

Date of issue: Tuesday, 4 October 2022

MEETING	EMPLOYMENT & APPEALS COMMITTEE (Councillors Ali (Chair), Bal (Vice Chair), Ajaib, Basra, M. Bedi, Gahir, Grewal, Qaseem and Smith)
DATE AND TIME:	WEDNESDAY, 12TH OCTOBER, 2022 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	MADELEINE MORGAN 07736 629 349

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



GAVIN JONES
Chief Executive

**AGENDA
PART 1**

**AGENDA
ITEM**

REPORT TITLE

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APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

- | | | | |
|----|---|-------|---|
| 1. | Declarations of Interest | - | - |
| | <i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i> | | |
| 2. | Minutes of the Meeting held on 14th June 2022 and Extraordinary Meeting held on 12th July 2022 | 1 - 8 | - |



AGENDA
ITEM

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SERVICE IMPLEMENTATION ISSUES

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7.	Date of Next Meeting - 22nd December 2022	-	-

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

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Employment & Appeals Committee – Meeting held on Tuesday, 14th June, 2022.

Present:- Councillors Ali (Chair), Bal (Vice-Chair), Ajaib, Basra, M. Bedi, Gahir, Grewal, Qaseem and Smith

Apologies for Absence:- None

PART 1

1. Declarations of Interest

Councillor Bal declared that his daughters worked for Slough Borough Council.

2. Minutes of the Meeting held on 12th April 2022

Resolved – That the minutes of the meeting held on 12th April 2022 be held as a correct record.

3. Finance Department Restructure Proposals

The Chair asked Members if they would agree to change the Agenda order so that the Finance Department Restructure Proposals could be presented and discussed first. Members agreed to this.

The Executive Director of Corporate Resources outlined the key issues in the report: that there was a need to improve the quality of the Council's finance service on a permanent basis; that there were currently a high number of interim staff in the finance department; and that the proposed restructure would follow proper process to recruit through the autumn and following a handover period interim staff would leave in spring 2023 with a new permanent team in place.

Currently about half the finance department were interim with only one permanent member of staff at senior management level. Comparative data was given in the report in terms of finance staffing levels compared with two other councils of similar size to Slough, one in the North West and one close by. The proposed new structure gave higher staff numbers in Slough comparatively, the Executive Director explained that this was because Slough currently faced issues in its finance function that the other Councils did not, and the higher number of staff proposed was appropriate to the need.

The Executive Director explained that staff potentially affected by the restructure had been pre-briefed before details of the report became public.

Members asked a number of questions around the recruitment process, and whether internal as well as external recruitment was planned. The Executive

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Director advised that internal recruitment would take place initially, with all posts open to all staff to apply, in July-August. There would be an assessment process for potential staff followed by appointment and some successful applicants would also have development plans in place where needed, as the aim was to upskill existing staff where possible. External candidates would then go through the same assessment process in September and be appointed if successful. The proposal was for all interim staff to leave by the end of March 2023.

More external recruitment would be necessary for senior level positions. In answer to a concern that the proposed new structure was geared towards more senior positions the Executive Director explained that the right people at senior level was vital to get the finance function in the strongest position going forward. With modern developments and ways of working lower level work was increasingly done by robotics and intelligence, so a lower number of staff would be needed.

Members raised the point that lessons needed to be learned from previous experiences where officers often got the blame for organisational failings, and that it was important that the right people were held accountable. Members also asked whether there was an alternative plan if the recruitment did not attract suitable candidates. The Executive Director advised that the alternative would be a continuation of interim staff, as the Council would not be able to function without a finance team and any other alternatives would be too costly.

The Chair acknowledged that the report and the restructure proposal was important, but requested that such reports be provided to the Committee with more notice in future. This was noted.

Resolved – that the Committee:

- a) Note the consultation process for the revised structure for the Finance and Commercial services department to include the addition of a number of new posts.
- b) Recommend to Full Council the approval of a new chief officer role of Executive Director of Finance and Commercial, and two new deputy chief officer roles with remuneration of potentially over £100,000 to replace the one Associate Director – Finance and Commercial, and delegate authority to the Monitoring Officer to amend Article 12, Part 3.6 and Part 7 of the Constitution accordingly.

4. Apprenticeship Report

The Workforce Development Manager introduced the report, outlining that reorganisation within the Council had affected the apprenticeship programme. In the reporting period the programme had grown, but not as much as managers would have liked, mainly due to internal restructures and staff churn. Good statistics in terms of equal opportunities and diversity within the programme were highlighted, and the team were looking, with other local Councils, to try and change the way Government levies were dealt with, in

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order to potentially use these in future to recruit and pay salaries, as well as training for the Apprentice programme.

Members asked why there were not stronger apprenticeships links with Slough Children First, the Workforce Development Manager explained that there had been much contact with SCF, but as yet no apprenticeships, and while the Council could promote the programme there may be other more attractive options to potential candidates.

Several Members also suggested instigating or improving links with local employers, eg on Slough Trading Estate, to promote the apprenticeship programme, and also advertising the apprenticeship programme more widely, for example in local temples and churches, and also potentially on a local radio station. The Workforce Development Manager agreed that these were options the team would explore further.

Questions on funding and government levies were also raised, and it was explained that the levies provided for the apprenticeship programme were ring-fenced and currently could only be used for training activity, any unused funds were automatically returned. However the Workforce Development Manager explained he was working on a paper proposing the option to offer unused levy funds to other partners in Slough for Apprenticeships, and more detail on this could be shared in due course.

The point that the Council had a duty to those undertaking apprenticeships, to give them the best offer possible, was raised, and the Workforce Development Manager agreed, adding that all applications were vetted to ensure everything was in place for the apprentices. Training was funded by government levies, but various factors had meant that resource pressure had been great and teams could not always afford to release staff one day a week to undertake apprenticeships.

At the conclusion of the discussion the report was noted.

Resolved – that details of the report be noted.

5. Temporary Agency Staff Report

Councillor Bedi had to leave the meeting early and asked if she could email some questions she had on the report to the Employee Relations and Policy Manager direct, which was agreed.

The Employee Relations and Policy Manager then outlined the key details of the report. £15m had been spent on agency and temporary workers in budget year 21/22, and this was broken down into spend in each quarter. There was movement now within the Council of offering permanent positions and moving away from agency staff, with restructures and recruitment programmes underway for finance and IT. Although high staff turnover was currently an issue, this was not unique to Slough, with national figures showing a record

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1.2m job vacancies currently, caused by many people choosing or having to change jobs in the aftermath of covid and lockdown.

Members raised concerns that although the figures showed a very small drop in total spend on Agency staff, due to a reduction in quarter 2, overall trends seemed to be showing an increase in reliance on temporary staff. Members also asked about redundancies. The Employee Relations and Policy Manager explained that department restructures had affected the figures and current work was underway to reduce the number of agency staff. Redundancies following restructures and the closure of a number of care homes had also contributed to the high number of leavers. Further information and details of ongoing employee relations cases was requested by Members, and the Employee Relations and Policy Manager agreed to provide this.

Positive comments from staff feedback in their exit interviews had been provided in Appendix 3 of the report, and Members also asked whether negative feedback had been acted upon. It was confirmed that increased work and support on stress and wellbeing was being offered to staff in response to some of the points raised in leavers' feedback.

