

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 6 February 2020 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. W. Liquorish JP CC   Mr. R. J. Shepherd CC

### **AGENDA**

| <b><u>Item</u></b>  | <b><u>Report by</u></b>         |                 |
|---|---------------------------------|-----------------|
| 1. Minutes of the meeting held on 5 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. Review of Delegated Powers to Heads of Departments.  | Director of Law and Governance  | (Pages 9 - 12)  |
| 7. Gender Pay Gap.  | Director of Corporate Resources | (Pages 13 - 22) |



- |     |  |                                       |                 |
|-----|--|---------------------------------------|-----------------|
| 8.  | Recruitment and Retention update.                                    | Director of<br>Corporate<br>Resources | (Pages 23 - 26) |
| 9.  | Attendance Management.   | Director of<br>Corporate<br>Resources | (Pages 27 - 34) |
| 10. | Staff Survey 2019.   | Director of<br>Corporate<br>Resources | (Pages 35 - 40) |
| 11. | Organisational Change Policy and Procedure:<br>Action Plans.         | Chief Executive                       | (Pages 41 - 46) |
| 12. | Any other items which the Chairman has<br>decided to take as urgent. |                                       |                 |
| 13. | Date of Next Meeting.  |                                       |                 |

The next meeting of the Employment Committee is scheduled to be held on 14 May 2020.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 5 December 2019.

PRESENT

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

Mr. W. Liquorish JP CC  
Ms. Betty Newton CC

Mr. I. D. Ould OBE CC

13. Minutes of the meeting held on 26 September 2019.

The minutes of the meeting held on 26 September 2019 were taken as read, confirmed and signed, subject to the following amendment:

Declarations of Interest – (Minute 58 refers). The final paragraph should be amended to read:

“Mr. R. J. Shepherd CC declared a personal interest in Item 10 as he was in receipt of a *pension from the Teachers’ Pension Scheme.*”

14. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 34.

15. 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).

16. Urgent Items.

There were no urgent items for consideration.

17. 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.

18. Staff Survey 2019.

The Committee considered a report and presentation of the Director of Corporate Resources which provided a summary of the outcomes and actions identified from the 2019 Staff Survey. A copy of the report marked “Agenda Item 6” is filed with these minutes.

Members were informed that this survey had the highest response rate of staff surveys undertaken to date.

In response to questions, members were informed that:

- i. It was recognised that Managers had many demands on their time; a great deal of work had been undertaken corporately to support them in managing the wellbeing of their staff, including where staff had disabilities. The appraisal process was now conducted through a year-round discussion, encouraging managers to support their staff and enable issues to be addressed. There was also a range of options in place to support staff wellbeing, for example, the establishment of 400 Mental Health First Aiders, and the signposting of people to alternative support, including charities and other organisations, depending on their needs.
- ii. External inspection which had been underway at the time of the Staff Survey, for example by OFSTED in the Children and Family Services Department, was taken into account when considering the results and determining actions to address the findings. The Director praised the Children and Family Services Department for maintaining its results in the survey during an inspection.
- iii. Members expressed concern about the results related to bullying and harassment and were informed that, as the survey was anonymous, the specific circumstances could not be identified. Officers were considering alternative methods to address the issues raised, including workshops to raise awareness.
- iv. The Dashboard was available to managers and staff to encourage exploration, within teams, of the issues raised; Departments were now working with Business Partners to respond to the results.

RESOLVED:

That

- a. the summary of the outcomes and actions identified from the 2019 staff survey, and the approach being taken to address the findings, be noted;
- b. a report would be presented to the Committee at its meeting on 6 February 2020 to provide further detail of the actions being taken to address the findings of the Staff Survey 2019.

#### 19. 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 2019. A copy of the report marked "Agenda Item 7" is filed with these minutes.

The Director explained that attendance levels had shown an improvement on the previous quarter's report, especially in the Children and Family Services Department. There had been, however, a general increase in absence due to mental health and stress across the council which reflected the national trend. Work had been completed with the

Children and Family Services and Adults and Communities Departments to address the levels of absence due to stress.

In response to questions, members were informed that:

- i. A range of initiatives to address stress and mental health had been introduced across the council, including Mental Health First Aiders and an attendance management course for managers, of which 30% had attended; it was hoped that more managers would attend and that this attendance rate would increase.
- ii. A survey had been completed in April 2019 with the Children and Family Services and Adults and Communities Departments to identify the causes of increased absence due to stress and mental health issues and to explore whether work-related, departmental issues were a contributory factor. Officers were now working on actions identified.
- iii. Feedback from the Attendance Management Intensive Support Project had been positive; funding had been agreed to continue the project beyond July 2020.
- iv. The peer review undertaken by North Yorkshire County Council had given the reassurance that the Council was largely taking the right actions to address absence. An effective wellbeing offer was in place and more promotion to staff would be undertaken. The review findings showed that there was a need for managers to be clear with staff about expectations around attendance.
- v. The Attendance Management policy would include a 'Statement of Intent' and would be discussed with the Trade Unions. Members asked for details of this to be included in the report to the next meeting.

RESOLVED:

That:

- a) the update on the County Council's position on sickness absence as at the end of September 2019 be noted; and
- b) that the report to be considered by the Committee at its meeting on 6 February 2020 will include additional information on the 'Statement of Intent'.

20. Health and Safety Annual Report.

The Committee considered a report of the Director of Corporate Resources concerning the Health, Safety and Wellbeing Annual Report for 2018-19. A copy of the report marked "Agenda Item 8" is filed with these minutes.

Members were concerned that the level of injuries caused by physical assault had increased and were informed that Health and Safety Audits, which encouraged managers to report both physical and verbal incidents, may have contributed to the increase. Officers were working with managers to better understand the issues. Corporate policies, for example on remote working, would include the need for risk assessments so that staff were deployed safely.

It was moved by Mrs. Newton and seconded by Mr. Ould that:

“The Cabinet Lead Member would receive information on Health and Safety incidents within the Department, on action required or that had been taken and Directors would be asked to discuss this at meetings with the Lead Member.”

The motion was put and carried.

The Director welcomed the support of members with developing a better understanding of the health and safety issues.

Regarding Key Performance Indicator 2 which required the audit report/action plan to be developed within 5 working days from completion of the audit, members were assured that all audits were completed within this timescale. In some cases, production of the final report could not be completed until documents were received from the manager concerned.

