



Meeting: **Employment Committee**

Date/Time: **Thursday, 1 February 2024 at 10.00 am**

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

Contact: **Damien Buckley (0116 305 0183)**

Email: **damien.buckley@leics.gov.uk**

Membership

Mr. L. Breckon JP CC (Chairman)

Mr. P. Bedford CC Mr. B. Harrison-Rushton CC
Mrs. L. Broadley CC Mr. T. J. Pendleton CC
Mr. B. Champion CC Mr. R. J. Shepherd CC

AGENDA

<u>Item</u>	<u>Report by</u>
Webcast. A webcast of the meeting can be viewed here .	
1. Minutes of the meeting held on 7 December 2024.	(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. Presentation of petitions under Standing Order	



35.

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|-----|--|---------------------------------------|-----------------|
| 7. | Attendance Management. | Director of
Corporate
Resources | (Pages 9 - 14) |
| 8. | Gender Pay Gap. | Director of
Corporate
Resources | (Pages 15 - 24) |
| 9. | Organisational Change Policy and Procedure:
Action Plans. | Chief Executive | (Pages 25 - 30) |
| 10. | Any other items which the Chairman has
decided to take as urgent. | | |
| 11. | Date of Next Meeting. | | |

The next meeting of the Committee is scheduled to be held on 23
May 2024 at 10:00am.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 7 December 2023.

PRESENT

Mr. L. Breckon JP CC (in the Chair)

Mr. P. Bedford CC
Mrs. L. Broadley CC
Mr. B. Champion CC

Mr. B. Harrison-Rushton CC
Mr. T. J. Pendleton CC
Mr. R. J. Shepherd CC

28. Minutes of the meeting held on 28 September 2023.

The minutes of the meeting held on 28 September 2023 were taken as read, confirmed and signed.

29. Question Time.

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

30. 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).

31. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

There were no urgent items for consideration.

32. Declarations of interest in respect of items on the agenda.

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.

33. Presentation of petitions under Standing Order 35.

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

34. Pay Awards 2023/24.

The Committee considered a report of the Director of Corporate Resources which sought approval from the Employment Committee for the implementation of the 2023/24 Pay

Awards for staff on National Joint Council (NJC) terms and conditions and for Chief Executives. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

The Director provided a verbal update on the 2024/25 pay awards, and on a recent rise in the National Living Wage. Members were informed that:

- i. The National Living Wage had increased from £10.42 to £11.44 per hour. This rise was larger than unexpected and would have an impact on the Council's Medium-Term Financial Strategy (MTFS) position. The Trade Unions Congress had a long-standing objective of achieving a £15 National Living Wage as soon as was possible.
- ii. The National Employers had an objective that local government should not be a minimum wage employer and retained a long-held position of maintaining headroom between the National Living Wage and NJC pay spine. There were three pay points at the bottom of the pay spine which all paid £11.59 per hour. It was suggested that these would need to be reviewed in the 2024/25 pay round in order to maintain headroom with the National Living Wage.
- iii. Trade Unions were expected to submit a pay claim for the 2024/25 pay round in early 2024. The National Employers would then hold regional pay briefings where they would consider the claim and then respond accordingly. It was hoped that the pay deal would be agreed quicker than in 2023/24, which had taken a prolonged period of time to agree.
- iv. It was anticipated that the pay bill in 2024/25 could be higher than had been expected. In addition, various factors would influence pay negotiations post-2024, such as further increases to the National Living Wage, cost of living pressures and inflation, as well as both Local and General Elections. Increasing pay bills were expected to continue to place additional pressure onto the Council's MTFS position.

RESOLVED:

- a) That the implementation of the 2023/24 pay awards for National Joint Council staff and Chief Executives be approved.
- b) That the update provided on the pay award for 2024/25 and on the raise in the National Living Wage, be noted.

