



Meeting: **Employment Committee**

Date/Time: **Wednesday, 23 October 2013 at 10.00 am**

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

Contact: **Mr. S. J. Weston (tel: 0116 305 6226)**

Email: **sam.weston@leics.gov.uk**

Membership

Mr. J. B. Rhodes CC (Chairman)

Mr. G. A. Boulter CC Mrs. H. E. Loydall CC
Mr. Max Hunt CC Mr. R. J. Shepherd CC
Mr. D. Jennings CC Mr. E. D. Snartt CC

AGENDA

<u>Item</u>	<u>Report by</u>	
1. Minutes of the meeting held on 11 July 2013.		(Pages 3 to 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. Mental Health First Aid.	Director of Corporate Resources	(Pages 9 to 11)
7. Managing Attendance.	Director of Corporate Resources	(Pages 13 to 14)
8. Veteran's Interview Programme.	Director of	(Pages 15 to 18)



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| | Corporate Resources | |
| 9. Staff Survey Action Plan 2012 - Action Plan Update. | Director of Corporate Resources | (Pages 19 to28) |
| 10. Assessed and Supported Year in Employment Policy and Procedure - Amendment. | Director of Corporate Resources | (Pages 29 to 41) |
| 11. Organisational Change Policy: Summary of Action Plans. | Chief Executive | (Pages 43 to 48) |
| 12. Any other items which the Chairman has decided to take as urgent. | | |
| 13. Date of Next Meeting. | | |

The next meeting of the Committee is scheduled to be held on 5 December 2013.

The following meetings of the Committee have been scheduled to take place in 2014 (meetings to commence at 10.00am at County Hall):

12 March
26 June
21 October
4 December



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 11 July 2013.

PRESENT

Mr. G. A. Boulter CC
Mr. D. Jennings CC
Mrs. H. E. Loydall CC
Mr. J. B. Rhodes CC

Ms. Betty Newton CC
Mr. R. J. Shepherd CC
Mr. E. D. Snartt CC

1. Election of Chairman.

It was noted that the nomination of Mr Rhodes had been reported at the Annual meeting of the County Council on 15 May.

RESOLVED:

That Mr. J. B. Rhodes CC be appointed Chairman of the Employment Committee until the date of the Annual Meeting of the County Council in 2014.

Mr. J. B. Rhodes CC – in the Chair

2. Appointment of Deputy Chairman.

RESOLVED:

That Mr. R. Shepherd CC be appointed Deputy Chairman for the period ending with the Annual Meeting of the County Council in 2014.

3. Minutes.

The minutes of the meeting held on 7 March 2013 were taken as read, confirmed and signed.

4. Question Time.

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

5. Questions asked by members.

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

6. Urgent Items.

There were no urgent items for consideration.

7. Declarations of interest.

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

Mrs H. Loydall declared a personal interest in item 13, 'Review of Trade Union Recognition and Facilities Time', as a member of a Teachers Union (minute 13 refers).

8. Leading for High Performance - Update.

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to provide an update on the outcome of stage 2 of the Leading for High Performance (LfHP) for managers programme and on further development of the approach to leadership for manager's grade 15 and above. A copy of the report is filed with these minutes.

Arising from discussion, the following points were noted:

- The focus of the programme going forward would be on developing and maintaining trust, leading with emotional intelligence, negotiated leadership and leading people through change. To ensure high levels of performance, managers needed the skills to be able to read difficult situations and adapt to rapidly changing environments.
- Managers needed to be able to think more strategically and engage more with partners, establishing new working relationships. Ensuring that managers understood the need to work in partnership and the impact of their negotiating approach were increasingly important skills now required by all local government managers. The LfHP programme had been adapted to up-skill managers in this area.
- Understanding the role of members and the dynamics of the relationship between members and managers had been built into the wider Learning and Development programme. A new half day political awareness course had been established which would be particularly important for those that did not come into contact with members very often.
- Attendance on the LfHP programme did not automatically enable managers to move up to the next salary grade. However, the programme provided them with a range of skills that amongst other aims should enhance their opportunities to progress in the future.
- At an individual level, outcomes would be measured through the PDR process both annually and through six monthly reviews. It had been identified that the management performance framework was outdated and assessment of performance would now be against management competences leading to outcomes being measured more effectively.
- There was a concern expressed that officers were often promoted as experts in their field but they did not always have a professional management qualification. The County Council offered various training courses to first line, middle and senior managers, some of which provided national accredited awards. However, such training was needs assessed i.e. was not undertaken automatically by all managers, as this would not be cost effective.