RESOLVED:

That:

- a) The Health and Safety Annual report be noted and the extensive work undertaken by the Health, Safety and Wellbeing Service be endorsed; and
- b) Details of Health and Safety incidents within Departments, and of action taken to address them, be provided to the relevant Cabinet Lead Member and Directors be asked to discuss this at Lead Member meetings.

## 21. Recruitment and Retention Incentives.

The Committee considered a report of the Director of Corporate Resources concerning the introduction of a range of new recruitment and retention incentives for hard-to-fill posts. A copy of the report marked “Agenda Item 9” is filed with these minutes.

Members were assured that a robust business case with strong evidence was needed and was applicable to hard-to-fill posts only.

In response to questions, members were informed that:

- i. The market supplement payments referred to in the Policy could be applied to the retention of existing staff as well as the recruitment of new staff, in order to avoid a two-tier system. A robust business case would be needed to put this arrangement in place.
- ii. The market supplement payments would be paid for an agreed period of up to three years, at which point a thorough review would be undertaken to consider whether the payment should continue.
- iii. Potentially the award of a market supplement payment could erode the differential between grades, particularly at the middle grades, and result in a team member being paid more than a supervisor. Alternative incentives, rather than monetary, would be considered as part of the business case, such as an increased annual leave allowance.

- iv. The Hay Evaluation Scheme related to the post and the grade for the job; market premia payments would be awarded in addition to that.

RESOLVED:

That the Recruitment and Retention Policy for Hard-to-Fill Posts be noted.

22. 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 with 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.

23. Date of Next Meeting.

The next meeting of the Employment Committee is scheduled to be held on Thursday 6 February 2020.

10.00 - 11.29 am  
05 December 2019

CHAIRMAN

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## **EMPLOYMENT COMMITTEE – 6 FEBRUARY 2020**

### **REVIEW OF DELEGATED POWERS TO HEADS OF DEPARTMENTS**

#### **REPORT OF THE DIRECTOR OF LAW AND GOVERNANCE**

##### **Purpose of the Report**

1. The purpose of this report is to seek the Committee's approval of changes made to delegations previously granted to the Director of Corporate Resources and the Director of Children and Family Services following a review of all Chief Officer delegations.

##### **Policy Framework and Previous Decisions**

2. The County Council's Constitution operates a general scheme of delegation to Heads of Departments in relation to both executive and non-executive functions, supplemented by a series of specific decisions which:
  - (i) define which officer is to be authorised to act as the "Proper Officer" for specified purposes; and
  - (ii) give additional delegated powers to Heads of Departments in relation to particular issues or areas of activity.
3. The Accounts & Audit (England) Regulations 2015 require the Council to prepare and publish an Annual Governance Statement (AGS) in which areas for development or review are identified to ensure the Council's governance arrangements are robust.

##### **Background**

4. The Local Government Act 1972 and the Local Government Act 2000 enable a local authority to delegate the exercise of any executive and non-executive function to an officer. Locally, such delegations are governed by the following:
  - (a) **The General Scheme of Delegation to the Chief Executive and Heads of Departments** – This is set out in Section D, Part 3 of the Council's Constitution and has recently been updated as part of the Constitution annual review approved by full Council in September

2019.

- (b) **Specific Delegations to Chief Officers** –The County Council is legally obliged to maintain a list of powers delegated to officers (other than those which are considered ‘one off’ delegations and which expire within a period of time or at the conclusion of a particular task/project).
- (c) **Proper Officer Provisions** – Under various legislation the County Council is required to designate ‘the proper officer’ to be responsible for carrying out duties specified in that legislation.
5. The Chief Executive has delegated authority under the general scheme to make consequential amendments to any of the specific delegations to a Chief Officer as is necessary to reflect changes in legislation and to ensure the delegation remains fit for purpose. However, intermittently it is considered good practice for the Council to conduct a more fundamental review of these delegations. The last such review was carried out and completed in 2011.
  6. The Council’s Annual Governance Statement (AGS) is a key corporate document that is intended to provide an accurate representation of the corporate governance arrangements the County Council has put in place during the year. It also highlights those areas where significant gaps or improvements are required.
  7. As part of the AGS certification process in 2017/18, one action identified was to review the specific delegations to Chief Officers as referred to in paragraph (b) above.
  8. Officers of the Chief Executive's Department have therefore been reviewing the list of specific delegations across the County Council on a phased basis. As the delegations cover both executive and non-executive functions changes have been and will be recommended to the Cabinet and other relevant Boards and Committees for approval as appropriate.

### **Proposed Changes**

9. Two changes have been made which fall within the remit of this Committee. One relates to a delegation to agree leasing terms and administrative arrangements for the Council’s car leasing scheme which had originally been given to the Director of Corporate Resources *with* the Chief Executive. It is considered appropriate for this delegation to rest solely with the Director of Corporate Resources and this delegation has been amended accordingly to read as follows:

*“Power [to the Director of Corporate Resources] to agree leasing terms and administrative arrangements for a car leasing scheme.”*

10. The second proposed amendment is to a delegation to the Director of Children and Family Services regarding arrangements for the premature retirement of teachers. This delegation has been amended to take account of new Regulations now in force and where this matter is being considered by a maintained school, to ensure written agreement is obtained before they proceed.

The proposed new delegation reads as below:

*“Power [to the Director of Children and Family Services]:*

- (a) in consultation with the Director of Corporate Resources, to offer premature retirement with compensation to teachers [in accordance with regulations in force for the time being];*
- (b) to agree exceptional cases of early retirement of teachers [over the age of 55] in the interests of the efficiency of the service, after consultation with the Leader and Deputy Leader or their nominees.”*

### **Resource Implications**

11. There are no resource implications arising from this report.

### **Timetable for Decisions**

12. Subject to the approval of the Committee the revised delegations will become effective immediately.

### **Recommendations**

13. It is recommended that the revised delegations set out in paragraphs 9 and 11 of this report be approved.

### **Background Papers**

Constitution of Leicestershire County Council

<http://politics.leics.gov.uk/ieListMeetings.aspx?CId=1187&info=1&MD=Constitution>

Annual Governance Statement 2017/18

<https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2019/7/31/LCC-Final-Statement-Of-Accounts-2018-2019-310719.pdf>

25 September 2019 - Report of the Constitution Committee to the full County Council – Review and Revision of the Constitution -

<http://politics.leics.gov.uk/documents/s148317/CONSTITUTION%20COMMITTEE%20-%20A.%20Review%20of%20the%20Constitution.pdf>

### **Circulation under the Local Issues Alert Procedure**

None.