Some Members raised concerns about directorates which seemed to be consistently reliant on agency staff, including in Customer Services departments, and what measures were being taken to address this. It was explained that the number of staff in Customer Services had been reduced in the last restructure, and there had then followed a huge demand for these services, this was being looked at again to redress the balance. Measures were being taken but it would take time for change to take effect.

In answer to a question on how often temporary positions were reviewed it was confirmed that this took place on a monthly basis, and if an extension to a temporary contract was requested this would have to be done via a full business case.

Resolved – that details of the report be noted.

6. Date of Next Meeting - 12th October 2022

Resolved – The date of the next meeting was confirmed as 12th October 2022.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.45 pm)

Employment & Appeals Committee – Meeting held on Tuesday, 12th July, 2022.

Present:- Councillors Ali (Chair), Bal (Vice-Chair), Ajaib, Basra, M. Bedi, Gahir and Smith

Apologies for Absence:- Councillor Grewal

PART 1

7. Declarations of Interest

Councillor Bal declared that his daughters worked for Slough Borough Council.

8. Pay Policy Statement Update 2022/2023

The Associate Director, Customer, highlighted that the Pay Policy Statement had already been approved by this Committee and subsequently by full Council, in February 2022. It had now been brought back to the Committee in an updated version following the conclusion of national pay negotiations, so now included updated pay scales and officers occupying Chief Officer roles.

Following Government statutory guidance on special severance payments which needed a higher level of scrutiny, the Council pay policy also confirmed that any redundancy or severance package of £100,000 or more would be approved by Full Council.

In answer to a question from Members the Associate Director clarified the roles specified in the report as currently attracting a retention payment and interim arrangements paid at a daily rate, and the Chair requested that in future figures presented in the report accurately reflected what was actually being paid for each position, rather than an overall salary band. Members also requested figures on the number of staff currently receiving acting up payments and the number of staff receiving honoraria payments and the Associate Director agreed to provide these figures to a future Committee.

The Chair asked about the figures given in the report showing the relationship between the remuneration of the Chief Executive and the lowest and median paid employees, and whether there was any policy to narrow the gap, the Associate Director confirmed that the Council followed national payscales, and that Slough Borough Council fell in the mid-range in comparison with other Councils in this area. In answer to a request for providing a quarterly monitoring report on staff pay by grade, the Associate Director agreed to discuss with the Chair what reporting could be provided for the Committee going forward and timescales.

Resolved – that the Committee recommend to full Council approval of the revised Pay Policy Statement for 2022/23.

9. New Management Structure

The Executive Director of Corporate Resources and the Monitoring Officer presented the report, which addressed the long-term path to recovery for the Council. The current constraint for recovery was corporate capacity. The new structure outlined and suggested in the report would be revisited during the medium term, but it was what officers believed was needed at this time.

The proposal was to move from a six to a seven directorate model, with a slightly different structure as detailed in the report. The recruitment timetable was set out, but it was highlighted that this was aspirational and that having interims for some posts initially was likely. The budget needed was increased from the current structure, and this would be funded from the capitalisation project initially. Some of the suggested new roles were over £100,000 so would be subject to approval by full Council, in accordance with the Localism Act.

Some Members raised concerns that there had been restructures before, which had been unsuccessful, and wanted to see accountability and a change of values in the council. The Monitoring Officer explained that the organisational restructure could not deal with or resolve all of the issues overnight, but it was judged to be the right start and direction of travel. In answer to a request for more detail on the suggested structure, the Executive Director outlined that further detail was provided in other reports eg on the finance and digital restructures that had gone to Cabinet and which were available to view on the SBC website.

Asked about the effects of the changes for residents, it was explained that if the investment was not made now at this level there would be problems ahead. The restructures also made lower level changes where needed, such as in customer services and other front-line services. These had been done through the Customer Scrutiny Committee, and had seen 18 people recruited with a training programme underway and improvements already in evidence.

In answer to a question on how IT improvements would help residents who were not able to access or use IT or a computer, it was explained that as processes improved, there would be more resources available to help those residents where needed. The structure would have a Head of IT for the first time and proper accountability for the IT service.

A Member asked if this committee would have a process in the appointment of the new senior roles suggested in the report. The Monitoring Officer explained that the decision on appointments would sit with the existing Appointments sub-committee, but there would also be a legitimate role for this committee in reviewing and keeping track of progress on the appointments.

Some concern over risk categories was raised, with a worry that the risk scores were high overall, and the question of how often would the risk table be revisited and progress checked against risks. It was outlined that the Audit

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and Corporate Governance Committee met 4-5 times per year and received a council-wide risk analysis, and that this had been considerably improved in the last year, this committee also published a risk report which was available to view. The Corporate Leadership Team would also receive risk analysis on a monthly basis starting imminently, and officers were also promoting that each department had its own risk-register to feed into the process.

Members expressed concern that the previous restructure had cost the Council £1.25m in contractors fees and had not been successful, and that the current proposed restructure cost would be £4m. The Monitoring Officer explained that the previous contractors were commissioned to assist with delivery of a project, and it was for officers to ensure ultimate delivery and success, and could not offer more comment about that in a public forum as current senior officers were not here at that time. Investment was needed at this stage or things would not improve for residents and funding was currently available from the corporate investment programme.

Members requested a progress report on the new structure in 6-9 months and this was agreed.

Resolved – That the Committee:

- Note the proposed new structure
- Recommend to full Council the approval of:
 - a) A new chief officer structure as set out in Appendix 1, to include an additional chief officer:
 - b) A new deputy chief officer structure as set out in Appendix 1, to include changes to existing Associate Director (AD) service responsibilities and the creation of new deputy chief officer roles, including a Chief Digital Officer at a top salary range of over £100,000.
 - c) Delegate authority to the Monitoring Officer to amend Article 12, Part 3.6 and Part 7 of the constitution to reflect these changes.
- Delegate authority to the Chief Executive to undertake consultation of the proposed structure and agree the final details for the ED and AD roles, including the services to be managed under each.

10. ICT and Digital Restructure

This item was withdrawn as the relevant matters relating to ICT and Digital Restructure were incorporated into the New Management Structure Report at Agenda Item 9.

11. Date of Next Meeting - 12th October 2022

The date of the next meeting was confirmed as 12th October 2022.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 7.36 pm)

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Slough Borough Council

Report To:	Employment and Appeals Committee
Date:	12 October 2022
Subject:	Senior Management Restructure Update
Chief Officer:	Stephen Brown
Contact Officer:	Surjit Nagra – AD Human Resources
Ward(s):	None
Exempt:	NO
Appendices:	Appendix A – new structure chart with officer names.

1. Summary and Recommendations

- 1.1 This report sets out for the committee an update on the senior management restructure which took place in July 2022. It covers the appointments that have been made to the new vacant posts.

Recommendations:

Committee is recommended to:

- note the contents of this report.

Commissioner Review

Commissioners have seen this report.

Please note the new Directions now give powers to the Commissioners on appointments and dismissals of the top three tiers of the organisations. Commissioners have confirmed that as far as possible they intend to work throughout the current established practices as far as it concerns Members but that the pace of activity needs to be accelerated to meet the needs of the recovery programme.