RESOLVED:

That the continuation of Leading for High Performance programme be supported.

9. Internships.

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to seek agreement on the principles of developing internships within the County Council. A copy of the report is filed with these minutes.

Arising from discussion the following points were made:

- The 4 to 6 week time period seemed ambitious in terms of interns gaining sufficient experience. However, this was necessary to distinguish internships from other work placements and to ensure the interns were not used to complete the work of a paid employee. It would be necessary to assess over time whether or not the timescale allocated would be sufficient to provide the level of professional experience intended by the programme.
- It would be important to obtain feedback from the interns themselves to assess the effectiveness and value of the programme from their perspective. Such feedback would be fed into the proposed review in six and twelve months' time.
- As part of the review, consideration would need to be given to any evidence that internships had impacted on the apprenticeship programme, though this was thought to be unlikely.
- Managerial capacity might be an issue as the programme placed expectations on managers to fulfil the preparation requirements and to manage and support each intern.

RESOLVED:

- (a) That support be given to the development of an Internship framework and programme using the principles outlined in this report which are underpinned by the Common Best Practice for High Quality Internships;
- (b) That a review of internships be carried out in six and twelve months' time and reports on the outcome of these reviews be submitted to this Committee;
- (c) That the Director of Corporate Resources be requested to seek feedback from each of the young people involved in the Internship programme in order to obtain their views on its effectiveness and areas where it might be improved.

10. Talent Management Pilot Scheme.

The Committee considered a report, the purpose of which was to share the development of a pilot talent management scheme within the Council. A copy of the report is filed with these minutes.

The Committee noted that a high degree of commitment would be required from those involved in the pilot scheme. However, the scheme would identify at an individual level what each employee on the pilot would need in terms of development and so benefited those involved, as well as the Council, by working to improve individual performance.

The Committee further noted that there would not be any automatic promotion available to those taking part in the scheme, but the tailored development of individual staff and

managers would mean they would be well placed to progress as and when opportunities became available.

RESOLVED:

- (a) That the pilot of the talent management scheme to be called 'Aspire' be supported;
- (b) That a review of the pilot be undertaken in six and twelve months' time and the outcome of these reviews reported to this Committee.

11. Apprenticeship Scheme for Children in Care.

The Committee considered a report of the Director of Children and young People's Service, the purpose of which was seek support for the development of an apprenticeship scheme for children in care at Leicestershire County Council. A copy of the report is filed with these minutes.

The Committee noted that the scheme would operate as part of the wider apprenticeship scheme providing the same level of qualifications and following the same application process. However, appropriate additional support would be provided to individual young people in the scheme.

RESOLVED:

That the development of a pilot Apprenticeship Scheme for Young People in Care and leaving care be supported with a view to developing a sustainable approach in line with the Council's Corporate Parenting Responsibilities and Pledge.

12. Sickness Absence - Quarter 4 Update.

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to provide an update on the overall County Council and departmental performance in relation to sickness absence for the financial year 2012/13 (1st April 2012 to 31st March 2013). A copy of the report is filed with these minutes.

Arising from discussion, the following points were noted:

- The report covered the period up to 31st March 2013. However, a new system had been introduced from April 2013 which would now require managers, except in very limited circumstances, to input the reasons for a person's absence. Occasionally, staff did not initially give reasons for their absence which meant a small number of 'not known' responses could still be inserted onto the system. This could, however, be rectified and updated later when more information became available.
- The management of attendance needed to be given greater focus and HR would be working with managers to emphasise this.
- The number of stress related illnesses recorded had fallen. However, it was acknowledged that, for a number of reasons, staff might be reluctant to report their illness as stress related and the figures might not therefore reflect the true position. Significant work had been undertaken concerning the management of stress and mental health through the wellbeing agenda and it was acknowledged that stress related absence was caused by a wide range of factors not necessarily work related.

- Concern was expressed about the quality of the data contained within the report. Some considered that it was difficult to identify ways to address staff sickness levels if the data made available was unreliable and therefore potentially misleading. The Committee noted that work was already underway to address this.
- The Committee had agreed the introduction of the Wellbeing Policy and an assessment of the extent to which this was being implemented might be helpful to ensure the help and support available was being promoted by managers and utilised by staff.

The Committee agreed that further work was needed to analyse the data and determine whether or not similar organisations were experiencing similar levels of sickness absence.