**Equality and Human Rights Implications/Other Impact Assessments**

None.

**Officer to Contact**

Lauren Haslam  
Director of Law and Governance  
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## EMPLOYMENT COMMITTEE – 6 FEBRUARY 2020

### GENDER PAY GAP

#### 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 2019, and a comparison is also made against the results for the previous two years.

##### 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 31 March 2019 results by 30 March 2020 to meet legislative requirements.

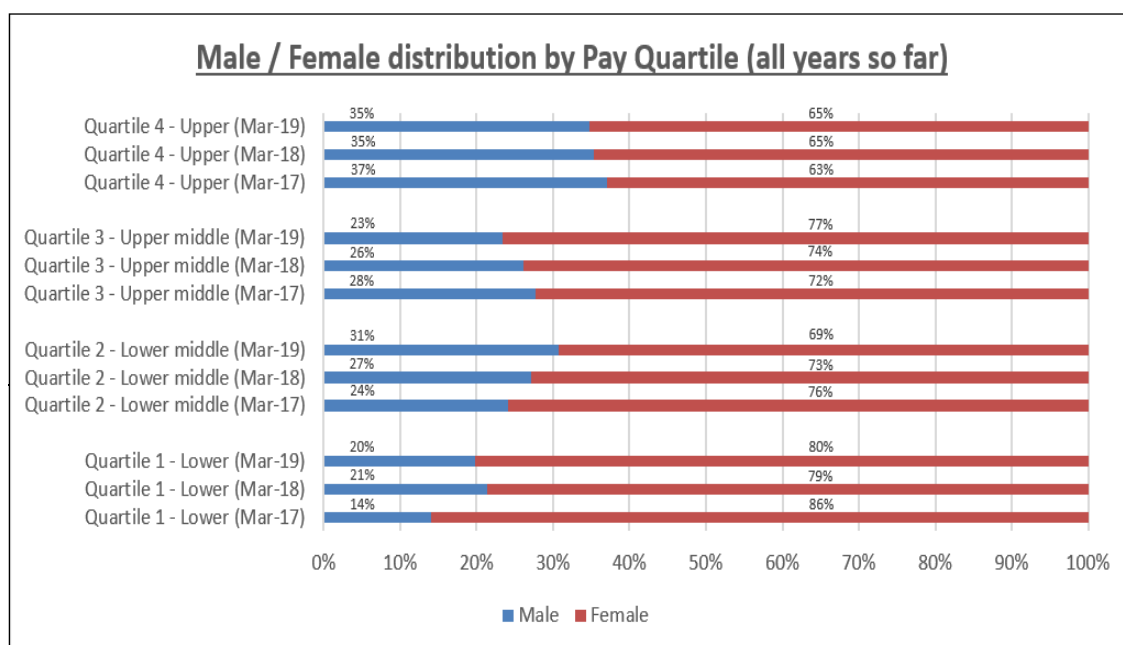
#### **Results comparison: March 2017, March 2018 and March 2019**

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 2020.
- 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;
    - iii. **March 2019:** 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;
    - iii. **March 2019:** Females median hourly rate is **7%** 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 2019 there were 74% females and 26% males employed across the Council. This percentage was the same as at 31 March 2017 and 31 March 2018. 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 up to and including grades 10, compared to the spread of male employees throughout all the grades. There was a noticeable change in results in 2018 due to reasons explained in our previous Gender Pay Gap report<sup>1</sup>.
8. As evidenced in Table 1 and Figure 1, early indications suggest that from 2018 to 2019 there has been a slight increase in females in the lower pay quartile, a decrease in females in the lower middle quartile, an increase in females in the upper middle quartile, whilst remaining relatively stable in the upper quartile.

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

|   | Males |      |      | Females |      |      |
|---|-------|------|------|---------|------|------|
|   | 2017  | 2018 | 2019 | 2017    | 2018 | 2019 |
| <b>Lower quartile</b><br>(up to Grade 6)              | 14%   | 21%  | 20%  | 86%     | 79%  | 80%  |
| <b>Lower middle quartile</b><br>(Grade 6 to Grade 8)  | 24%   | 27%  | 31%  | 76%     | 73%  | 69%  |
| <b>Upper middle quartile</b><br>(Grade 8 to Grade 10) | 28%   | 26%  | 23%  | 72%     | 74%  | 77%  |
| <b>Upper quartile</b><br>(Grade 10 onwards)           | 37%   | 35%  | 35%  | 63%     | 65%  | 65%  |



### **Supporting Women in our Workforce**

9. There are a number of examples of where the Council demonstrates its commitment to promoting the representation at all levels in the workplace. The Council has a number of programmes in place to promote female representation in senior roles. Examples include the Springboard and SpringForward management training programmes, demonstrating the Council actively celebrating our female managers as role models. International Women's Day is also celebrated annually in March.
10. The Council has also been commended for its menopause policy which was shortlisted for a national Personnel Today award, the only County Council on a shortlist with 7 other organisations.
11. One particular highlight was reported in a recent Equalities Board report in September 2019, concerning 'Spring' courses aimed at identifying and removing barriers that may exist to women, BME employees and LGBT+ employees progressing within the Council.
12. This report states that before attending these 'Spring'-related courses, 26% of female attendees had line management responsibility. After the course was undertaken and at the time the report was written, 33% of female attendees had line management responsibilities. 49% of respondents had also changed role since attending the course and of the female attendees who had changed roles, 72% had received a promotion (either in pay and/or responsibility).
13. The report highlights that from analysis of the data from the Oracle HR system this indicates that 619 of 2,542 females (24%) who have worked for the Council for the past four years have gained an increase in pay grade. 14% of attendees were on Grade 13 and above before undertaking 'Spring' courses and this increased to 21% of attendees were on Grade 13 and above after undertaking 'Spring' courses.
14. Referring back to Figure 1, the number of females within grades 6 to 8 has decreased from 76% to 69% between March 2017 and March 2019. Within grades 8 to 10, there has been an increase in female representation from 72% to 77% within the same period. Although it is difficult to attribute this to one factor, it is evident that all of the areas discussed above have influenced a positive shift in female representation in more senior roles between March 2017 and March 2019.

### **Recommendations**

15. The Committee is asked to note the content of the report and that the results of the analysis will be published by 30 March 2020.



### **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**

16. 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 2019.

