council's apprenticeship scheme following the introduction of the Government's Apprenticeship Levy in 2017.

Policy Framework and Previous Decisions

2. In May 2017, the Government introduced a national Apprenticeship Levy. This required a revised approach to increase the number of apprentices across the Council, thereby ensuring the Levy fund was utilised effectively.
3. At its meeting in June 2017, the Employment Committee endorsed the Apprenticeship Strategy and received a further update on progress made with the apprenticeship scheme and the implementation of the new Apprenticeship Strategy in October 2017. This report gives a further update on progress.

Background

4. Since the introduction of the Apprenticeship Levy, numerous apprenticeship standards have been developed and become available nationally. The new national apprenticeship standards offer qualifications at a number of levels, covering a wide range of job roles and at various levels of academic achievement, for example, up to Levels 4 and 5 (equivalent to a Foundation Degree) and Levels 6 and 7 (equivalent to a Bachelor of Arts or Master's Degree). There are a large number of different standards currently being undertaken across the County Council (**See Appendix 1**).
5. In September 2018 all public sector bodies were required to submit an update on progress to Government. This outlined the number of apprentices being employed and the progress made in achieving the Public Sector Apprenticeship target i.e. that 2.3% were apprentices.

6. Following the Government's publication of the public sector data, work was undertaken to benchmark the Council's performance against that of other County Councils.
7. As of 31st March 2018 the percentage of the Council's workforce employed as apprentices was 2.2%. This means that Leicestershire is the second highest performing County Council in the country after Cumbria. **(See Appendix 2)**
8. There are currently 197 apprentices employed by the Council across all departments and Maintained Schools:

Corporate Resources	88
Maintained Schools	51
Environment and Transport	26
Children and Families Services	11
Public Health	10
Adults & Communities	9
Chief Executive's	2

9. In addition to the above, a selection process has been taking place in conjunction with Warwick University in both the Adults and Communities Department and Children and Family Services Department to recruit candidates for the Social Work Apprenticeship programme, starting in April 2019. The interest from staff in both departments has been very high. Following the selection process there will be 10 Social Work Apprentices in Adults and Communities and 6 in Children and Family Services, It is expected that this will evolve into a rolling programme with a new intake every 12 months and with cohorts running concurrently within both departments. This will result in a regular supply of newly qualified degree level Social Workers, helping to achieve a number of long-term recruitment and retention objectives.
10. To support the Leadership work stream within the Council's People Strategy, Institute of Leadership and Management (ILM) qualifications at levels 3 and 5 are currently being offered through the Apprenticeship Levy. Consideration is also being given to other management qualifications that can support managers in increasing their capability and effectiveness.
11. As more national apprenticeship standards become available, work will continue to increase the uptake across the Council, enabling opportunities for both existing staff and new starters to the organisation.
12. As a part of the Council's Corporate Parenting responsibility, six apprenticeship vacancies have been ring fenced for Leicestershire Care Leavers. The aspiration is to have one care leaver apprentice in each of the six departments.

13. Care Leavers who may not be 'work ready' and are unable to currently undertake an apprenticeship, are enrolling on the Traineeship scheme run by the Adult Learning Service. This supports young people with functional skills, Maths and English, C.V. writing and completion of job applications.

Recommendations

14. It is recommended that the Committee notes the progress that has been achieved to date and the approach that is being taken to further develop apprenticeships within the Council.

Background Papers

Report to Employment Committee October 2017

<http://politics.leics.gov.uk/ieListDocuments.aspx?CIId=212&MIId=4971&Ver=4>

Apprenticeship Standards:

<https://www.gov.uk/government/publications/apprenticeship-funding-bands>

Circulation under the Local Issues Alert Procedure

15. None.

List of Appendices

Appendix 1 – Apprenticeships currently being undertaken by the Council

Appendix 2 – National comparisons with County Councils

Equality and Human Rights Implications/Other Impact Assessments

16. The current approach seeks to ensure that changes that impact employees as apprentices promote greater equality, increase access to training and are implemented in a fair and non-discriminatory manner.