35. Attendance Management.

The Committee considered a report of the Director of Corporate Resources which provided an update on the Council's overall position on sickness absence, as at the end of September 2023 (Quarter 2, 2023/24). A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Arising from discussion, the following points were raised:

- i. Concern was raised that the Council's total number of Full Time Equivalent (FTE) days lost was at 9.80, which was above the target of 7.5. Members were assured that a communication campaign had been launched in November 2023 which was focussed on a call to action for managers on attendance management and

wellbeing. The Director agreed to provide Members with a link to the Managers' Digest special which included a video communication. It was hoped that the campaign would reduce sickness absence across the organisation.

- ii. A survey on sickness absence, conducted by the Chartered Institute for Personnel and Development (CIPD), which engaged with around 1000 organisations, had found that for all sectors, the pre-Covid average FTE days lost was 5.8, and that this had risen to 7.8 post-Covid. The report was detailed, with a breakdown of reasons, similar to the Council's reporting style, and concluded that sickness absence had risen across all sectors despite preventative and wellbeing strategies.
- iii. It was reported that 42.5% of absences in Children and Family Services sat within the Stress/Depression/Mental health category. The Director explained that the Department continued to face challenges with demand, recruitment and retention, and increasing complexity within caseloads. The pressures on frontline services such as Social Work, continued to be high. However, the Department was well supported by its management team and specific support had been put into place by the Health, Safety and Wellbeing team to develop an action plan to further support individuals who had indicated work related stress. Members noted that there was a national piece of work to review areas such as Social Care, which it was anticipated would reduce the pressure on services and individuals.
- iv. The main reason for sickness absence in Environment and Transport had traditionally been Musculoskeletal. However, Stress/Depression/ Mental Health had since risen to become the main reason for absence. An HR Business Partner was working with the Department on identifying the causes of Stress/Depression/Mental Health and implementing targeted work which would assist managers to support individuals. This would replicate similar work which was being done in Children and Family Services. The Transformation Unit was working with a particular service in Environment and Transport, which had reported a large number of absences, on delivering a service improvement programme.
- v. Members were pleased with information which presented a comparison of absence reasons across all of the Council's departments. It was suggested that a long-term trend analysis of the data would be useful to track changes across all departments over time. The Director agreed to provide this analysis in the next Attendance Management report.
- vi. The Council had procedures in place to ensure compliance with the Attendance Management Policy. HR Business Partners presented monthly reports to Departmental Management Teams to discuss absence performance and worked with managers directly. Training was also offered to managers on supporting individuals. There were absence triggers within the performance management process which managers were asked to follow. Long-term cases were followed up by HR colleagues, with the involvement of Trade Unions and Occupational Health, where necessary. Work had also been conducted to reinforce the quality of recruitment, to ensure that only individuals best suited to roles would be recruited.

RESOLVED:

- a) That the update provided on the Council's overall position on sickness absence, as at the end of September 2023 (Quarter 2, 2023/24), be noted.
- b) That the Director be requested to provide Members of the Employment Committee with a link to the Managers' Digest special on Attendance Management.
- c) That The Director of Corporate Resources be requested to include a long-trend analysis showing direct comparison of reasons for absence broken down by department within the next Attendance Management report.

36. Health, Safety and Wellbeing Annual Report 2022-2023.

The Committee considered a report of the Director of Corporate Resources which presented the Annual Health, Safety and Wellbeing Report for 2022-23. The report detailed the Council's overall position on Health, Safety and Wellbeing and provided an update on the performance of the Health, Safety and Wellbeing Service. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

Arising from discussion, the following points were raised:

- i. In response to concern relating to the percentage of individuals who had not completed mandatory Health and Safety training, it was members noted that there was a clear expectation for staff to complete the training. Audits continued to be completed to identify nonconformity, and action plans were developed and provided to management teams in order to resolve issues. The Health, Safety and Wellbeing team would continue to escalate and follow up on non-conformity within services to ensure improvements were made. In addition, work had been done on developing both corporate and local induction programmes, to ensure that mandatory training was a key focus. It was suggested that some nonconformity could be due to capacity and workload issues within some service areas. However, it was highlighted that completion of mandatory training was essential to protect individuals from harm, to ensure that the Council was compliant with legislation, and to reduce the Council's risk of liability.
- ii. Work was ongoing to address a range of major and minor nonconformities which had been identified within Health and Safety audits, undertaken in 2022/23. A project was being developed with Property Services to centralise the PAT testing system, whereby contractors would review PAT testing on a rotating basis. It was hoped that this method, and others being worked on, would improve compliance going forward.

