

# Meeting of Employment Committee

Wednesday, 20 March 2024, 2.00 pm

Council Chamber – South  
Kesteven House, St.Peter's Hill,  
NG31 6PZ



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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## Committee Members present

Councillor Anna Kelly (Chairman)  
Councillor Pam Byrd (Vice-Chairman)

Councillor Harrish Bisnauthsing  
Councillor Graham Jeal  
Councillor Gareth Knight  
Councillor Ashley Baxter  
Councillor Robert Leadenham  
Councillor Virginia Moran

## Other Members present

Councillor Tim Harrison

## Officers

Karen Bradford (Chief Executive)  
Graham Watts (Assistant Director of Governance and Public Protection,  
Monitoring Officer)  
Fran Beckitt (HR Manager)  
Leila Foster (HR Officer)  
Peter Harrison (Unison Representative)  
Charles James (Policy Officer)

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## 53. Apologies for absence

Apologies for absence were received from Councillors Rhys Baker, Phil Gadd and Gloria Johnson.

Councillor Ashley Baxter substituted for Councillor Rhys Baker.

Councillor Virginia Moran substituted for Councillor Phil Gadd.

Councillor Robert Leadenham substituted for Councillor Gloria Johnson.

## 54. Disclosure of interests

No interests were declared.

## 55. Minutes of the previous meetings

The minutes of the meeting held on 17 January 2024 were proposed, seconded, and **AGREED** as a correct record.

The Chairman confirmed that the public minutes of the meeting held on 5 February were circulated to Members on 18 March 2024.

Both the public minutes and restricted minutes of the meeting held on 5 February were proposed, seconded and **AGREED** as a correct record.

## 56. Gender Pay Gap Report

The report was introduced by the Leader of the Council.

In 2017 the government introduced legislation requiring all organisations with more than 250 employees to publish their gender pay gap each year. The gender pay gap showed the difference in mean and median of both hourly pay and bonus payments for men and women in roles of equal value across the organisation. The information contained within this report was for the snapshot date of 31 March 2023.

South Kesteven District Council had a negative pay gap for the mean rates, meaning, on average women were paid slightly more than men. This was not uncommon but went against the overall national trend. The Council's mean gender pay gap for 2022/2023 was a negative measure of -0.98%. Therefore, women at SKDC were paid 0.98% more than men, (the mean gender pay gap for 2021/2022 was a negative measure of -3.38%). The mean hourly rate for men was £15.34, and the mean hourly rate for women was £15.49.

The median gender pay gap for 2022/2023 was 0%, (2021/2022 median gender pay gap was -11%). The median hourly rate for men and women was the same at £13.84.

The government's Gender Pay Gap website provided details of all organisations who had submitted their information for benchmarking purposes. This showed that the Council's gender pay gap compared favourably with others, including other public sector organisations.

The median gender pay gap for the whole economy was 14.3% (provisional estimate from ONS 2023). At 0%, the Council's median gender pay gap was significantly lower.

The Council's gender pay gap has remained at a negative figure, however the gap had closed slightly. This was due to fewer women joining the Council in the upper quartile salary range during 2022/2023. In the upper quartile, 19%

of the new starters were women and 81% were men. Overall women accounted for 52% of the senior roles (upper quartile). The statistics showed that due to this change, the midpoint hourly rate for both men and women was equal with the median gender pay gap at 0% for 2022/2023.

The Council remained committed to ensuring fair pay continued across the organisation for all employees.

During discussion, Members raised the following points:

- It was clear that the Council performed exceptionally well and set a great example to other Local Authorities. There were a high number of women in senior positions.
- Was there a purposeful process to achieve a 0% gender pay gap?
- It would have been particularly interesting to see statistics in terms of age-groups, particularly women in late 20's and early 30's.
- Some of the statistics were representative of past stereotypes. Junior administrative roles were filled by a higher number of females and a higher number of males filled manual labour roles.

The Head of HR confirmed that the 0% gender pay gap was achieved through initiatives and activities put in place to monitor the recruitment and application levels from a gender perspective. The wording of advertisements were monitored. Internal practices ensured the workplace remained inclusive. An example of this were the menopause cafes to provide support and understanding as well as promoting support and awareness for carers and working parents. The presence of traditional stereotypes in some areas of the organisation were acknowledged – Waste Services were 91% male employees.