Officer to Contact

Paul Lewis

Learning and Development Manager

Tel: (0116) 3054070

paul.lewis@leics.gov.uk

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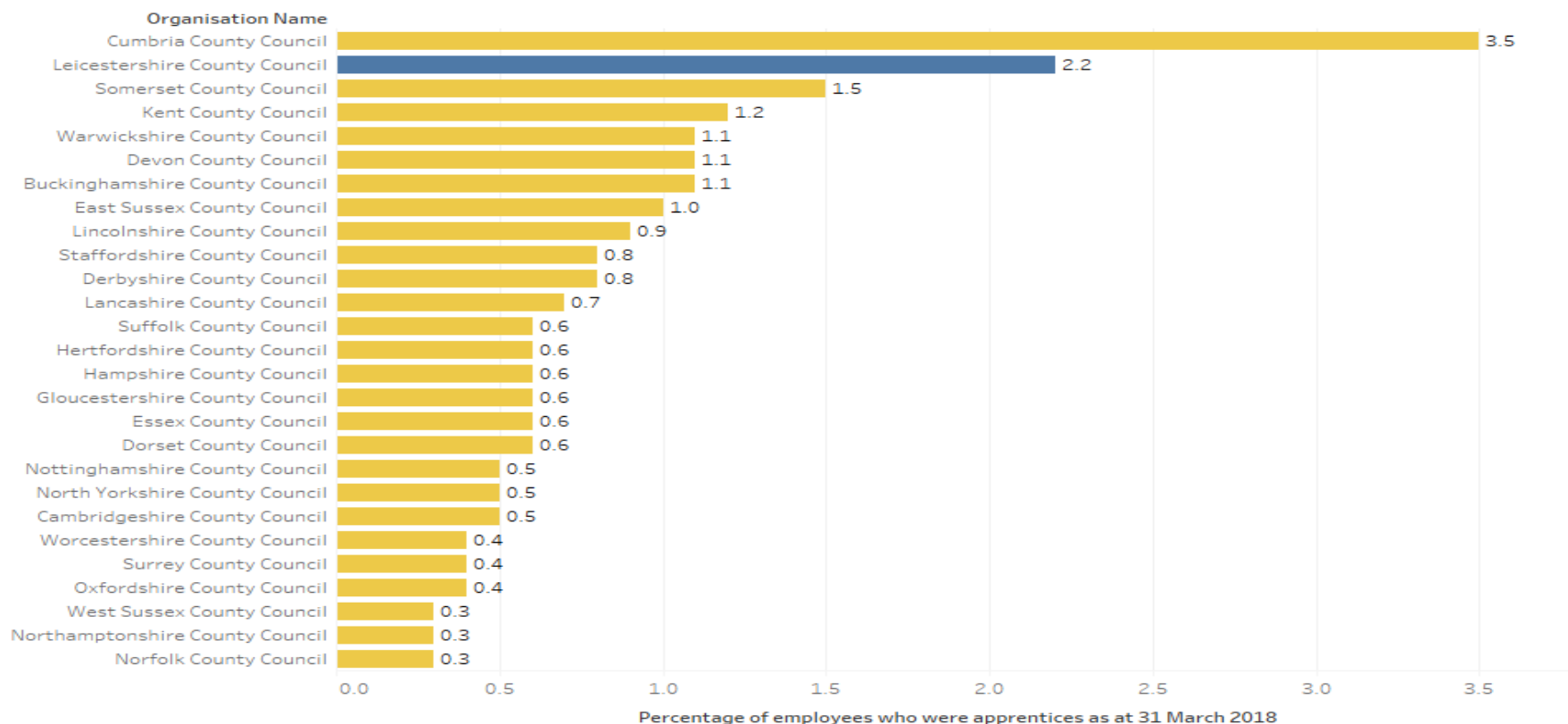
Apprenticeships currently being undertaken across the Council