RESOLVED:

- a) That the Health, Safety and Wellbeing Annual Report 2022-23, be noted.
- b) That the work, undertaken in partnership with departments, by the Health, Safety and Wellbeing Service to keep the Council compliant in this area, be endorsed.

37. Organisational Change Policy and Procedure: Action Plans.

The Committee considered a report of the Chief Executive which presented the current Action Plans which contained provision for compulsory redundancy and details of

progress made with their implementation. A copy of the report marked 'Agenda Item 11' is filed with these minutes.

RESOLVED:

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

38. Date of Next Meeting.

RESOLVED:

That the next meeting of the Employment Committee would be held on 1 February 2024.

10.00 - 11.13 am
07 December 2023

CHAIRMAN

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EMPLOYMENT COMMITTEE – 1 FEBRUARY 2024

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 Council's overall position on sickness absence, as at the end of December 2023 (quarter 3, 2023/24), and details of next steps following an attendance management communication campaign in November 2023.

Policy Framework and Previous Decisions

2. The Attendance Management Policy supports this report. No changes to this policy are proposed.

Background

3. On 7 December 2023, the Committee considered the Council's absence position as at the end of September 2023 (quarter 2 2023/24) and considered the details of an attendance management communications campaign.

Sickness absence – current position

4. The table below details the end of year sickness absence levels of the previous four years, and quarter 1, 2 and 3, 2023/24.

	19/20	20/21	21/22	22/23	23/24 Q1 Jun 23	23/24 Q2 Sept 23	23/24 Q3 Dec 23	Total FTE days lost 01/01/23– 31/12/23	Total cost of absence 01/01/23 – 31/12/23
Chief Executive's	5.38	4.41	3.13	4.14	4.41	6.05	5.90	1,399.80	£201k
Environment & Transport	8.88	7.04	8.34	11.44	11.31	11.51	10.80	8,695.19	£913k
Children & Family Services	11.12	7.94	10.44	10.14	10.01	9.88	9.31	10,694.43	£1,553k
Corporate Resources	9.39	5.54	9.92	8.84	8.64	10.50	10.72	11,753.85	£1,239k
Adults & Communities	11.74	10.18	8.24	8.84	8.61	9.27	9.53	10,943.46	£1,324k
Public Health	7.12	5.08	5.65	5.58	5.85	5.38	4.83	823.30	£100k

LCC total	10.08	7.51	8.87	9.27	9.11	9.80	9.62	44580.03	£5,329k
ESPO	7.20	6.80	8.64	8.28	7.50	7.97	7.16	2,298.68	£229k
EMSS	9.69	9.26	9.10	6.26	6.08	6.16	6.27	613.44	£67k

5. At the end of quarter 3 2023/24 the Chief Executive's and Public Health departments are below the corporate target of 7.5 days per FTE. Children & Family Services, Environment & Transport, Public Health departments and ESPO, have both made an improvement since the end of quarter 2, 2023/24.
6. The County Council total is at 9.62 FTE days lost per FTE, an improvement from quarter 2 2023/24 of 0.18 FTE days per FTE.
7. Attendance management activity is still required across departments to achieve and maintain the corporate target of 7.5 days per FTE.

Reasons for sickness absence

8. Displayed in order of highest percentage of time lost, the table below details the top ten reasons for absence, plus the 'not disclosed' category.