2. Report**Introductory paragraph**

- 2.1 As articulated in the Council's Corporate Plan, the Council is on a long-term path to recovery, however, to deliver this we need corporate capacity. The restructure that was proposed in July was to establish a structure which would increase capacity at the top levels of the organisation to deliver the stabilisation and operating model for recovery. This would in turn deliver resources to allow the Council to focus on changes required in services and at other levels of the organisation.

- 2.2 A consultation document was prepared and agreed with trade unions which set out Slough Borough Council (SBC)'s proposals for changes to the structure of the Council's corporate management structure. It proposed some changes to the responsibilities of the existing Executive Director and Associate Director roles.

Background

2021 was a particularly challenging year for Slough Borough Council and its staff. The serious financial challenges highlighted by the s151 officer in July 2021 were confirmed on 25 October 2021 when the Department for Levelling Up Housing and Communities (DLUHC) Governance report and the Chartered Institute of Public Finance and accountancy (CIPFA) report on the Council's finances and governance processes were issued. The significant underlying weaknesses highlighted in these reports had arisen over a period of several years and represented the combined impact of a wide range of issues including, but not limited to, significant capacity and capability issues.

The proposals contained in the consultation document outlined how the organisation was to increase the capacity and capability to address the concerns that had been highlighted. Below are the key changes that were proposed which have now been implemented:

- To formally split the corporate resources directorate into a Finance and Commercial directorate and an Operations directorate, retaining a separate directorate of strategy.
- To increase the capacity and capability of the corporate resources' services, with new or amended AD roles of Transformation, Strategic Communications and Change, Human Resources, Chief Digital and Information Officer and Customer and Business Services.
- To formally split the directorates of Place and Customer and Community into new directorates of Place and Communities and Housing and Property.
- To increase the capacity and capability of the housing and property functions with new AD roles of Property and Housing and deleting the vacant role of AD Community and creating a new role of Head of Service Community to reflect the removal of housing functions from the AD role
- No changes were proposed for the People – Adults and People – Children's directorates.

Following the consultation there were minor changes to some of the services under some of the AD roles.

Since the implementation process, we can report to this committee the following appointments, the Sub Appointments Committee has been involved in decisions relating to chief officers where external candidates were being considered:

- Chief Operating Officer – Stephen Brown
- ED Housing and Property – Patrick Hayes (start date 17 October)
- ED Finance and Commercial Services – Steven Mair will be in this role on an agency basis until March 2023. Recruitment process is progressing to secure a new post holder.
- ED Place and Communities – Richard West
- ED People – Adults – Marc Gadsby will continue in acting up role pending decision on permanent recruitment, his substantive AD role is being covered on an interim basis.

- Monitoring Officer – Stephen Taylor – proposed start date 1 October on an agency basis
- AD Transformation – Tony Wisken (on secondment from Essex County Council)
- Head of Communications and Resident Engagement – Caroline Adlem – starting 20 September

The AD of Property and Housing remain vacant and will be subject to recruitment processes once Patrick Hayes is in post. The Council was unable to appoint to the ED Strategy, however it has a secondment arrangement in place with Croydon Council for a senior officer to assist with this work until an appointment can be made. The commissioners are leading on plans to recruit to the ED People – Children and the current post holder is expected to remain in post until the end of the calendar year.

3. Implications of the Recommendation

3.1 Financial implications

- 3.1.1 The proposed new structure has been designed in a way that minimises redundancies and hence cost from redundancies to the council.
- 3.1.2 As reported to Council on 21 July 2022 and stated in the [recommendation](#) of the Employment and Appeals Committee from its meeting held on 12th July 2022, the funding for several the above positions has been provided through the council's capitalisation direction but on a limited time basis only, being the current financial year and 2023/24. Beyond this timeframe, the Council will need to review the requirement for the positions, its financial position and how any consequential budget funding gap is to be met as it works through the overall budget process for 2024/25. This would need to be worked into the ongoing and future budget process as a pressure needing to be funded through additional savings if continued beyond March 2024.
- 3.1.3 Of the above-mentioned posts, those budgeted for on an ongoing basis are the ED Place & Communities, ED Finance & Commercial Services, ED People (Adults), ED (Children's) and Monitoring Officer. The ongoing additional cost of the other posts if these remained in the structure beyond 2023/24 would be in the region of £1m.

3.2 Legal implications

- 3.2.1 The rules governing recruitment and appointment of staff are set out in the Constitution. This includes the rules for appointment of chief officers, which includes the need for elected members to decide on these appointments, except when an interim is being appointed pending permanent recruitment. The DLUHC statutory director gives powers to the appointed DLUHC commissioners to make decisions on senior officer recruitment for the top three tiers of the organisation. The commissioners have used this power to appoint the Head of Paid Service/Chief Executive in March 2022 and the Monitoring Officer in September 2022.

3.3 Risk management implications

- 3.3.1 Without a full complement of staff in the senior management structure there is the risk of failure of service delivery. Currently there are gaps in the services which are impacting on service delivery and therefore appointments of the senior officers will

allow these officers to focus on required restructures within the services. As this committee will know, the service restructures have commenced for example in Finance, ICT and Group Managers in Property and Housing and Place and Communities.

3.4 *Environmental implications*

3.4.1 Not applicable for this report to the committee.

3.5 *Equality implications*

3.5.1 As part of the consultation process as detailed Equality Impact Assessment was conducted. As this is an internal process which affects the workforce it did not require a public consultation.

3.6 *Procurement implications*

3.6.1 Not applicable for this report to the committee.

3.7 *Workforce implications*

3.7.1 The consultation process followed the Councils Organisational Change Procedure

3.7.2 The proposed new structure has been designed in a way that minimises redundancies whilst at the same time ensures that the council is supported through a period of change. The ED posts will retain the same role profile and grade as the current roles. The AD roles will in large part retain the same role profiles and grade, apart from the following roles:

- Deputy Directors roles in finance (these have been subject to a separate consultation process)
- Chief Digital and Information Officer (due to the specialist nature of the role there is a new role profile)