### **Equality and Human Rights Implications/Other Impact Assessments**

17. 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**

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## Glossary of key terms in this report

|                           |   |
|---------------------------|---|
| <b>Full-pay Employees</b> | 'Full-pay Employees' are employees that are paid their full usual pay during the pay period in which the snapshot date falls (31 March 2019 for the Council)  |
| <b>Mean</b>               | 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  |
| <b>Median</b>             | 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  |
| <b>Quartile</b>           | <p>Quartiles divide ranked data into four quarters. These are:</p> <ul style="list-style-type: none"> <li>• <b>Lower quartile</b> - The lowest 25% of numbers</li> <li>• <b>Lower middle quartile</b> - The second lowest 25% of numbers</li> <li>• <b>Upper middle quartile</b> - The second highest 25% of numbers</li> <li>• <b>Upper quartile</b> - The highest 25% of numbers</li> </ul> |

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## Appendix 2

Comparative table showing the Council against other councils who have already published their results for March 2019 (rounded to nearest whole figure)

|                                       | <b>Leicestershire<br/>County<br/>Council</b><br><small>(over 5K employees)</small> | <b>Warwickshire<br/>County<br/>Council</b><br><small>(1K to 5K employees)</small> | <b>Devon<br/>County<br/>Council</b><br><small>(1K to 5K employees)</small> | <b>Newcastle<br/>City<br/>Council</b><br><small>(over 5K employees)</small> |
|---------------------------------------|--|---|--|---|
| <b>Mean</b>                           | 12% lower than<br>Males  | 3% lower than<br>Males  | 12% lower than<br>Males  | 3.6% lower than<br>Males  |
| <b>Median<sup>1</sup></b>             | 7% lower than<br>Males   | 11% lower than<br>Males   | 17% lower than<br>Males  | 6% lower than<br>Males  |
| <b>Lower<br/>quartile</b>             | 20% Male<br>80% Female   | 28% Male<br>72% Female  | 22% Male<br>78% Female   | 31% Male<br>69% Female  |
| <b>Lower<br/>middle<br/>quartile</b>  | 31% Male<br>69% Female   | 27% Male<br>73% Female  | 24% Male<br>76% Female   | 48% Male<br>52% Female  |
| <b>Higher<br/>middle<br/>quartile</b> | 23% Male<br>77% Female   | 39% Male<br>60% Female  | 29% Male<br>71% Female   | 51% Male<br>49% Female  |
| <b>Upper<br/>quartile</b>             | 35% Male<br>65% Female   | 35% Male<br>65% Female  | 40% Male<br>60% Female   | 44% Male<br>56% Female  |

<sup>1</sup> Please also note that the overall UK Gender Pay Gap in 2018 for County Councils is approx. 13.1% for median hourly pay according to the ONS. The Council is approx. below average for median pay - <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2017provisionaland2016revisedresults>

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## **EMPLOYMENT COMMITTEE – 6 FEBRUARY 2020**

### **RECRUITMENT AND RETENTION UPDATE**

#### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

##### **Purpose of the Report**

1. The purpose of this report is to update the Employment Committee on progress made on the action taken so far and to outline next steps following an initial report to the Committee in September 2019.

##### **Policy Framework and Previous Decisions**

2. The recruitment and retention project is part of the Council's People Strategy 2017-2020.

##### **Background**

3. Recruitment and retention continue to be one of the key challenges for the Council. The previous report to the Committee identified the main issues as follows:
  - i. A number of posts are difficult to recruit to due to market forces. These include, amongst others: Social Workers, Engineers and Solicitors;
  - ii. The Council, to ensure that it retains a competitive edge, needs to update its branding in the job market so it can attract a diverse workforce;
  - iii. The recruitment process is outdated and requires modernisation; and
  - iv. There is, in a number of areas, a perceived or actual lack of opportunity for employees to be able to progress their careers which has led to some leaving the organisation.
4. A further number of pieces of work have been completed or progressed to tackle these issues. These are detailed below.

**Progress to date**

5. A number of key pieces of work have already been completed. These include:
  - i. Career grade scheme guidance publicised;
  - ii. New exit questionnaire process implemented;
  - iii. New recruitment and retention incentives policy implemented;
  - iv. Market premia payments agreed and in use across a number of shortage areas and roles (report to the Employment Committee on 5 December 2019 refers);
  - v. Pay – research indicated that an increase in base pay would not have a financially viable impact upon recruitment and retention. Therefore, it was agreed that the focus should be on the use of a new incentives policy and other non-financial benefits;
  - vi. New web pages – early analysis demonstrates that the new pages have led to an increase in the number of visitors to the site; and
  - vii. Recruitment/Job fair guidance published and promoted.

**Next steps**

6. The following work is in progress and a further update will be provided in due course:
  - i. CV and Flexible Hiring implementation. In order to realise the benefits of these two initiatives, recruiting managers will require a significant level of training and support;
  - ii. Review of assessment and selection methodology – research indicates that a good selection process does not just hinge on conducting an interview and a test. There are other methods the Council could consider which would support the organisation in selecting the best candidates to work for them. Following a comprehensive workshop with managers, further work is underway to provide options and recommendations;
  - iii. Environment and Transport offer – this will concentrate on promoting the benefits of career development, public service and flexibility. Particular attention will be paid to hard-to-fill posts and encouraging applications from groups who are not currently fully represented in the workforce;



- iv. Corporate induction – it has been recognised that the induction process needs to be modernised to capture and engage all new starters. It will include, for example, the Council’s values and behaviours, expectations regarding performance, the support on offer for learning and development, smarter working opportunities and staff benefit scheme;
- v. Lease car scheme – work is underway to implement a salary sacrifice scheme which provides access to electric and low emission vehicles. This could act as a recruitment and retention tool but it will also contribute to the Council’s commitment to be carbon neutral by 2030; and
- vi. Health insurance – a health insurance scheme, which is complementary to the NHS, could help to recruit and retain professionals from the private sector. Options and recommendations are currently being explored.

### **Conclusion**

- 7. A variety of activities is being undertaken to address the challenge of recruitment and retention. A future update on progress will be provided to the Employment Committee at appropriate times.

### **Recommendations**

- 8. The Employment Committee is asked to consider and note the action taken so far and future next steps outlined in the report to address the challenge of recruitment and retention.

### **Background Papers**

- 9. None.

### **Circulation under the Local Issues Alert Procedure**

- 10. None.

### **Equality and Human Rights Implications/Other Impact Assessments**

- 11. An Equality and Human Rights Impact Assessment will be carried out for specific policies and procedures where appropriate.