Percentage of FTE days lost 12 months cumulative	2022/23 Jun 2022 Q1	2022/23 Sept 2022 Q2	2022/23 Dec 2022 Q3	2022/23 Mar 2023 Q4	2023/24 Jun 2023 Q1	2023/24 Sept 2023 Q2	2023/24 Dec 2023 Q3
Stress/depression, mental health	26.7%	27.3%	25.7%	26.2%	25.9%	26.0%	26.4%
Other musculo-skeletal	8.5%	8.5%	11.5%	12.4%	12.9%	12.8%	13.1%
Combined covid-19 & cough/cold&flu	39.7%	21.5%	20.8%	17.3%	15.5%	13.4%	11.9%
Gastro-stomach, digestion	5.8%	5.9%	5.5%	6.1%	6.7%	7.4%	6.9%
Cancer	4.2%	4.1%	4.7%	4.3%	5.2%	5.4%	5.2%
Chest & respiratory	3.9%	4.1%	4.7%	6.0%	5.3%	5.4%	4.9%
Neurological	4.2%	4.2%	4.3%	4.4%	4.4%	4.0%	4.3%
Back and neck	3.9%	3.9%	3.8%	3.8%	3.8%	3.6%	4.3%
Eye, ear, nose & mouth/dental & throat	4.0%	4.0%	3.0%	2.8%	2.9%	3.3%	3.6%
Genito-Urinary/Gynae	2.2%	3.1%	3.2%	3.2%	3.3%	3.4%	3.3%
<i>Not disclosed</i>	6.8%	6.2%	6.1%	5.8%	5.0%	4.4%	3.0%

9. The table shows that the levels of mental health/stress/depression related sickness absence has slightly increased from quarter 2 to 3 2023/24, and this remains the highest reason for lost time due to sickness absence.

10. At the Employment Committee meeting in May 2023, it was agreed that focus should be given on reducing the amount of non-disclosed absence. This activity continues and an improvement is shown in the trend within the table.
11. As requested by the Employment Committee on 7 December 2023, data is set out in tables below showing a trend of the core departmental absence reasons, plus 'not disclosed', across all council departments, across quarter 1, 2 and 3, 2023/24.

Department Percentage of FTE days lost 12 months cumulative	Chief Executives			Environment & Transport			Children & Families Services		
	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3
Back And Neck Problems	1.27%	2.45%	3.1%	7.50%	6.07%	5.8%	2.77%	3.44%	3.7%
Cancer – All Forms	1.89%	4.04%	6.2%	6.05%	5.59%	5.2%	3.86%	3.78%	3.5%
Chest & Respiratory	8.13%	10.25%	10.7%	8.36%	7.52%	5.4%	5.10%	5.00%	5.1%
Cough, Cold & Flu / Covid 19	22.3%	16.48%	13.8%	15.26%	13.54%	11.8%	12.26%	10.99%	9.2%
Gastro-Stomach, Digestion	5.44%	5.70%	5.5%	4.80%	5.51%	5.4%	6.62%	7.17%	6.6%
Neurological	1.35%	2.83%	7.9%	1.17%	1.40%	2.4%	5.96%	4.78%	4.0%
Not Disclosed	0.97%	0.52%	0.5%	7.31%	5.81%	1.2%	2.87%	3.24%	3.2%
Other Musculo-Skeletal Problems	26.14%	25.82%	20.5%	18.10%	16.86%	18.7%	8.20%	7.63%	8.0%
Stress/Depression, Mental Health	18.44%	19.54%	22.0%	19.63%	23.54%	26.9%	41.25%	42.42%	43.6%