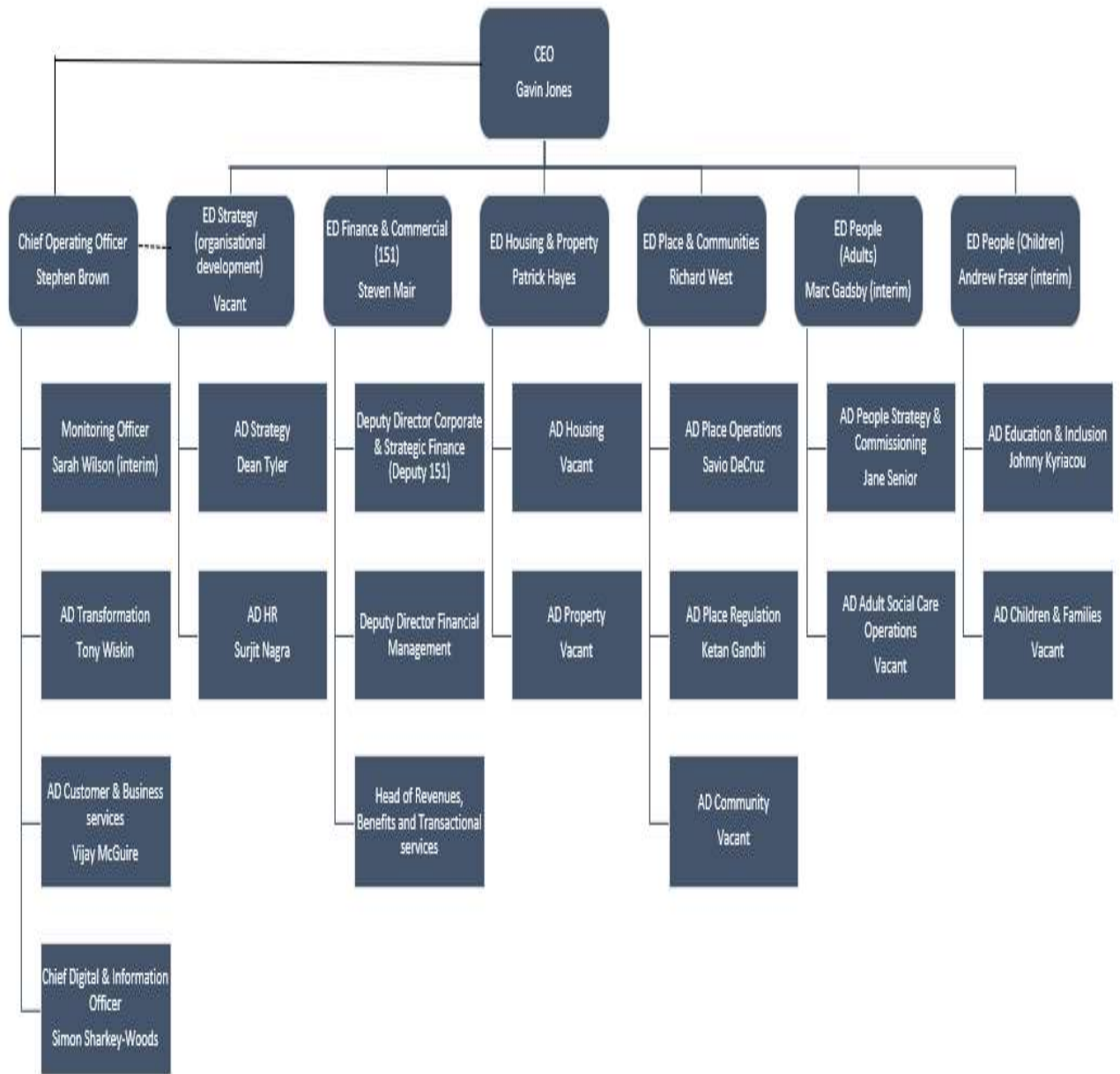
3.8 *Property implications*

3.8.1 Not applicable for this report to the committee.

4. **Background Papers**

None

Appendix A



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SLOUGH BOROUGH COUNCIL

REPORT TO:	Employment & Appeals Committee
DATE:	12 October 2022
Subject:	Temporary Workers
Chief Officer:	Stephen Brown, Chief Operating Officer
Contact Officer:	Surjit Nagra, Associate Director HR / Dipak Mistry, Employee Relations & Policy Manager
Ward(s):	All
Exempt:	NO
Appendices:	Nil

1. Summary and Recommendations

- 1.1 This report provides Members of the committee with an update on the Council's use of temporary / agency workers for Quarter 1 (1 April 2022 to 30 June 2022).

Recommendations:

The Committee is requested to note the report.

Commissioner Review

Commissioners have seen this report.

2. Report**Introductory paragraph**

The Council continues to offer roles to staff on a permanent basis. Opportunities for vacant roles are advertised internally first, and where there are roles with an associated skills shortage, they are advertised both internally and externally at the same time. The turnover of staff continues to be a cause of concern as this is affecting services with key specialist skills / knowledge requirements.

The council engages temporary workers when permanent workers are not available, or specialist skills are required. Matrix (provider of temporary workers) engages with local suppliers of temporary labour whilst also working with a wider pool to ensure Slough has access to the best available talent

3. Implications

3.1 Financial implications

The agency expenditure on temporary workers for quarter 1 (1st April 2022 – 30th June 2022) is £ 4.1 million. This quarter breakdown is as follows:

Quarter Period	Total expenditure	Increase - ↑ Reduction - ↓ Unchanged - ↔
1 – April	£1,192,982	Increase from March
2 – May	£1,677,481	Increase from April
3 – June	£1,272,846	Reduction from May
Total	£4,143,309	

The increase in May is attributed to 40 new agency workers that were appointed to various roles in the council. The table below shows total numbers and types of roles that were engaged. The Corporate Operations and Place Directorate shows the largest numbers of new agency workers, which are particularly around key roles in Customer Service Advisors and Finance roles.

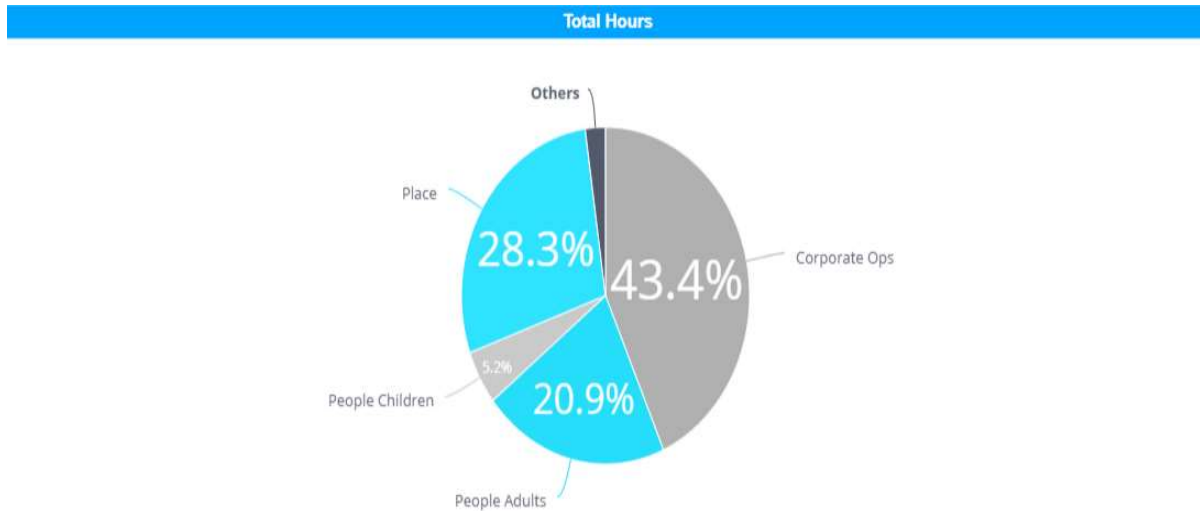
The increase in spend will also be attributed to the total number of leavers 28 in the month of May 2022, these included roles in Corporate Operations and Place that had the significant turnover.

Table 1 – Rationale for increase in May 2022 spend

Directorate	No of new workers	Types of newly appointed roles	No of leavers	Types of roles
Place	13	Grounds Maintenance; Housing; Education; Planning	8	Housing; Ground Maintenance, Prevention; Construction
Corporate Operations	20	Customer Services Advisors; Finance Business Partners; IT, HR	13	Finance Business Partners; Customer Services Advisors
People Adults	3	Contract Tracer; OT	4	Social Work Assistant; Business Support, Market intelligence;
People Children	4	Early Years; SEND Coordinator	3	Allocations Officer; Head of Music;
	40		28	

The Chart below shows the total hours of temporary workers in any one directorate for quarter 1. Please note that the data reflects the structure of the organisation at the time.