### **Officer to Contact**

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## EMPLOYMENT COMMITTEE – 6 FEBRUARY 2020

### ATTENDANCE MANAGEMENT

### REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

#### Purpose

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 2019.

#### Background

2. On 5 December 2019, the Committee considered the Council's absence position as at the end of September 2019.

#### Sickness absence – current position

3. The table below details the end of year sickness absence levels of the previous 4 years together with last four quarters, including Q3 2019/20.

| Department          | 14/15       | 15/16       | 16/17        | 17/18        | 18/19<br>Q4 | 19/20<br>Q1 | 19/20<br>Q2  | 19/20<br>Dec 19<br>Q3 | Total FTE<br>days lost<br>01/01/19<br>–<br>31/12/19 | Total cost of<br>absence<br>01/01/19<br>–<br>31/12/19 |
|---------------------|-------------|-------------|--------------|--------------|-------------|-------------|--------------|-----------------------|---|---|
| Chief Executive's   | 5.55        | 6.99        | 6.03         | <b>6.38</b>  | 7.60        | 6.98        | <b>6.46</b>  | 5.53                  | 1,254   | £147,419  |
| E&T                 | 8.23        | 8.80        | 9.68         | <b>10.09</b> | 9.16        | 8.77        | <b>8.36</b>  | 8.52                  | 6,678   | £592,996  |
| C&FS                | 10.37       | 10.06       | 10.05        | <b>10.25</b> | 10.55       | 10.00       | <b>9.69</b>  | 10.22                 | 10,173  | £1,165,405  |
| Corporate Resources | 7.86        | 6.95        | 7.94         | <b>8.12</b>  | 7.39        | 7.85        | <b>8.24</b>  | 8.87                  | 10,246  | £906,719  |
| A&C                 | 12.24       | 11.31       | 12.57        | <b>11.26</b> | 10.02       | 10.72       | <b>11.00</b> | 11.63                 | 14,464  | £1,392,507  |
| Public Health       | 9.14        | 7.84        | 7.43         | <b>6.49</b>  | 8.57        | 8.45        | <b>7.93</b>  | 6.25                  | 588   | £67,039   |
| <b>LCC total</b>    | <b>9.83</b> | <b>9.32</b> | <b>10.01</b> | <b>9.73</b>  | <b>9.18</b> | <b>9.26</b> | <b>9.25</b>  | <b>9.65</b>           | <b>43,403</b>                                       | <b>£4,272,085</b>                                     |
| ESPO                | 12.07       | 10.88       | 9.75         | <b>11.70</b> | 9.55        | 9.52        | <b>8.73</b>  | 8.05                  | 2,529   | £212,367  |
| EMSS                | 6.65        | 6.69        | 9.27         | <b>7.42</b>  | 7.54        | 7.30        | <b>7.87</b>  | 9.69                  | 1,468   | £119,229  |

4. By the end of December 2019, although most departments have made reductions, only Public Health and the Chief Executive's department are below the corporate target of 7.5 days per FTE. Therefore, further action is required to continue to address levels of sickness absence across all departments.

### Reasons for sickness absence

5. Displayed in order of percentage of time lost (greatest first), the table below details the top 10 reasons for absence, plus the 'not disclosed' category.

| Percentage of FTE days lost 12 months cumulative | 2018/19 June 2018 Q1 | 2018/19 Sept 2018 Q2 | 2018/19 Dec 2018 Q3 | 2018/19 Mar 2019 Q4 | 2019/20 June 2019 Q1 | 2019/20 Sept 2019 Q2 | 2019/20 Dec 2019 Q3 |
|--|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|---------------------|
| Stress/depression, mental health                 | 26.8%                | 27.2%                | 28.5%               | 29.9%               | 29.9%                | 30.5%                | <b>29.7%</b>        |
| Other musculo-skeletal                           | 17.0%                | 17.6%                | 17.1%               | 16.6%               | 16.5%                | 14.8%                | <b>13.0%</b>        |
| Gastro-stomach, digestion                        | 7.8%                 | 8.4%                 | 8.3%                | 8.2%                | 8.6%                 | 8.2%                 | <b>8.4%</b>         |
| Cancer   | 3.0%                 | 3.0%                 | 3.4%                | 4.4%                | 5.5%                 | 6.2%                 | <b>6.3%</b>         |
| Cough/cold/flu                                   | 7.9%                 | 8.0%                 | 7.8%                | 6.2%                | 6.0%                 | 5.8%                 | <b>6.0%</b>         |
| Back & neck                                      | 4.9%                 | 4.4%                 | 4.6%                | 4.9%                | 5.0%                 | 5.5%                 | <b>5.3%</b>         |
| Chest, respiratory                               | 4.8%                 | 4.9%                 | 4.8%                | 4.2%                | 4.0%                 | 4.1%                 | <b>5.0%</b>         |
| Neurological                                     | 4.2%                 | 3.8%                 | 4.4%                | 4.9%                | 4.9%                 | 5.1%                 | <b>4.8%</b>         |
| Viral infection, not cough/cold/flu              | 5.8%                 | 5.7%                 | 5.4%                | 5.1%                | 4.9%                 | 4.5%                 | <b>4.7%</b>         |
| Eye, ear, nose, mouth/dental                     | 3.9%                 | 4.1%                 | 3.8%                | 3.7%                | 3.6%                 | 4.1%                 | <b>4.5%</b>         |
| <i>Not disclosed</i>                             | <i>4.0%</i>          | <i>3.5%</i>          | <i>2.5%</i>         | <i>2.5%</i>         | <i>2.5%</i>          | <i>2.7%</i>          | <b><i>3.9%</i></b>  |

### **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 3 2019/20.

| <b>2019/20 as at end of Quarter 3, December 2019</b> |                  |                 |                        |                   |                 |                        |
|--|------------------|-----------------|------------------------|-------------------|-----------------|------------------------|
| <b>12 months cumulative</b>                          |                  |                 |                        |                   |                 |                        |
| <b>Department</b>                                    | <b>Long term</b> |                 |                        | <b>Short term</b> |                 |                        |
|  | FTE days lost    | % FTE days lost | Individual occurrences | FTE days lost     | % FTE days lost | Individual occurrences |
| Chief Executive's                                    | 932.78           | 54.7%           | 21                     | 770.99            | 45.3%           | 229                    |
| Environment and Transport                            | 3,994.29         | 58.4%           | 93                     | 2,845.59          | 41.6%           | 930                    |
| Children and Family Services                         | 6,777.03         | 67.3%           | 168                    | 3,300.12          | 32.7%           | 1141                   |
| Corporate Resources                                  | 5,245.70         | 54.8%           | 204                    | 4,328.99          | 45.2%           | 1792                   |
| Adults and Communities                               | 7,801.45         | 60.7%           | 259                    | 5,042.84          | 39.3%           | 1616                   |
| Public Health  | 495.26           | 63.7%           | 11                     | 282.73            | 36.3%           | 90                     |