RESOLVED:

- (a) That the level of sickness absence levels across the Council be noted;
- (b) That further consideration be given to the level of sickness absence levels when the further work being undertaken to improve the quality of the data had been undertaken;
- (c) That the Director of Corporate Resources be requested to undertake further research and comparative work to identify the reasons for the apparent increase in sickness absence levels and how the Council compared with other similar organisations over a similar period and to present a report on the outcome of this work at the next meeting of the Committee.

13. Review of Trade Union Recognition and Facilities Time.

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to report the current trade union recognition and facilities time agreement in light of recent government guidance and school funding forum decisions. A copy of the report is filed with these minutes.

The Committee noted that the proposals would mean the continued funding for full-time Unison representatives at the current level until 2014. It was acknowledged that, given the current climate and changes that would be undertaken as part of the transformation agenda, trade unions had a valuable role to play. However, the level of funding would be kept under review on an annual basis.

RESOLVED:

That the proposals set out in paragraph 20 (a) to (j) of the report be approved as a basis for negotiations with the recognised trade unions.

14. HR Approach to Management of Change - Transformation Programme.

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to advise on the general approach to be adopted by HR to the significant amount of change and transformation required during the period covered by the current Medium Term Financial Strategy. A copy of the report is filed with these minutes.

RESOLVED:

That the contents of the report be noted.

15. Staff Survey 2012 - Action Plan Update.

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to provide an update on the delivery of the action plan which addresses the issues raised in the 2012 staff survey. A copy of the report is filed with these minutes.

The Committee noted that all of the actions in the Action Plan had been RAG rated 'green' which meant these had either been implemented or were progressing within the required time scales. The results of the next survey to be conducted in 2014 would identify whether or not such actions had realised the improvements for staff as intended.

RSEOLVED:

That the contents of the report be noted and a further update be provided at the Committee's next meeting.

16. Organisational Change Policy: Summary of Action Plans.

The Committee considered a report of the Director of Corporate Resources, the purpose of which was to present a summary of current Action Plans which contain provision for compulsory redundancy and details of progress in their implementation. A copy of the report is filed with these minutes.

RESOLVED:

That the contents of the report be noted.

17. Date of Next Meeting.

It was NOTED that the next meeting of the Committee was scheduled to take place on 23 October 2013 at 10.00am.

2.00 - 2.20 pm
11 July 2013

CHAIRMAN



EMPLOYMENT COMMITTEE – 23 OCTOBER 2013

MENTAL HEALTH FIRST AID

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of report

1. The purpose of this report is to advise Employment Committee on the implementation of Mental Health First Aid (MHFA) across the Council, and to request that Employment Committee endorse its continued progress.

Background

2. Mental health problems are receiving increased attention, with the added complex pressures of the economy, employment and work life balance forming part of the growing awareness of the issues potentially impacting upon mental health. 'Stress/Depression, Mental Health & Fatigue' contribute to sickness absence within the Council and a range of measures are in place to support all employees in this area.
3. As part of the Council's approach to supporting the health and wellbeing of employees the People Strategy Board and Corporate Management Team agreed to the Council becoming an accredited provider of MHFA, with the training initially focused at managers to enable a shift in culture within the Council. Since April 2013 MHFA training has also been delivered to staff without line management responsibility. This cultural shift is supporting recognition that discussing mental health with colleagues reduces the risk of long term absence, whilst also reinforcing the work of the Council as a mindful employer.
4. MHFA is an accredited training programme delivered over 2 days which supports attendees to identify the signs that someone may be becoming mentally unwell and to provide immediate help on a first aid basis until specialist mental health support is accessed.
5. As an outcome of this training, since May 2012 23 MHFA Instructors have been trained, who in turn have delivered the 2 day MHFA training to 377 employees. The breakdown by department is:

	Number	% of 377 trained
Adults and Communities	203	53.8%
Chief Executives	17	4.5%
Children and Young People's Service	43	11.4%
Corporate Resources	65	17.2%

Environment and Transport	49	13%
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6. The focus for delivery has centred on responding to demand. Further work is therefore required to ensure a greater balance of resource is used to support the Council as a whole, and in particular to ensure Public Health is able to access the programme.