Department Percentage of FTE days lost 12 months cumulative	Corporate Resources			Adults & Communities			Public Health		
	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q1	23/24 Q2	23/24 Q3
Back And Neck Problems	3.78%	3.41%	5.09%	1.98%	2.21%	3.03%	3.58%	2.15%	2.37%
Cancer – All Forms	5.77%	6.07%	5.84%	5.63%	6.76%	6.48%	6.47%	0.00%	0.00%
Chest & Respiratory	3.22%	2.78%	2.59%	5.10%	6.23%	6.01%	2.16%	3.41%	6.99%
Cough, Cold & Flu / Covid 19	13.07%	11.21%	10.77%	21.21%	17.63%	22.14%	16.54%	17.52%	19.85%
Gastro-Stomach, Digestion	7.83%	7.34%	5.55%	7.55%	9.24%	9.91%	8.12%	12.22%	10.62%
Neurological	8.75%	6.94%	6.49%	1.65%	2.69%	3.36%	0.39%	1.10%	1.21%
Not Disclosed	9.73%	7.64%	5.56%	1.56%	1.83%	1.90%	0.49%	0.33%	1.21%
Other Musculo-Skeletal Problems	16.67%	17.11%	16.25%	8.38%	8.05%	9.37%	14.31%	17.06%	16.62%
Stress/Depression, Mental Health	17.41%	21.13%	23.46%	30.49%	27.03%	26.54%	32.86%	32.88%	31.89%

12. Mental health absence has increased in the majority of departments and is still the main cause of absence in the Children and Families department.
13. The amount of not disclosed absence has significantly improved within Corporate Resources.

Long and Short-term absence split

14. The table below details the number of FTE days lost due to absence and the percentage split of FTE days lost as at the end of December 2023.

2022/23 as at end of December 2023						
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	819.2	58.52%	18	580.6	41.48%	163
Environment and Transport	5800.93	66.71%	119	2894.26	33.29%	795
Children and Family Services	7615.93	69.46%	149	3348.5	30.54%	821
Public Health	368.29	44.73%	9	455.01	55.27%	126
Corporate Resources	7880.83	67.05%	189	3873.02	32.95%	1560
Adults and Communities	6365.14	58.16%	141	4578.32	41.84%	1133

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

Service level data

15. The table below provides details of the days lost per FTE at the end of the last five years and at the end of quarters 1, 2, and 3 2023/24, for service areas by department.

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24
Days per FTE	Year end	Year end	Year end	Year end	Year end	Q1	Q2	Q3
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Mar 23)	(Jun 23)	(Sept 23)	(Dec 23)
Chief Executive's	7.6	5.38	4.41	3.13	4.14	4.41	6.05	5.90
Planning and Historic and Natural Environment	14.92	9.57	0.79	0.71	3.52	4.19	10.96	8.35
Regulatory Services	6.2	7.24	6.30	6.74	9.40	8.43	11.13	11.38
Strategy and Business Intelligence	6.93	4.26	3.86	1.87	3.47	3.95	5.08	4.95
Democratic Services	14.81	6.70	1.07	2.67	1.43	4.24	4.96	4.90
Legal Services	5.48	3.63	5.82	3.05	1.34	1.49	1.57	1.62
Environment and Transport	9.16	8.88	7.04	8.34	11.44	11.31	11.51	10.80
Highways and Transport	8.96	9.30	3.99	9.40	15.01	14.93	14.12	13.37

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24	2023/24
Days per FTE	Year end	Year end	Year end	Year end	Year end	Q1	Q2	Q3
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Mar 23)	(Jun 23)	(Sept 23)	(Dec 23)
Environment and Waste Management	10.07	12.65	7.68	7.54	9.26	9.11	11.82	111.48
Children and Family Services	10.55	11.12	7.95	10.44	10.14	10.01	9.88	9.31
Education and SEND	8.42	11.55	7.57	12.24	8.40	7.71	8.94	9.24
Children's Social Care & Targeted Early Help	14.18	10.54	9.15	10.11	10.52	10.31	10.14	9.90
Corporate Resources	7.41	9.39	5.45	9.92	8.84	8.64	10.50	10.72
Finance, Strategic Property & Commissioning	6.63	9.67	2.88	3.99	3.37	3.16	3.58	3.85
Corporate Services	4.18	4.84	4.07	7.83	5.07	5.55	7.48	6.64
IT, Comms & Digital, Commercial and Customer Services	8.91	11.14	6.77	11.69	11.31	11.02	13.44	13.95
Adults and Communities	10.02	11.74	10.18	8.24	8.84	8.61	9.27	9.53
Operational commissioning	n/a	n/a	n/a	n/a	9.74	11.31	11.13	11.67
Integration, access & prevention	n/a	n/a	n/a	n/a	10.27	8.11	7.66	7.78
Commissioning and Quality	8.02	7.46	4.66	11.90	10.83	6.11	6.12	5.57
Promoting Independence	13.26	11.88	11.91	6.11	7.98	9.88	12.19	15.12
Personal Care and Support	13.86	18.10	21.15	7.07	6.28	4.99	7.18	7.08
Communities and Wellbeing	6.97	8.73	4.65	5.38	5.41	5.16	5.57	5.73
Public Health	8.57	7.12	5.80	5.65	5.58	5.85	5.38	4.83