**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, 2018/19 and at the end of quarter 2 and quarter 3 2019/20, for service areas by department. The table below also shows the number of employees with absence, the headcount and the percentage of employees with an absence, in each service area, for the 12 months to December 2019.

| <b>Department</b>                             | <b>2016/17</b>  | <b>2017/18</b>  | <b>2018/19</b>  | <b>2019/20</b>  | <b>2019/20</b>  | <b>Jan 19 –<br/>Dec 19</b> | <b>Jan 19 –<br/>Dec 19</b> | <b>Jan 19 –<br/>Dec 19</b> | <b>Jan 19 –<br/>Dec 19</b> |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Days per<br/>FTE</b>                       | <b>Year end</b> | <b>Year end</b> | <b>Year end</b> | <b>End of</b>   | <b>End of</b>   | <b>Individual</b>          | <b>Emps</b>                | <b>Head-</b>               | <b>Emps with</b>           |
| <b>12 months<br/>cumulative</b>               | <b>(Mar 17)</b> | <b>(Mar 18)</b> | <b>(Mar 19)</b> | <b>(Sep 19)</b> | <b>(Dec 19)</b> | <b>occurrence</b>          | <b>with</b>                | <b>count</b>               | <b>absence</b>             |
|   |                 |                 |                 |                 |                 |                            | <b>absence</b>             |                            | <b>/Headcount</b>          |
| <b>Chief Executive's</b>                      | 6.03            | 6.38            | 7.6             | 6.46            | 5.53            | 261                        | <b>143</b>                 | <b>303</b>                 | 47.19%                     |
| Planning and Historic and Natural Environment | 3.81            | 4.04            | 14.92           | 11.04           | 8.70            | 22                         | 13                         | 20                         | 65.00%                     |
| Regulatory Services                           | 6.95            | 4.87            | 6.2             | 6.28            | 6.78            | 35                         | 43                         | 66                         | 65.15%                     |
| Trading Standards                             | 8.76            | 9.65            | 7.24            | 8.18            | 8.26            | 57                         | 25                         | 39                         | 64.10%                     |
| Strategy and Business Intelligence            | 6.28            | 8.04            | 6.93            | 6.32            | 4.75            | 72                         | 47                         | 88                         | 53.41%                     |
| Democratic Services                           | 10.69           | 8.91            | 14.81           | 12.13           | 9.43            | 34                         | 15                         | 20                         | 75.00%                     |
| Legal Services                                | 3.01            | 4.02            | 5.48            | 3.92            | 3.45            | 35                         | 22                         | 62                         | 35.48%                     |
| <b>Environment and Transport</b>              | 9.68            | 10.09           | 9.16            | 8.36            | 8.52            | 1084                       | 562                        | <b>996</b>                 | 56.43%                     |
| Highways and Transport                        | 10.38           | 10.62           | 8.96            | 7.97            | 7.79            | 623                        | 325                        | 559                        | 58.14%                     |
| Environment and Waste Management              | 4.85            | 7.98            | 10.07           | 10.14           | 11.81           | 207                        | 101                        | 155                        | 65.16%                     |
| <b>Children and Family Services</b>           | 10.05           | 10.25           | 10.55           | 9.69            | 10.22           | 1377                       | 689                        | 1188                       | 58.00%                     |
| Education and Early Help                      | 9.13            | 9.28            | 8.42            | 8.75            | 9.94            | 719                        | 359                        | 604                        | 59.44%                     |

| Department                             | 2016/17<br>Year end<br>(Mar 17) | 2017/18<br>Year end<br>(Mar 18) | 2018/19<br>Year end<br>(Mar 19) | 2019/20<br>End of<br>Q2<br>(Sep 19) | 2019/20<br>End of<br>Q3<br>(Dec 19) | Jan 19 –<br>Dec 19<br>Individual<br>occurrence | Jan 19 –<br>Dec 19<br>Emps<br>with<br>absence | Jan 19 –<br>Dec 19<br>Head-<br>count | Jan 19 –<br>Dec 19<br>Emps with<br>absence<br>/Headcount |
|--|---------------------------------|---------------------------------|---------------------------------|-------------------------------------|-------------------------------------|--|---|--------------------------------------|--|
| Children's<br>Social Care              | 11.90                           | 11.62                           | 14.18                           | 11.66                               | 10.64                               | 399  | 210   | 408                                  | 51.47%   |
| <b>Corporate<br/>Resources</b>         | 7.94                            | 8.12                            | 7.41                            | 8.20                                | 8.96                                | 2148   | 1116  | 1989                                 | 56.11%   |
| Strategic<br>Finance and<br>Assurance  | 4.89                            | 4.25                            | 6.63                            | 9.89                                | 10.02                               | 143  | 82  | 170                                  | 48.24%   |
| Corporate<br>Services                  | 4.68                            | 5.88                            | 4.18                            | 3.86                                | 3.89                                | 247  | 145   | 302                                  | 48.01%   |
| Commercial<br>and Customer<br>Services | 10.55                           | 10.04                           | 8.91                            | 9.65                                | 10.62                               | 1555   | 772   | 1325                                 | 58.26%   |
| <b>Adults and<br/>Communities</b>      | 12.57                           | 11.26                           | 10.02                           | 11                                  | 11.63                               | 1990   | 1050  | 1730                                 | 60.69%   |
| East care<br>pathway                   | n/a                             | 11.06                           | 9.51                            | 10.58                               | 10.99                               | 313  | 177   | 292                                  | 60.62%   |
| West care<br>pathway                   | n/a                             | 13.16                           | 12.01                           | 12.08                               | 13.95                               | 283  | 133   | 201                                  | 66.17%   |
| Commissionin<br>g and Quality          | n/a                             | 8.01                            | 8.02                            | 8.53                                | 7.68                                | 169  | 93  | 117                                  | 79.49%   |
| Promoting<br>Independence              | 12.26                           | 15.11                           | 13.26                           | 13.04                               | 12.83                               | 270  | 150   | 228                                  | 65.79%   |
| Personal<br>Care and<br>Support        | 15.62                           | 11.99                           | 13.86                           | 15.83                               | 16.84                               | 496  | 231   | 282                                  | 81.91%   |
| Communities<br>and Wellbeing           | 7.67                            | 7.98                            | 6.97                            | 8.37                                | 8.58                                | 401  | 233   | 543                                  | 42.91%   |
| <b>Public Health</b>                   | 7.43                            | 6.49                            | 8.57                            | 7.93                                | 6.25                                | 109  | 60  | 106                                  | 56.60%   |