Chart 1 – Summary Usage



The above chart demonstrates the Corporate Operations Directorate has 43.4% which is an increase of 4.4% from previous quarter, and with highest usage of temporary workers. This is followed by Place 28.3%, which is a 3% increase from previous quarter. Adults Directorate has shown a reduction of temporary workers by 2% and Children’s Directorate have a reduction of 0.8%.

Key activity to reduce agency spend

To address the reduction in agency spend across the organisation the following work is on-going:

- a. Through recent consultations in Corporate Operations the Finance Department and ICT Department have launched and closed consultations in the summer of 2022. Both restructures should contribute to a reduction in agency spend as we complete the current recruitment process to permanent structures over the coming months.
- b. The HR Business Partnering team continues to work with each of the directorate managers to review their current usage of agency workers to ensure the need to continue with the placement.
- c. The Expenditure Control Panel is also scrutinising the need for resources on a temporary basis which includes any extension of existing workers.

(b) Risk Management

The key risk for the council is the inability to deliver services where skills shortage and turnover of staff are creating gaps, which must be filled with the short-term use of agency / temporary workers. As a long-term issue this risk must be balanced against the over reliance on agency workers and the longer-term use of agency workers where recruitment to permanent roles is unsuccessful. Fully costed recovery plans have been developed which outline proposals to realign services to secure permanent resources.

(c) Legal Implications

There are no Legal implications.

(d) Equalities Impact Assessment

The council does not hold equalities data on agency or temporary workers as they are not council employees. In schedule 2a of the Matrix contract requires monitoring of agencies are required to sign and upload, to Matrix CR, a copy of Matrix's Supplier Addendum and Diversity Policy, which will also include adherence to any specific policies the council holds. Section 19.7 of Matrix contract complies with requirements of Equality Act 2010. This will be reviewed at the next Matrix contract review meeting in June 2022 in response to the Corporate Plan. Annually agency workers will be encouraged to engage with SBC's Staff Survey.

(e) Workforce

There are no implications for permanent staff. Priority is given to any staff member that is displaced following a restructure to apply for any suitable vacant posts where they have transferrable skills.

Slough Borough Council

Report To:	Employment and Appeals Committee
Date:	12 October 2022
Subject:	HR Policies and Procedures: Menopause in the Workplace Guidance
Chief Officer:	Stephen Brown Chief Operating Officer
Contact Officer:	Surjit Nagra AD Human Resources
Ward(s):	All
Exempt:	NO
Appendices:	Menopause in the Workplace Guidance

1. Summary and Recommendations

1.1 This report sets out the rationale for producing a guidance to ensure employees going through menopause are fully supported in the workplace. The guidance includes:

- Clear explanation of menopause and common physical and psychological symptoms
- Who to talk to if you need support
- Adjusting roles with practical examples
- Checklist for discussing menopause (for both employee and manager)
- Agree and record an action plan of support
- Additional resources and sources of practical support and advice

Consultation in respect of the guidance document has been undertaken with the SBC Women's and all Network Groups, whose comments have been incorporated into the final guidance. It was also shared with Trade Union colleagues who are fully support of its introduction.

Recommendations:

The Committee is recommended to review and approve the guidance.

Reason:

This guidance supports the organisation's commitment to supporting equality and health and wellbeing in the workplace, acknowledging that menopause can have a significant impact on the working lives of council employees.

Commissioner Review

Commissioners have seen this report.

Introductory paragraph

The council strives to be an inclusive employer and is committed to ensuring that the health and wellbeing of all staff is supported. The guidance aims to give both staff and managers improved awareness of symptoms of menopause and of the support that can be offered to employees both in and out of the workplace. The guidance will be supported by wider supportive information and resources for employees going through Menopause. In addition, the HR service is reviewing how best to augment it with peer-led support and further training to staff and managers.

Background

- 2.1 Statistics show that around 1 in every 3 women has either experienced or is currently going through the menopause. Around 8 in every 10 women will experience noticeable symptoms and whilst some manage these easily, a significant proportion of women suffer considerable impacts. A 2017 survey conducted by the British Menopause Society (BMS) UK found that “almost half (45%) of women, whose menopause had a strong impact on their lives, felt their menopause symptoms have had a negative impact on their work”. The *Menopause and the Workplace Report* (Fawcett Society and Channel 4, 2022) polled 4000 women and found that 10% of respondents aged between 45 and 55 had left their jobs due to menopausal symptoms. The poll also found 14 per cent of women in this age group had reduced their hours and 8 per cent had not applied for a promotion because of symptoms.
- 2.2 Like most local authorities, Slough Borough Council employs more women than men. Around 62% of the current permanent workforce are women. Whilst the menopause can occur at younger ages, the most common age range for going through menopause is 45-55 years. More and more women are working well into their 50's and 60's: not only does menopause often coincide with women entering more senior roles, but it can also be a stage in their lives when they have not only more work responsibilities, but also more domestic responsibilities, including caring for others.
- 2.3 For SBC employees who are experiencing the menopause, it is vital that they know they will be supported at work through any difficulties they are having. Having published guidance establishes a clear organisational commitment to supporting these conversations in the workplace. We want to encouraging staff to discuss any difficulties they are having and be reassured that that what is often a very personal matter, will be treated empathetically and confidentially. We can also help signpost staff to trusted medical support and information.
- 2.4 Whilst it is important to have this written guidance, we will also be exploring through the SBC Women's Network, focus groups, and looking at other areas of best practice.
- 2.5 The guidance will be published and promoted across the organisation to improve awareness and understanding and we will be looking at how we can utilise both internal and external resources (from partners) to support additional guidance and support.

3. Implications of the Recommendation

3.1 *Financial implications*

There are no financial implications of the proposed action in terms of allocated budgets.

3.2 *Legal implications*

The impact of menopause is both an equalities and health and safety issue in the workplace. Under the Equality Act (2010) it is unlawful to discriminate against people at work because of a protected characteristic. The protected characteristics include age, disability, and sex. Age discrimination is when you are treated differently because of your age. Indirect age discrimination may be the result of a rule or policy which puts people within a certain age group at a disadvantage. Sex discrimination is when you are treated differently because of your sex.

Indirect sex discrimination may happen when an organisation has a particular policy or way of working that applies in the same way to both sexes, but which puts a woman at a disadvantage because of her sex unless it can be objectively justified. Therefore, if a woman experiencing the menopause is treated detrimentally because of menopausal symptoms and these are not considered within policies or practices, it could potentially give rise to sex and age discrimination.

In some circumstances, menopausal symptoms may meet the Equality Act definition of disability, where reasonable adjustments are legally required to be made by an employer to support that person in the workplace. The Public Sector Equality Duty (PSED) places further responsibilities on public authorities to advance equality of opportunity and pay "due regard" to the impact of policies and procedures on those groups that share protected characteristics.

The Health and Safety at Work Act (1974) and the Management of Health and Safety Regulations at Work (1999), requires employers to ensure the health and safety of all employees. Therefore, employers should include consideration of the specific risks for women experiencing the menopause.