Corporate Attendance Management Communication Campaign

16. As discussed at the Employment Committee on 7 December 2023 an attendance management communications campaign was delivered during November 2023. The

campaign delivered messages to all levels of management and staff about expectations and gave links to resources to support wellbeing and good attendance.

17. Following on from the campaign the Performance Management Advisors, within People Services, are continuing to sign post to the resources from the campaign during their case management conversation with managers.
18. Attendance management training for managers has been increased from one course per month to two (each course offers 15 places), from January 2024, to meet a growth in demand following the campaign. At the time of writing this report 75% of managers (788 of 1,051) had completed the course, with 263 still to complete.

Recommendations

19. The Committee is asked to note the update provided on the Council's overall position on sickness absence as at the end of December 2023.

Background Papers

Report to the Employment Committee 7 December 2023 – Attendance Management:
<https://democracy.leics.gov.uk/documents/s180073/Attendance%20Management%207%20Dec%2023%20Final.pdf>

Circulation under the Local Issues Alert Procedure

20. None

Equality Implications/Other Impact Assessments

21. There are no equality implications arising from the recommendations in this report.

Human Right Implications

22. There are no human rights implications arising from the recommendations in this report.

Officer to Contact

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EMPLOYMENT COMMITTEE – 1 FEBRUARY 2024

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 results for 31 March 2023, and a comparison is also made against the results for the previous three 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.
3. Employers are required to publish their data by 30 March 2024.

Background

4. From 6 April 2017, any organisation that has 250 or more employees has been required by law to publish and report specific figures about their Gender Pay Gap.
5. The following figures have to be reported annually on the Council's website 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
6. 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 its 31 March 2023 results by 30 March 2024, to meet legislative requirements.