Evaluation of the impact of MHFA training

7. A detailed evaluation has been undertaken on the impact of MHFA seeking to identify how MHFA has contributed to employees health and wellbeing, including on a long term basis to reduce sickness absence rates reported under 'Stress/Depression, Mental Health & Fatigue'.
8. Overall high levels of positive feedback about the MHFA programme have been received in addition to the results of this evaluation. This formal evaluation surveyed all 377 employees who have completed the MHFA training, with 124 responding, giving a response rate of 33%. Across all service areas this response rate breaks down into the following:-

Adults & Communities	Chief Executives	CYPS	Corporate Resources	E&T
49.2%	6.5%	12.1%	20.2%	12.1%

9. Analysis of the data shows that as an outcome of being MHFA trained:-
- 83% state they have used the skills and knowledge gained from the course
 - 60% have used the skills and knowledge gained to help a work colleague, which is a significant contribution to the broader aim of being a mindful employer and supporting the health and wellbeing of employees.
 - 41% have used the skills and knowledge gained with staff they manage/supervise, which clearly supports the role of the manager in relation to the health and wellbeing of all employees.

Of the help and support given as an outcome of MHFA training:-

- 68% state they have encouraged the member of staff/colleague to seek professional help
- 53% state they have encouraged the use of self help
- 29% stated they have risk assessed and offered support as appropriate.

Respondents have also reported that as a result of attending MHFA training:-

- 32% state a member of staff was not on sick leave and they supported them to remain at work rather than go on sick leave
- 22% reported that a member of staff was on sick leave and they supported them to return to work

- 43% reported they encouraged the member of staff to contact the Employee Wellbeing Service
- 31% reported that they encouraged the member of staff to visit their G.P.

10. The results above provide clear evidence of the contribution MHFA is making to support the health and wellbeing of employees, as part of the wider programme of support available.

Recommendations

The Committee is asked to:

- (a) Support the continued implementation of MHFA; and
- (b) Receive further evaluation feedback based upon the continued delivery and use of MHFA.

Background Papers

None.

Circulation under the Local Issues Alert Procedures

None.

Officer to Contact:

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Equal Opportunities Implications

There are no equality issues arising from this development.

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EMPLOYMENT COMMITTEE – 23 OCTOBER 2013

MANAGING ATTENDANCE

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to provide the Committee with an update in relation to absence management across the Council.

Background

2. Normal practice at this time of year would be to present a report showing performance as at the end of Quarter 1, and compare this to previous quarters. The Committee will recall that at the last meeting on 11 July, it was noted that absence in Quarter 4 of 2012/13 had risen to an average of 9.22 days per FTE (full-time employee), but that, due to the previous way of recording reported sickness absence, there was some concern about the accuracy of the figures.
3. The Council made changes to the Oracle self-service system effective from 1 April 2013, and managers have been recording sickness absence directly onto the system. In parallel with this, a new reporting methodology is being introduced. In relation to sickness absence, this will give managers access to 'real time' reports, together with more accurate data regarding absence levels and patterns.
4. The reports are currently going through a final process of testing to ensure that they are fit for purpose, and it is anticipated that they will be rolled out to HR and managers within the next two months. This means that we are not in a position to provide Quarter 1 reporting information to the Committee.
5. The Committee had also requested that wider analysis be carried out and benchmarking data provided ie. to assess whether other similar organisations were experiencing similar trends to those reported for Quarter 4 of 2012/13.
6. The benchmarking work is underway, and it is proposed that this is presented as soon as the Council's own data is available. It is anticipated that Quarter 2 2013/14 data and analysis will be available for the next meeting of the Committee in December.

Current action

7. Officers have set up a steering group which is pulling together all relevant strands of activity including recording of data, reporting, benchmarking, active management of cases and training for managers
8. Dedicated HR resources are working closely with managers to ensure that 'active' cases are proactively managed and progressed.
9. As soon as data is available, a 'star chamber' process will be set up to focus with managers on specific cases, preventative work, and to ensure that they are accountable for actively contributing to the reduction of sickness absence levels.
10. The Committee is asked to note the associated report on the quantitative and qualitative review of the Mental Health First Aid programme.

Conclusion

11. It is essential that sickness absence is accurately recorded and reported on across the Council, and officers are confident that as the new process becomes more embedded, it will underpin the robust approach set out above.

Recommendation

12. That the current position in relation to reporting, together with the ongoing actions to reduce sickness absence be noted.

Background Papers

None.

Circulation under Local Issues Alert Procedures

None.

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Equal Opportunities Implications

None.



EMPLOYMENT COMMITTEE - 23 OCTOBER 2013

VETERANS' INTERVIEW PROGRAMME

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. A question was raised at the County Council meeting on 25 September 2013 regarding the national Veterans' Interview Programme, asking that a report be prepared for the Employment Committee to consider the issues relating to the adoption of the Scheme.
2. This report sets out the background, together with relevant issues for members' consideration.