3.3 *Risk management implications*

Failure to pay due regard to the health and wellbeing of staff risks challenge under the Health and Safety at Work Regulations (1999). Failure to adequately support staff going through menopause in the workplace risks challenge under the Equality Act (2010) based on sex and age discrimination. Although, not a protected characteristic, severe and long-term symptoms of the menopause may be classed as a disability and subject to the protections of reasonable adjustments under the Equality Act (2010).

Failure to support staff may lead to increased risk of staff absence due to menopausal symptoms in the workplace and associated costs thereof.

Indirect risks include perceived inequality between men and women in the workplace, leading to recruitment and retention issues.

Risks can be mitigated by having clear guidance in place that is widely communicated and available to all staff.

3.4 *Environmental implications*

There are no anticipated environmental implications

3.5 *Equality implications*

The guidance will have a positive impact on all women in the workplace. However, it will especially support specific age groups, and women with disabilities (whose conditions may be further exacerbated by symptoms of menopause). It is intended to improve gender equality generally and is relevant to ensuring that a wider range of employment policies (including sickness absence, performance management, dignity at work etc.), are fair to all staff.

3.7 *Workforce implications*

The council is committed to gender equality and to being an inclusive employer, attracting and retaining a talented and representative workforce. The council is committed to supporting the health and wellbeing of all staff.

4. **Background Papers**

None

MENOPAUSE GUIDANCE IN THE WORKPLACE

POLICY SCHEDULE		
Policy Owner and Lead	People Services: Employee Relations and Policy Manager in partnership with Public Health	
Consultation	Trade Unions	08 September 2022
	Staff Network Groups	September 2022
	CLT	September 2022
	CCF	TBC
	EAC	October 2022
	Public Health	June 2022
Approving Body		
Date of Approval	TBC	
Date of Implementation	November 2022	
Version Number	V4 13 September 2022	
Superseded Version	V1	
Legal Check	N/A	
Related Documents	Managing Sickness Absence Policy and Procedure Data Protection and Privacy Policy Family Friendly Policies Flexible Working Maternity policy	
Review Interval	Three yearly (November 2024)	

Version Control

The first draft of the guidance should be labelled '**Draft version 0.1**' and dated. Further draft versions should be labelled '**Draft version 0.2, 0.3**' etc. and dated.

The final original version of the policy approved by EAC will be labelled '**Final Version 1.0**' and dated.

If amendments are necessary following EAC then subsequent versions of the policy may be labelled '**Draft Version 1.1, 1.2**' whilst being drafted and reviewed and the version re-submitted for approval should be labelled '**Final Version 2.0**' and dated.

If revisions are required subsequently and following implementation of policy, version should be labelled as follows:

Example

Final Version 2.1 – reason for change (e.g., legal update)

Version Control

Version	Author	Date	Changes
0.1	DM	March 22	HR input

Version Control

Version No: 1

Approved by: Employment and Appeals Committee

Date approved: October 2022

Effective: November 2022

Authority: SBC

Authorised by: EAC

Contact Officer: Dipak Mistry

Revision History

Version No Date

Amended by

Authorised by

Approved by

Change History

Version No Date Change Details

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Menopause in the Workplace

1. INTRODUCTION

The purpose of this guidance is to assist Slough Borough Council staff and managers with creating an open and menopause friendly workplace where managers and those experiencing menopause feel comfortable discussing any issues associated with this, and to ensure the necessary help is known about and offered to those affected.

This guidance applies to everyone in Slough Borough Council including employees, workers, contractors, volunteers, apprentices and agency workers.

What is the Menopause?

Menopause happens when the ovaries stop producing a hormone called oestrogen and no longer release eggs. When you have not had a period for 12 months, you are said to have reached menopause. However, for some time before this (it could be for a few months or for several years), periods become less regular as the oestrogen levels fall - this is called "perimenopause." You can also experience symptoms for some time after your last period, therefore the term, "menopausal" includes those in both perimenopause and post-menopause phase.

Menopause affects everyone differently but it usually happens between the ages of 45 and 55. However, it can sometimes happen earlier. In addition there are some medical circumstances that will create an immediate menopause, whatever the woman's age, such as a medically induced menopause to shrink fibroids or when the ovaries are damaged by specific interventions such as treatment for cancer, or when a woman's ovaries are removed as part of a hysterectomy. This is known as a medical or surgical menopause. Whenever it occurs, menopause can have a big impact on your life and work for a number of years.

Effects of Menopause

Physical symptoms of the menopause can include the following:

- hot flushes
- insomnia
- fatigue
- poor concentration
- headaches
- skin irritation
- urinary problems.

As a result of the above, or as an extension of the hormone imbalance, individuals going through the menopause can also experience psychological difficulties, including:

- depression
- anxiety
- panic attacks
- mood swings
- irritability
- problems with memory
- loss of confidence

It is also commonly acknowledged that Hormone Replacement Therapy, medication which is often prescribed for menopause, can have side effects which cause problems at work. These include nausea, headaches, and leg cramps.

Menopause and Transgender Employees

Currently there is not much data on the experiences of menopause amongst Trans people. However, anyone with a female reproductive system who identifies as a man, but hasn't undergone any medical interventions, is likely to go through menopause eventually. Most Trans people who start their transition at pre-menopausal age are unlikely to ever go through menopause in terms of the hormonal depletion effects. This is because gender affirming hormones are typically given for life. For Trans women taking oestrogen, there is no medical need to withdraw oestrogen treatment at any particular age to induce menopause. However, it is of course important to recognise that everyone is individual and may have different circumstances relating to hormone treatments. The council is committed to ensuring that Trans staff are supported in the workplace and are able to talk confidentially to their manager, a member of HR, occupational health or employee assistance counsellors, should they need help and advice.

2. COMMUNICATION

We aim to normalise conversations about menopause in the workplace and remove any stigma. Menopause should not be a taboo subject. We encourage employees to have discussions about the menopause and be supportive of each other.

It is important that, as an employee, you prioritise your personal health and wellbeing. If you are struggling with any aspect of your role because of symptoms associated with the menopause, you should tell your manager in the first instance, who will treat the matter with complete confidence. So that SBC can give you the best support possible we encourage you to be open and honest in these conversations.

Alternatively, your manager may talk to you if they notice a change in your behaviour or performance.

We understand that you may feel uncomfortable discussing personal information with your manager. If this is the case, we encourage you to talk to another senior member of staff, a member of HR or Occupational health and/or the Employee Assistance Service. You may also feel more comfortable speaking to a female member of staff – if this is the case and you have any concerns, please contact HR who will be able to assist. We are also exploring how we can offer more peer-led practical support, via our SBC Women's Network.

During any discussions, your manager will consider your individual situation and evaluate if any adjustments can be made. Your individual needs will be addressed sensitively, and confidentiality will be maintained.

Managers will also arrange follow up sessions to review the effectiveness of any adjustments put in place.

3. MAKING ADJUSTMENTS TO YOUR ROLE

To help you in your daily duties, your manager will explore making adjustments relevant to your role or working environment with the aim of reducing the effect that the menopause is having on you. Risk assessments will be consulted to identify potential issues. We acknowledge that the menopause affects each individual in different ways so no adjustment will be made without fully discussing it with you first.