Results comparison: March 2021 - March 2024

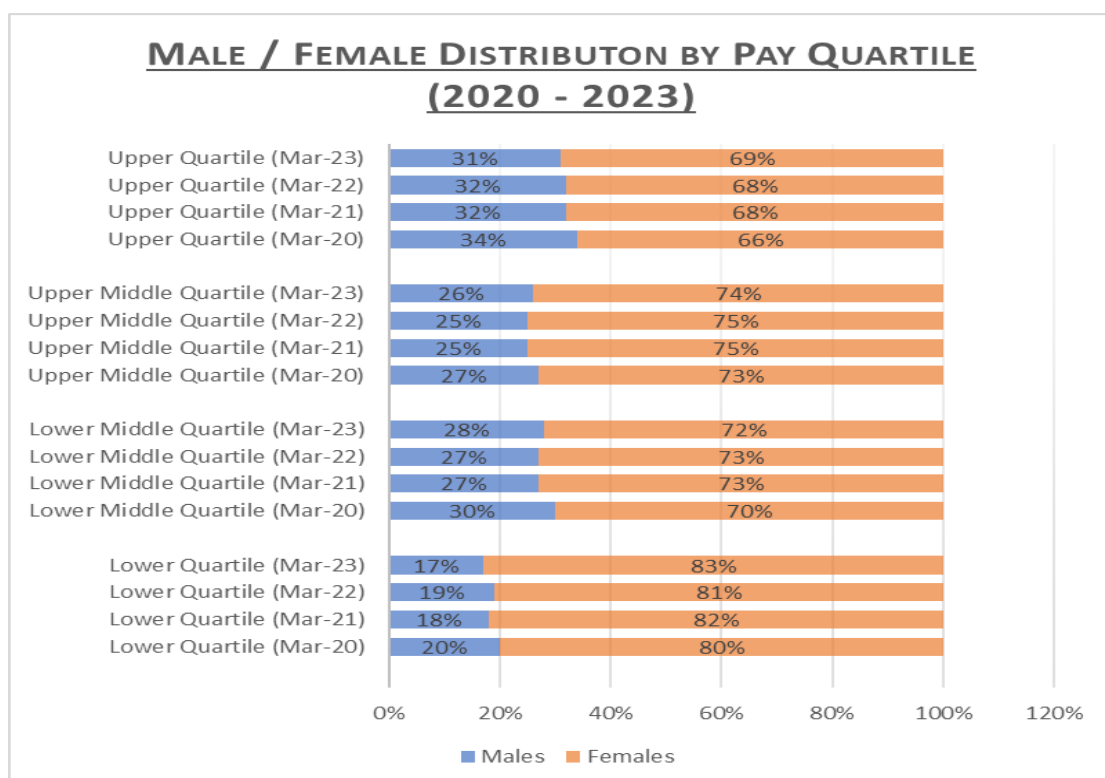
7. The initial results are set out below, of which all percentages are rounded to the nearest whole number.
- a. **Mean Gender Pay Gap**
 - i. **March 2020:** Females mean hourly rate is **10%** lower than males
 - ii. **March 2021:** Females mean hourly rate is **10%** lower than males
 - iii. **March 2022:** Females mean hourly rate is **11%** lower than males
 - iv. **March 2023:** Females mean hourly rate is **9%** lower than males
 - b. **Median Gender Pay Gap**
 - i. **March 2020:** Females median hourly rate is **4%** lower than males
 - ii. **March 2021:** Females median hourly rate is **6%** lower than males
 - iii. **March 2022:** Females median hourly rate is **8%** lower than males
 - iv. **March 2023:** 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 2023, there were 75% females and 25% males employed across the Council.

8. The Council’s workforce is predominantly female, with a large number of females undertaking job roles up to and including grade 10, compared to the spread of male employees throughout all grades.
9. As evidenced in Table 1, and Figure 1, the figures show that there has been a percentage increase amongst women in both the lower and upper quartiles which will have contributed to the reduction in the mean gender pay gap figure, as well as the slight increase in the median figure.

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

	Males				Females			
	2020	2021	2022	2023	2020	2021	2022	2023
Lower quartile (up to Grade 6)	20%	18%	19%	17%	80%	82%	81%	83%
Lower middle quartile (Grade 6 to Grade 8)	30%	27%	27%	28%	70%	73%	73%	72%
Upper middle quartile (Grade 8 to Grade 10)	27%	25%	25%	26%	73%	75%	75%	74%
Upper quartile (Grade 10 onwards)	34%	32%	32%	31%	66%	68%	68%	69%

Figure 1 - Graphical representation of Table 1



10. Whilst the increase in female representation in more senior roles has continued, there has also been a continued increase in females in the lower quartile (up to grade 6) which may account for the slight increase in the median pay gap figure for this year.
11. By comparison, Newcastle City Council has a median of 5% and a mean of 1% and Warwickshire County Council a median of 2.5% and mean of 0.4%. Devon County Council report a median of 14% and a mean of 9% and Oxfordshire County Council a positive median of 4% and a mean of 1.2%. Leicester City Council has not published its 2023 figures as yet. A comparative table showing the Council against other councils who have already published their results for March 2023 (rounded to nearest whole figure) can be found at Appendix 2.