### **Employee Assistance Programme (EAP)**

8. To strengthen the Council's current wellbeing support offer, from 1 April 2019 all County Council employees have had access to a confidential Employee Assistance Programme (EAP) via the Council's Occupational Health provider. This works alongside our current Wellbeing Service (counselling service) and acts as an additional confidential telephone counselling and self-help resource managed via our external Occupational Health provider. This service is currently engaged on a 12-month pilot.

9. Despite a promotion campaign, reports show a relatively low take up of the service with a total of 97 employees contacting the helpline between April and December, with 9 of these being referred to 6 structured counselling sessions.
10. Given the Council's commitment to wellbeing, it is intended that the pilot is extended for a further 12 months. This ties in with the procurement of an Occupational Health provider with a contract start date of 1 April 2020.

### **Attendance Management Intensive Support Project**

11. The Attendance Management Intensive Support Project (IS) has been in place since August 2017. The project has delivered a reduction in absence and it is also likely, based on the increases that were taking place before the project began, that absence would have continued to rise without this intervention across departments. Feedback collected through the peer review shows that the project is highly valued by those areas in scope and managers were complimentary about the support with which they had been provided.
12. A further period of funding to support the project has been agreed with a small increase in investment. This will enable the scope of the project to be extended across the whole of the Council helping to achieve an improvement in the consistency of support and approach. It is intended to appoint a Coordinator which will release the time of the three Human Resources Advisers to enable them to cover more complex attendance and performance management cases. It is expected that this will deliver further improvements in sickness absence management, improve support to managers around performance management and result in savings and reductions in absence levels.

### **Communication**

13. Although there is senior commitment to tackling sickness absence and promoting good attendance, there is a need to consider the Council's communication and engagement. The recent peer review also questioned whether the Council had a clear message and set of expectations.
14. Work is underway with the Communications Team to create a number of cohesive, consistent 'top down' messages that can be used. This will include a statement of intent (Appendix) for the attendance management policy which was discussed by the Employment Committee at its meeting in December 2019.

### **Recommendations**

15. The Committee is asked to note the update provided on the County Council's overall position on sickness absence as at the end of December 2019, particularly the update on Intensive Support Project, the Employee Assistance Programme and the work started around communication and to provide any comments or feedback.

### **Background papers**

16. Report to the Employment Committee 5 December 2019 – Attendance Management.  
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=5777&Ver=4>

**Circulation under the Local Issues Alert Procedure**

17. None.

**Equality and Human Rights Implications**

18. There are no equalities and human rights implications arising directly from this report.

**Appendix**

Draft Statement of Intent – Purpose and Aims

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### **Draft Statement of Intent – Purpose and Aims**

The Council recognises that ill-health can adversely affect an employee's ability to attend work and perform their role. Satisfactory levels of attendance are essential however for ensuring the Council achieves its strategic aims and commitment to the public. Furthermore, frequent and/or long periods of absence can have a significant impact upon colleagues, service delivery and departmental budgets.

Employees are therefore responsible for taking all reasonable steps to maintain their health and attend work. In return the Council is responsible for providing a safe work environment and supporting employees during periods of ill-health.

This policy and procedure is designed to provide a framework which managers can use to support an employee where there are concerns regarding their attendance. It is expected that it will be applied in a fair, consistent and supportive manner: with managers taking all reasonable steps to assist the employee to reach and maintain required levels of attendance whilst balancing the need for service delivery.

If attendance concerns continue however it may be necessary for the Council to terminate the employee's employment.

Where the employee has a disability, managers are responsible for implementing reasonable adjustments and supportive measures, to assist the employee's return to work or improved attendance wherever possible.

Where there is long-term sickness absence, it is expected that most cases will be resolved within 12 months.

Cases where the employee is in work but unable to perform their role to expected standards due to ill-health should also be managed using this policy and procedure.

Where this applies, managers must seek advice from Corporate HR (corporatehradviceinbox@leics.gov.uk or 0116 305 1078) before proceeding with the procedure. For the purpose of this document, the term performance or underperformance relates purely to the employee's ability to undertake their role due to ill-health.

This policy and procedure does not apply to cases where the cause of performance concerns are linked to a lack of skill, aptitude, or competency. In such cases the Managing Performance Policy and Procedure should be followed. Any capability or absence concerns found to be linked to misconduct should be addressed via the Disciplinary Policy and Procedure. More information regarding which policy should be applied can be found in Appendix B.

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## **EMPLOYMENT COMMITTEE – 6 FEBRUARY 2019**

### **STAFF SURVEY 2019**

#### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

##### **Purpose of the Report**

1. The purpose of this report is to provide the Committee with further detail of departmental and corporate actions in response to the findings of the 2019 staff survey.

##### **Policy Framework and Previous Decisions**

2. The People Strategy was approved by the Employment Committee at its meeting in June 2017. The results from the 2019 staff survey will be incorporated into departmental action plans and these will be used to support the key aims of the People Strategy.

##### **Background**

3. At its meeting on 5 December 2019 the Employment Committee requested further details of the actions being taken to address the findings of the Staff Survey 2019. The responses from departments are included below:

##### **Adults and Communities**

4. The survey reported low satisfaction levels in respect of how change is managed and communicated. However, this figure has improved from 33.4% in 2017 to 51.4%. This change could be attributed to the positive work on engagement and communication that has occurred in the Care Pathway with the Target Operating Model (TOM). The Adults and Communities department will adopt the same approach in the future.
5. Only 54% of respondents in Adults and Communities stated that stress does not affect their performance at work. A survey in stress levels has been undertaken and follow up actions are being determined, that are focussed on improving staff wellbeing.
6. Staff in Home Care displayed a lower level of satisfaction with communications from their manager. Digital solutions are currently being considered and how these can fit in with the introduction of a new rostering system.