**It was AGREED that the Employment Committee noted the outcome of the 2022/23 Gender Pay Gap Report.**

## **57. Corporate Plan 2024-2027: Key Performance Indicators**

The Leader of the Council introduced the report.

The Corporate Plan 2024-2027 was adopted by Council on 25 January 2024.

Effective performance management was essential to the success of the Plan. It established how delivery will be monitored, improvements driven, and open and transparent accountability upheld.

The Key Performance Indicators (KPIs) would monitor the delivery of the Corporate Plan Actions and the overall performance of the Council.

The Strategic Socio-Economic Indicators (SSEIs) would monitor the progress towards the fulfilment of the Council's vision, 2034 outcomes, and the overall performance of the district.

Once approved, reporting on the KPIs were to be a regular part of the Committee workplans. Mid-year (quarter 2) and end-of-year (quarter 4) reports would be presented to the Committees and Overview and Scrutiny Committees. Quarterly reports were to be presented to Cabinet and the Corporate Management Team (CMT). An annual performance report that considered all aspects of the Corporate Plan were to be presented to Cabinet.

Work was underway to strengthen the Performance Management page of the Council's website. To improve openness and transparency it was intended this page would host the KPI reports, link to the relevant Committee meetings and publish data pertaining to the performance of the Council.

An effective KPI suite must be able to perform three functions:

- Measure activity and performance.
- Understand experiences and outcomes.
- Use evidence to inform and drive improvement.

The Corporate Policy Officer confirmed that Directors had provided input to ensure all KPIs were as effective as possible.

Meeting these functions had underpinned the approach to developing the KPI suite. To do this, two basic foundational principles had been observed:

- The selected metrics must be wholly within the Council's control, so offering accountability and stimulating continuous improvement.
- The selected metrics must be SMART (Specific, Measurable, Attainable, Relevant & Timely).

The Chairman confirmed that Employment Committee were to monitor progress on completion of the People Plan (to be 100% complete by end of the Plan) and to consider the Engagement Index score from the Engagement Survey.

During discussion, Members raised the following points:

- It was considered that the Committee raise the Engagement Survey response KPI to 70%
- Were the targets achievable?
- What was the expected outcome to the organisation?

The Chief Executive confirmed that the 70% indicator would be a challenge but the HR Team were focussed on achieving the best results and what was necessary for the People Plan. Staff performance was managed through feedback from appraisals as well as the Engagement Survey to identify areas where improvements could be made. Last year, every employee received an appraisal which is used to identify training needs and acknowledge the good work taking place across the Council.

The Head of HR informed members that the engagement surveys had 2 separate KPIs – one for the response rate of the survey and one for the core questions designed to measure the engagement of staff within their roles.

The Union Representative informed Members that staff had many methods of providing feedback other than the survey.

The Leader of the Council stated that the Committee were considering indicators, not targets and the Survey was the best measure of success.

Members considered to set a target for both KPI's at 70%. This was proposed, seconded, and **AGREED**.

#### **The Employment Committee:**

- 1. Confirmed the key performance indicators it wished to review associated with the actions in the Corporate Plan 2024-2027.**
- 2. Noted that key performance indicators will be monitored throughout the year as determined by the Committee in agreeing its work programme.**
- 3. Noted that the KPI suite will be reviewed and if necessary revised as part of the annual review process.**

#### **58. Work Programme 2023 - 2024**

The Employment Committee considered the Work Programme.

A Member requested that the Volunteer Policy and the Driving at Safe Speed Policy be added to a future meeting.

The Chief Executive clarified that the Volunteer Policy update was to be added to the agenda for June 2024. An update on the Driving at Safe Speed could be circulated to Members outside of today's meeting as information would identify specific teams and employees.

This was proposed, seconded and **AGREED** by Employment Committee.

**59. Exclusion of Press and Public**

The press and public were excluded during discussion of the agenda item because of the likelihood that information that was exempt under paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972 (as amended) would have been disclosed to them.

**60. Staffing Matter**

Restricted Minute

**61. Chief Executive's Appraisal**

**62. Staffing Matter**

Restricted Minute.

**63. Any other business, which the Chairman, by reason of special circumstances, decides is urgent**

**64. Close of Meeting**