Background

3. Early In 2013, major cuts were announced to the Defence Budget which have in turn led to both large-scale reorganisation proposals and redundancies within the Armed Forces. Although the proposals have primarily affected the British Army and will continue to do so until 2020, the Royal Navy and the Royal Air Force have also been affected.
4. The impact of these changes will inevitably mean that more former service personnel will enter the civilian labour market in the coming years. As the unemployment rate for the UK as at 11 September 2013 stood at around 7.7 million, the current economic climate is likely to be a challenging one for service leavers to join and in which to compete for available jobs.
5. The Veterans' Interview Programme was proposed as a potential means to assist service leavers in finding employment, and was first introduced in June 2013. It was noted that, upon leaving, veterans of the Armed Forces often face challenges resulting from injuries, adjustment or even prejudice, and may require additional assistance when reintegrating into life as a civilian. This can include finding employment.
6. In November 2012, the Veterans' Interview Programme was rolled out nationally via the JobCentrePlus network, and advisors are now encouraging employers to commit to the Programme as well as taking an active role in its implementation.

How the Veterans' Interview Programme Operates

7. The Veterans' Interview Programme is a voluntary Scheme.
8. The Programme does not guarantee that a veteran will be offered a job, or that a job offer will be made ahead of other candidates, but does commit an organisation to offering an interview to any veteran who applies for a job. The Programme is similar to the commitment that the Council has made to supporting job applicants with disabilities under the 'Positive About Disabled People' Scheme, although under the latter Scheme, candidates have to demonstrate on application that they meet the essential criteria.
9. The Scheme also welcomes other forms of 'increased employment support' for veterans seeking jobs, although actual examples of this additional support in practice are not currently available.
10. JobCentrePlus advisors also play an active role in matching veterans with potentially suitable vacancies advertised by employers who have signed up to the Scheme.

How the Council could implement the Veterans' Interview Programme

11. There are no specific requirements other than the commitment to offer a guaranteed interview to any veteran applying for a role with the Council. It is noted that there is no provision within the Scheme for the applicant to be suitably qualified for the role, which may cause a practical difficulty for managers, who have to measure 'potential suitability' in other ways.
12. Other steps which could be taken may include a:
 - Web page explaining the Scheme;
 - Method of identifying a veteran at application stage, eg. a check box on the application form;
 - Statement included in job advertisements highlighting the commitment the Council has made to the Veterans' Interview Programme.
13. As at 1 April 2013, 9.7% of those employed by the UK Armed Forces were female, and 7.1% from BME backgrounds.¹ It is therefore likely that the job seekers who are likely to take up the Veterans' Interview Programme will reflect these characteristics.
14. In the first quarter of the year 2013-14, the Council's workforce comprised 73.2% female employees and 10.3% from BME backgrounds.

¹ Ministry of Defence, *UK Armed Forces Personnel Report* 1 April 2013
http://www.dasa.mod.uk/publications/personnel/military/annual-personnel-report/2013/1_april_2013.pdf
 [Accessed 20th September 2013]

15. While steps which may, either directly or indirectly, increase the number of male Council employees could help to create a more representative workforce, the same may not apply in relation to BME applicants and employees. It is therefore recommended that an Equality Impact Assessment should be carried out prior to implementing this Programme.

Advantages and Disadvantages of Implementing this Programme

16. Advantages:

- Attracting quality applicants with transferable and useful skills into the workforce;
- Strengthen the Council's position as a supporter of veterans and the Armed Forces;
- Greater variety of opportunities for veterans to apply for. Many employers currently offering the Programme are private sector retailers (such as Greggs, Aldi and John Lewis) and roles with the Council could offer an alternative;
- Opportunities for the Council to publicise its commitment to veterans;
- Reduce barriers experienced by veterans in adjusting to civilian life, in particular - prejudices which may be faced when seeking employment.

17. Disadvantages:

- The Scheme may not support the Council's commitment to equality of opportunity, and particularly towards employees and applicants from Black and Ethnic Minority (BME) backgrounds;
- Few public sector employers appear to be committed to the Veterans' Interview Programme, and the implications for equal opportunities may form part of the underlying reason;
- It is currently unclear if it would be sufficient for the Council to offer guaranteed interviews to applicants who meet the person specification, as the wording of the guidance available refers to 'all' applicants who are veterans;
- The recruitment and selection process would need to be adjusted to accommodate the Veterans' Interview Programme, including steps such as creating webpages, amending application forms, and providing guidance to the Employment Services Centre (ESC) and managers. This may require significant investment of resources.