Examples of adjustments include:

- changing your working location so you are closer to toilet facilities, away from hot and cold spots around the office or to ensure greater access to natural light
- allowing changes to our normal rules on work wear where this is relevant
- implementing further temperature control, such as access to a fan
- assessing how work is allocated and whether you are affected at points of the day
- providing a quiet place to work or relax
- allowing additional rest breaks
- providing sanitary products in toilet and shower facilities
- changing start and finish times
- considering flexible working hours or allowing you to work from home where this is appropriate

Once the adjustments are agreed, they will be reviewed on an ongoing basis to ensure they are having the required effect or still needed.

Menopause is a normal transition in life. It is not a disability, however, some people may find that their symptoms are so severe and prolonged that they meet the definition of disability under the Equality Act (2010): that is any physical or mental impairment that has a substantial and long term negative effect on your ability to do normal daily activities. It is also possible that for some employees with existing conditions, symptoms of menopause may exacerbate these further. Under the Act, we must make reasonable adjustments to an employee's role or working conditions so that they are not placed at a disadvantage when performing their role. By having open and supportive conversations, we can ensure that we are able to uphold these obligations to staff. For more information on reasonable adjustments in the workplace, please look at the following guide and you can also speak to a member of the HR team for more specific advice:

<https://www.gov.uk/reasonable-adjustments-for-disabled-workers>

You may also be entitled to make a flexible working request. Please read our flexible working policy if you would like more details.

If you are unwell due to menopausal symptoms

If you are unwell, you should tell your line manager and follow our usual sickness reporting procedure.

4. TRAINING AND BEHAVIOUR

Training

We intend to provide training to all our staff on menopause and how they can ask for help or support their colleagues.

We ensure that all levels of management are trained on the effects of menopause, how to hold discussions with employees who are experiencing menopause and adjustments that can be made to an employee's role to remove or lessen any effects the employee is experiencing.

Behaviour of others

There is an expectation on all employees to conduct themselves in a helpful and open-minded manner towards colleagues.

In line with our Dignity at Work Code of Conduct, Slough Borough Council will maintain a zero-tolerance approach to bullying and harassment and will treat any and all complaints seriously. If you feel that you have been subject to inappropriate behaviour in any way by a colleague because of matters related to the menopause, please discuss with your line manager in the first instance. If you are unable to approach your manager, please contact a member of HR.

5. OTHER SUPPORT ([Appendix 3 & 4](#))

Our employees have access to a confidential counselling telephone service who can provide advice and guidance for employees who would like support during the menopause. More details can be found [[Appendix 3 & 4](#)].

Other external sources of help for those experiencing menopause can be found on [Appendix 4](#) Guidance for employees.

Appendix 1 – Checklist

Checklist for supporting an employee through menopause

USING THE GUIDANCE EFFECTIVELY	
Meet with the employee	
<input type="checkbox"/>	Arrange meeting to discuss welfare and impact – confirm with employee who they would like meeting with HR / Line manager / Designated staff network member
<input type="checkbox"/>	Ensure manager dealing with this is trained to support the employee
<input type="checkbox"/>	Look at your environment, are you fully supporting your employee and making them feel as comfortable as possible?
<input type="checkbox"/>	Prepare your questions so you know the key areas you want to discuss with the employee.
<input type="checkbox"/>	Think about how the meeting will be recorded – do you want to take written notes as you go? Will you type them on a laptop? Will you do an audio/ recording? Make sure you get your employees consent for this.
<input type="checkbox"/>	Keep an open mind – the purpose of the interview is to get honest feedback so positive changes can be made. Try not to be defensive as this can take away the meeting's value.
Opening the interview	
<input type="checkbox"/>	Thank the interviewee for agreeing to speak to you.
<input type="checkbox"/>	Confirm the purpose of the meeting – to discuss any concerns they have and establish an action plan for supporting them through the menopause
<input type="checkbox"/>	Confirm how the information gathered will be stored and used.
<input type="checkbox"/>	Confirm what you hope to achieve from this meeting and when the employee can expect an outcome
<input type="checkbox"/>	Explain that you will be taking notes.
<input type="checkbox"/>	Reassure the employee that you are meeting with them to find out how the organisation can best support them, so to be open and honest with their answers.

The discussion	
<input type="checkbox"/>	Provide them with a copy of the menopause guidance
<input type="checkbox"/>	Ask probing questions to get as much detail as possible – it's better to have fewer full answers than multiple answers that don't have any real substance.
<input type="checkbox"/>	Give the employee time to ask questions or raise concerns
<input type="checkbox"/>	Make sure you are actively listening – engagement is key!
<input type="checkbox"/>	Highlight support available and how to access it (including EAP, support groups, 3rd party support services)
<input type="checkbox"/>	Conduct a risk assessment to better understand the obstacles they face
<input type="checkbox"/>	Discuss required adjustments and / or medical advice
<input type="checkbox"/>	Discuss if there is any need for medical or occupational health report to better support them
Closing the interview	
<input type="checkbox"/>	Ask an open question – does the employee have anything further to add or anything else they want to raise?
<input type="checkbox"/>	Explain the next steps of the process – what the next steps are and when you will get back to them.
<input type="checkbox"/>	Close the meeting and thank the individual for their time.
Follow-up actions	
<input type="checkbox"/>	Write out to confirm what was discussed in the meeting
<input type="checkbox"/>	Send any consent forms for an occupational health report /referral
<input type="checkbox"/>	Meet to discuss outcome of any medical reports before finalising adjustments
<input type="checkbox"/>	Update the risk assessment regularly
<input type="checkbox"/>	Arrange regular catch ups or follow up meetings

Appendix 2 – Adjustments for Menopause Action Plan

Employee Name:	
RES ID:	
Manager Name:	
Job Role:	
Directorate /Department:	
Date of Plan:	

Reasonable adjustment action plan				
Identify workplace barriers caused by the menopause (include any barriers caused by fluctuations in health)				
Identify any advice or guidance provided by bodies e.g., GP, Occupational Health, Access to Work, etc.				
Identify any adjustments agreed between the employee and their manager	Adjustment type agreed:	Date agreed:	Name of approving manager:	Date implemented:

Identify any adjustments agreed between the employee and their manager	Adjustment type agreed:	Date agreed:	Name of approving manager:	Date implemented:
Additional employer comments				
Additional employee comments				
Date of review meeting:				
Signed: Date:	(Manager)			
Signed: Date:	(Employee)			

Appendix 3 – Additional Resources

Infographic from Primary Care Women’s Health Forum, based on NICE guidelines:

[HRT-Myths-Uncovered \(2\).pdf](#)



RockMyMenopause factsheet dealing with mental health and the menopause, HRT - facts vs myths:

[Fact sheet about the menopause.pdf](#)



LINKS

[Managemymenopause.co.uk](#) : A new website developed by the Norfolk and Norwich University Hospital (NNUH) and supported by the British Menopause Society provides tailored, unbiased and accurate menopausal advice for women, provided by experts.

[Menopausematters.co.uk](#) : An award winning, independent website providing up-to-date, accurate information about the menopause, menopausal symptoms and treatment options.