7. 13.8% of respondents said that they would like to improve their pay and consideration is being given to this for relevant hard to fill groups. 7.5% of respondents said they would like to see some improvements in their flexible working options and 5.9% would like to see improvements in their IT. Implementation of the Council's Workplace Strategy is underway which will provide improved digital solutions and support flexible working methods.

#### Chief Executives

8. Whilst overall the departments results did not demonstrate any statistically significant differences from the corporate council results, a more detailed analysis is underway. A discussion will take place at the February Departmental Management Team meeting (DMT) to examine next steps including looking at work life balance and flexible working. The results also demonstrated a lower level of satisfaction from Black and Minority Ethnic (BME) staff compared with the council average in response to the question "safe to speak up and valuing staff". Whilst this issue will be addressed with the development of an Equality Action Plan to support the Council's Equality Strategy this will also be subject to further examination within the department.

#### Corporate Resources

9. The departmental results were significantly more positive than the whole council in terms of feeling that change is well managed (64.4%), feeling that work/life balance is about right (82%) and that it is safe to speak up and challenge the way that things are done (69.2%).
10. Satisfaction with flexible working was slightly below the overall council response. The Workplace Strategy is focusing on new ways of working and teams have been taking part in workplace pilots. The digital strategy is aimed at providing more agile technology for people to work from any location and traditional meetings are being replaced by Skype meetings with video technology.
11. Whilst staff in Corporate Resources are less likely to have experienced any discrimination or discrimination due to disability or LGBT status compared to in the council, overall there is more to do in this area to raise awareness and support colleagues.

#### Children and Family Services

12. The department has undertaken a number of actions following the release of the survey. In addition to engaging with corporate projects such as the Workplace Strategy and the corporate health and wellbeing offer linked to change and workloads, a number of whole staff meetings have taken place. The survey findings have been shared with managers and the department's communications strategy is being reviewed. The outcomes of the survey will be discussed in detail at a future DMT so

that any departmental specific actions can be linked into any Ofsted recommendations. A new inbox and a confidential online form have been created for staff to feed in comments.

### Environment and Transport

13. The department identified that there are higher levels of dissatisfaction from BME and LGBT staff compared to the Council average. There are also issues in relation to discrimination (gender and age particularly).
14. For those at Grade 13 and above the same concerns were identified as in the 2017 survey; work life balance and stress.
15. There have been significant improvements for management and leadership related questions, and this is largely due to the significant increase in positive responses from 'off site staff'.
16. Environment and Transport held a managers' away day on 29 November 2019. The detail of these discussions was captured and is being used to inform recommendations to address the key issues and to promote best practice across the department. From initial analysis these recommendations will have links to wellbeing, leadership, diversity and inclusion and will be incorporated into the departmental workforce strategy delivery plan.

### Public Health

17. The department is introducing a weekly roundup email to all staff in the department which will be used to share information for the week ahead. This is in response to the reduced satisfaction (9 percentage points) in how well change is communicated.
18. Public Health has the highest satisfaction rates in respect of working flexibly but the department acknowledges that more could still be done. This will be addressed within the workplace strategy, but the department is looking at how it can support employees who previously have been identified as essential to working at County Hall to work more flexibly.
19. The department is also having more conversations with staff using one to ones to ensure work life balance is a priority for people and looking to support individuals specifically if they have concerns. There has been an increase in managers participating in mental health first aid training to identify and support staff with their mental health.

### Individual question response analysis.

20. Demographic analysis by individual questions demonstrates that there remains a difference between responses between disabled and non-disabled staff. Whilst the gap has narrowed since the previous survey the difference continues to be statistically significant across several

question areas. The results of the 2018 Valuing Difference survey continue to be embedded within the organisation. A Disability Working Party was created to address these issues identified in the results, and alongside the Equalities Board and Corporate Management Team, they have reviewed relevant policies and support processes so that they can be understood and applied more consistently; revised guidance for managers on how to support a disabled colleague; provided disability masterclass training to managers and carried out an accessibility audit of County Hall buildings and on-site facilities. The People Strategy Board and Equalities Board will continue to monitor progress and a new page for policies, factsheets and other resources, is available on the intranet.

21. LGB, those who self-declare their gender and transgender members of staff responses to the survey were less positive across a number of areas particularly around feeling valued and safe to speak up. Chairs of working groups have been consulted and specific actions will be incorporated into the forthcoming Equality Action Plan, emanating from the Equality Strategy consultation.

### **Consultation**

22. Human Resources and Organisational Development Business Partners, Corporate Equalities Advisers and the chairs of employee workers groups have been consulted in the development of this report.

### **Resource Implications**

23. None.

### **Recommendations**

24. It is recommended that the Committee notes the actions being taken to address issues arising out of the 2019 Staff Survey.

### **Background Papers**

25. Employment Committee December 2019 – Item 6 - Staff Survey Results - <http://politics.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=5777&Ver=4>

### **Circulation under the Local Issues Alert Procedure**

26. None.

### **Equality and Human Rights Implications/Other Impact Assessments**

27. The People Strategy and subsequent actions arising from the Staff Survey are subject to Equality and Human Rights Impact Assessments. Any actions that recommend changes to existing practice, processes or procedures as a result of the staff survey action plans will be subject to a full Equality and Human Rights Impact Assessment as required.

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## **EMPLOYMENT COMMITTEE – 6 FEBRUARY 2020**

### **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 of 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 relation to any particular Action Plan, if they have not already done so.

##### **Recommendations**

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

##### **Background Papers**

7. None.

**Circulation under the Local Issues Alert Procedure**

8. None.

**Equality 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 A – Summary of Current Action Plans - Implementation Completed.

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

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**EMPLOYMENT COMMITTEE – 6 FEBRUARY 2020**

**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED**

| <b>Action Plan</b>                        | <b>Date Approved</b> | <b>Outcome</b>            |
|---|----------------------|---------------------------|
| Children and Families - Inclusion Service | 26/06/2019           | 4 compulsory redundancies |

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**EMPLOYMENT COMMITTEE – 6 FEBRUARY 2020**  
**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY**

| <b>Action Plan</b>                    | <b>Date Approved</b> | <b>Current Position</b>           | <b>Next Steps</b>   | <b>Max Compulsory Redundancies</b> |
|---------------------------------------|----------------------|-----------------------------------|---|------------------------------------|
| Children and Families - Music Service | 10/10/2019           | Jobs going through job evaluation | HR to go through Draft Action Plan ahead of authorisation and then to finalise the costings | 13 redundancies                    |

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