Accountancy Taxation Professional	Level 7
Accounting	Level 3
Associate Project Manager	Level 4
Business Administration	Levels 2,3,4
Civil Engineer	Level 6
Commercial Procurement and Supply	Level 4
Commis Chef	Level 2
Construction Management: Construction and Building Services Management and Supervision	Level 4
Construction Technical and Professional: Built Environment and Design,	Level 3
Customer Service Practitioner	Level 2
Customer Service	Level 3
Digital Marketer	Level 3
Food Production and Cooking	Level 2
Hospitality Team Member	Level 2
Human Resources	Level 3
Infrastructure Technician	Level 3
Operations / Departmental Manager	Level 5
Payroll Administrator	Level 3
Public Sector Commercial Professional	Level 4
Senior Chef Production Cooking	Level 3
Supporting Teaching & Learning in Physical Education and Sport	Level 3

Supporting Teaching and Learning in Schools	Levels 2,3
Senior Chef Production Cooking	Level 3
Surveying Technician	Level 3
Team Leader / Supervisor	Level 3
Transport Planning Technician	Level 3

National Comparisons with County Councils

Percentage of employees who were apprentices as at 31 March 2018



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EMPLOYMENT COMMITTEE – 28 FEBRUARY 2019

ORGANISATIONAL CHANGE POLICY AND PROCEDURE

SUMMARY OF ACTION PLANS

REPORT OF THE CHIEF EXECUTIVE

Purpose of the Report

1. The purpose of this report is to present the Employment Committee with an update on the current Action Plans which contain provision for compulsory redundancy and details of progress in their implementation.

Policy Framework and Previous Decisions

2. At its meeting on 11 February 2010 the Committee approved a new Organisational Change Policy and Procedure (replacing the 'Policy in the Event of Redeployment and Redundancy') together with revised arrangements through which the Committee would exercise its oversight of the implementation of that procedure. In accordance with that decision, summaries of current Action Plans are attached to this report.

Background

3. Following the decisions made on 11 February 2010, the new arrangements also involve presenting a summary of any outstanding comments/concerns raised by members of the Committee.
4. There are no outstanding comments/concerns on this occasion.
5. Members are asked to indicate where they wish a representative of the Department concerned to be present to answer any questions in any particular case, if they have not already done so.

Recommendations

6. That the report be noted.

Background Papers

7. None.

Circulation under the Local Issues Alert Procedure

8. None.

Equalities and Human Rights Implications/Other Impact Assessments

9. The Organisational Change Policy and Procedure is designed to ensure that changes which impact on employees are implemented in a fair and non-discriminatory manner.

List of Appendices

Appendix 1 – Summary of Current Action Plans - Implementation Completed;

Appendix 2 – Summary of Current Action Plans - Implementation Underway.

Officer to Contact

Anna Poole, Democratic Services Officer

☎ 0116 305 0381

Email: anna.poole@leics.gov.uk

Gordon McFarlane, Assistant Director – Corporate Services

☎ 0116 305 6123

Email: gordon.mcfarlane@leics.gov.uk

EMPLOYMENT COMMITTEE – 28 FEBRUARY 2019

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
Children & Families - Early Help	22/09/2018	9 compulsory redundancies
Corporate Resources - County Hall Site Team	22/08/2018	1 compulsory redundancy
Corporate Resources - Central Print Team	22/08/2018	1 compulsory redundancy

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EMPLOYMENT COMMITTEE – 28 FEBRUARY 2019
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
Adults & Communities - Library Plus Stage 1 Action Alan	01/10/2018	Currently in consultation with a predicted 3 FTE redundancies	Depends on how many employees are resigning	3 redundancies
Chief Executives - Admin Review	20/10/2018	Currently in consultation with employees.	See if we receive any VR requests during consultation	2 redundancies

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