The Primary Care Women's Health Forum has a patient-facing group called Rock My Menopause, lots of resources on there for women going through perimenopause and menopause:

<https://rockmymenopause.com/resources/>

See the British Menopause Society factsheet (below) which provides a ‘how-to’ guide for employers and relevant staff within organisations that are considering writing their own guidance on the menopause:

[BMS -Menopause-and-the-workplace-APR2020.pdf](#)



Menopause awareness posters, are freely available for download in a variety of languages at:

www.pausitivity.co.uk

Managers should signpost employees to sources of advice and support and encourage them to see their GP, who can support them to make informed decisions about their treatment.

- [Employee Assistance Programme](#) - this offers free advice and support, and you can access it for free at any time.
- **How the Employee Assistance Programme can help you**

The Employee Assistance Helpline offers you and your family access to information, advice and counselling on a variety of personal and workplace issues. The service is paid for by Slough Borough Council and is provided by Wellbeing Solutions Ltd.

We all have problems from time to time. Talking to a sympathetic counsellor or expert advisor can help us make a tough decision, try a different approach or sometimes just learn how to cope with a situation we cannot change.

The Employee Assistance team of counsellors and advisors can help with a wide range of problems including:

Work-related issues	Personal & family issues
<ul style="list-style-type: none"> · Coping with workplace change · Balancing work and home life · Managing work-related pressures · Bullying & workplace relationships · Support after traumatic incidents 	<ul style="list-style-type: none"> · Debt and money worries · Relationships, separation & divorce · Legal advice on personal matters · Depression and anxiety · Bereavement and loss

It is a confidential service. Only in the most extreme circumstances would your confidentiality and anonymity ever be broken, for example, if a counsellor considered that you may be a significant danger to yourself or others.

How to contact the Employee Assistance Service

You and any family member (aged over 16 who lives with you at your address) can contact the helpline, 24-hours a day. The friendly team will ask where you live, the name of your employer and sometimes what department you work in. You'll need to give us a telephone number (preferably your mobile) and a convenient time for one of the counsellors, lawyers or advisors to call you back.

Telephone

For confidential counselling support, information and advice, call free on **0800 328 1437**

From a UK mobile: **0800 328 1437**

From outside UK: **+44 (0) 1482 661 814**

Minicom: **01482 661 911**

Online

- Visit [Employee Assistance](#) Online
- Access code: **sloughbc**

- [Employee Wellbeing](#) page - details of lots more useful resources to support you with resilience and wellbeing. Please see the council page on Well-being and below:

East Berkshire CCG '[Coping guides](#)' for different age groups - details of self-help apps and websites together with a range of resources, including helplines, to support mental health.

[Access to work](#) - can provide advice and an assessment of workplace needs for individuals with disabilities or long-term health conditions, who are already in work or about to start.

[Business in the Community](#) - is a network that provides toolkits to help employers support the mental health and wellbeing of employees.

[Mind](#) - is a leading mental health charity. It provides information and support on how to improve mental health.

[NHS choices](#) - has a website that offers information and practical advice for anyone experiencing mental ill health.

[Remploy](#) - offers a free and confidential Workplace Mental Health Support Service for anyone absent from work or finding work difficult because of a mental health condition. It aims to help people remain in, or return to, their role.

[Rethink Mental Illness](#) - is a voluntary sector provider of mental health services offering support groups, advice and information on mental health and problems?

ACAS - [Promoting positive mental health in the workplace](#)

ACAS - [Managing staff experiencing mental ill health](#)

[Thrive](#) - online resource for health, wellbeing and happiness.

Communicating Health Issues

The health impacts of the menopause on a woman's physiological and physical wellbeing can affect how they work, their relationships with colleagues and productivity. More specifically, menopausal symptoms such as night sweats, insomnia, lack of concentration, forgetfulness, difficulties in making decisions and decreased confidence, can make work more challenging for women experiencing these symptoms, so excellent line-management and a supportive and understanding culture is key.

However, managers need to be mindful that the menopause is still seen as a private issue. For some, discussing the menopause is a difficult subject to be open about.

Some of the findings from a national survey in 2017 are depicted in the infographic below: a survey was conducted online, interviewing 1,000 adults in the UK (698 women and 302 men) who were aged 45+ and either peri-menopausal, menopausal, or post-menopausal or their partners, who were also nationally representative of the online population in terms of regional spread.

A woman's relationship with the menopause is complicated...

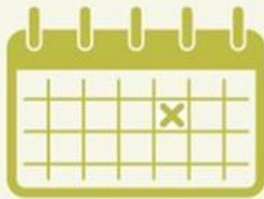


Three quarters of women* in the United Kingdom say that the menopause has caused them to change their life and more than half say it has had a negative impact on their lives.**

Work can be a struggle

45%

of women say they feel their menopause symptoms have had a negative impact on their work



47%

who have needed to take a day off work due to menopause symptoms say they wouldn't tell their employer the real reason

Social lives can take a back seat



Over **33%** of women feel less outgoing in social situations

32% of women feel they are no longer good company

23% of women feel more isolated

DRAFT

Appendix 4 – Advice for Employees

Managing your Menopause at Work

Treating the symptoms of Menopause

Green climacteric scale

The Greene Climacteric Scale (GCS) is a tool GPs use to help identify where you are on your menopause journey - while there are limitations, it's a verified measurement tool used by practitioners worldwide, to understand the symptoms you are experiencing at a given point in time.

NICE guidelines: Menopause Health Advice for Employees

The NICE Guideline: Diagnosis and Management of the Menopause was published on 12th November 2015 (updated Dec 2019) and plays an important role in raising awareness of all menopausal symptoms and in encouraging women to consider lifestyle changes to improve later health.

The “Information for Patients” version (published Nov 2015) is available at:

[nice.org.uk/guidance/ng23/informationforpublic](https://www.nice.org.uk/guidance/ng23/informationforpublic)

Communicating the benefits & risks of Hormone Replacement Therapy (HRT)

Media reports about HRT have not always been accurate, so providing healthcare professionals and women with a robust source of information is vital.¹ Before publication of the NICE guideline there was no consensus about the long-term benefits and risks of HRT. Although the Women's Health Initiative found that HRT prevented osteoporotic fractures and colon cancer, it initially reported that HRT increased the risk of having a cardiovascular event as well as the incidence of breast cancer. However, the association between HRT and cardiovascular disease has since been disputed and the results show that the risk varies in accordance with individual factors.

There is a need to improve knowledge about the long-term benefits and risks of HRT. No other treatment has been shown to be as effective as HRT for menopausal symptoms, though the balance of risks and benefits varies among women and should be considered on an individual basis in discussion with your GP or Health Professional.

¹ Menopause: diagnosis and management – NICE guideline (NG23) Published: 12 November 2015
Last updated: 05 December 2019

MEMBERS' ATTENDANCE RECORD 2022/23

EMPLOYMENT AND APPEALS COMMITTEE

COUNCILLOR	14/06/22	12/07/22 Extraordinary	12/10/22	22/12/22	21/03/22
Ali	P	P			
Bal	P	P			
Ajaib	P	P			
Basra	P	P			
Bedi	P*	P			
Gahir	P	P			
Grewal	P	Ap			
Qaseem	P	Ab			
Smith	P	P			

P = Present for whole meeting P* = Present for part of meeting Ap = Apologies given Ab = Absent, no apologies given

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