Supporting Women within the Workforce

12. 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 female managers as role models. International Women's Day is also celebrated annually, in March. There were 22 participants on the last Springboard programme and the current SpringForward programme has 11 female participants. The Aspiring Managers programme launched in January 2022 has seen 12 employees attain management roles prior to the course evaluation.
13. Leicestershire County Council has maintained its accreditation as a menopause friendly employer. Menopause Friendly accreditation is a recognised standard of achievement, and a highly qualified independent panel of judges were satisfied that the organisation has a clear understanding of how menopause can have an effect at work, that it is working towards long-term, sustainable change in the workplace, and that it is fostering an inclusive culture where everyone can be at their best.
14. During 2023/24 to date, 66 Managers have attended Menopause Awareness for managers training, 154 staff members attended menopause training and eight employees attended menopause training for partners. The podcast, Menopause with Mandy, has had 106 participants.
15. All Council staff are required to attend Equality, Diversity and Inclusion training on promoting fairness and respect. Managers have an additional requirement to attend a session on management of diversity and both of these courses cover elements of unconscious bias relating to gender. The Council also has a number of EDI Champions / Diversity Advocates who help to support and embed this across the Council.

Recommendations

16. The Committee is asked to note the content of the report and support publication of Gender Pay Gap by 30 March 2024.

Background Papers

Central government Gender Pay Gap reporting overview:

<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

List of employers publishing their Gender Pay Gap data:

<https://gender-pay-gap.service.gov.uk/Viewing/search-results>

Advisory, Conciliation and Arbitration Service (ACAS) guidance:

<http://www.acas.org.uk/index.aspx?articleid=5768>

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017:

<https://www.legislation.gov.uk/ukdsi/2017/9780111152010>

Equalities and 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

17. None.

List of Appendices

Appendix 1: Glossary of key terms

Appendix 2: Comparative table showing the Council against other councils

Equality Implications/Other Impact Assessments

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

Human Rights Implications

19. There are no human rights implications arising from the recommendations in this report.

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Glossary of key terms

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 2023 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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Comparative table showing the Council against other councils who have already published their results for March 2023 (rounded to nearest whole figure)

	Leicestershire County Council <small>(over 5K employees)</small>	Warwickshire County Council <small>(1K to 5K employees)</small>	Devon County Council <small>(over 5K employees)</small>	Newcastle City Council <small>(over 5K employees)</small>	Oxfordshire County Council <small>(over 5K employees)</small>
Mean	9% lower than Males	1% lower than Males	9% lower than Males	1% lower than Males	1% lower than Males
Median	9% lower than Males	3% lower than Males	14% lower than Males	5% lower than Males	4% higher than Males
Lower quartile	17% Male 83% Female	31% Male 69% Female	21% Male 79% Female	31% Male 69% Female	34% Male 66% Female
Lower middle quartile	28% Male 72% Female	30% Male 70% Female	22% Male 78% Female	51% Male 49% Female	31% Male 69% Female
Higher middle quartile	26% Male 74% Female	34% Male 66% Female	31% Male 69%Female	40% Male 60% Female	44% Male 56% Female
Upper quartile	31% Male 69% Female	31% Male 69% Female	33% Male 67% Female	44% Male 70% Female	38% Male 72% Female

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EMPLOYMENT COMMITTEE – 1 FEBRUARY 2024

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 on 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 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 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.

Human Right Implications

10. There are no human rights implications arising from the recommendations in this report

List of Appendices

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

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

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EMPLOYMENT COMMITTEE – 1 February 2024

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Corporate Resources - EMSS	23/01/2023	31/12/2023	4
Children & Families - Edge of Care		30/09/2023	0
Corporate Resources - Sites Development		05/12/2023	0
Children & Families - Family Help Service Restructure	29/09/2023	01/12/2023	0

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EMPLOYMENT COMMITTEE – 1 February 2024
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Predicted Compulsory Redundancies
Corporate Resources - School Foods - Kitchen Function	12/10/2023	Agreed at DMT – action plan is ongoing		0

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