Employer Commitments

18. Should the Council continue to represent itself as an employer committed to the Veterans' Interview Programme, it would be necessary to provide a short annual update using a template provided by the Department for Work and Pensions.

19. No particular financial commitment would be required, although some cost may initially be incurred in highlighting the Programme to job applicants, for example in amending application forms or setting up web pages.

Recommendations

20. The Committee is asked to consider the content of the report and note that, at this stage it is not proposed that the Veteran Interview Programme in its current form be adopted.

Background Papers

None.

Circulation under Local Issues Alert Procedures

None.

Officer to Contact:

Gordon McFarlane, Assistant Director – People & Transformation

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Equal Opportunities Implications

21. The most fundamental equalities consideration is that a Scheme such as this would provide an advantage to a non-protected group (ie. under the Equalities Act 2010, there are nine protected characteristics, including disability). As stated in 3.2 above, there is a risk that this Scheme would confer a greater advantage to a non-protected group than those with protected characteristics.



EMPLOYMENT COMMITTEE – 23 OCTOBER 2013

STAFF SURVEY 2012 – ACTION PLAN UPDATE

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to provide the Committee with an update on the delivery of the Action Plan, which addresses the issues raised in the 2012 Staff Survey.

Background

2. On 18 October 2012, the Committee considered the results of the 2012 Staff Survey and agreed an Action Plan to address the issues raised.
3. On 7 March 2013 and 11 July 2013, the Committee considered reports which provided an update on the progress made with the agreed Action Plan.

Update summary

4. The Action Plan, (at Appendix A) has been updated to detail progress against the agreed actions. Amendments to target completion dates are shown in italics.

Equalities Action Plan

5. The first meeting of the Corporate Wellbeing Initiatives Group was recently held. This will be a quarterly meeting which enables employee representatives to shape the Council's approach to wellbeing and influence activities.
6. A review of communication channels for employees who do not have access to ICT has been undertaken and recommendations made accordingly. The paper is now going through internal approval before being presented at the next meeting of this Committee, in December.

Car Parking

7. During the summer, additional car parking was made available to staff. Early indications were that these additions are making a positive impact on the ability for staff to park. Now, at the end of the summer holiday period, it does appear that the additional capacity is still adequate. This is being monitored before feeding back to staff how we have acted on their views.

HR Policy Development

8. The Organisational Change Policy was revised and agreed in September 2013. Additional feedback was provided in the final stages of the drafting and it was therefore important to revisit the whole policy to ensure the new revision was as comprehensive as possible. The Policy is planned to be ready for sign off in December 2013.
9. The Dignity at Work Policy was due to be revised and agreed in September 2013. Due to the volume of policy development there was not capacity to agree this with the trade unions for September sign-off. The Policy will now be due for sign-off in December 2013.

Recommendations

10. It is recommended that the Committee notes the contents of this report and provides any feedback as necessary.

Background Papers

Staff Survey 2012 – Action Plan (18 October 2012)

Staff Survey 2012 – Action Plan Update (7 March 2013)

Staff Survey 2012 - Action Plan Update (11 July 2013)

Circulation under the Local Issues Alert Procedure

None

Officers to Contact:

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Equal Opportunities Implications

Equalities issues are addressed within the Action Plan

Appendices

Appendix – Staff Survey Action Plan 2012

Staff Survey Action Plan 2012

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<p>Managing change 36.5% say I feel that change is well managed in the Council</p> <p>60.5% say I feel the reasons for change are well communicated to me</p>	<p>-12.6</p> <p>-3.2</p>	1	Embed an enterprise approach to change management, which focuses on the impact of working methods/processes and staff communication. Provide training to managers, supporting materials and advice.	Corporate Change Manager	<p>Pilot in progress within CYPS</p> <p>Report to CMT following pilot</p> <p>Date for roll out across the Council still to be agreed</p>	TBA	A
		2	Post implementation review of the Organisational Change Policy using feedback from departmental managers and trade union representatives. Identifying and taking forward any actions or changes required.	Corporate HR Manager	Further feedback on the policy has been received and this has led to reconsideration of significant sections of the policy. Sign off delayed by 3 months.	Dec 2013	A
		3	Delivery of Leading People through Change session & Leading a High Performing Team (as part of Leading for High Performance development programme for all grade 13/14 managers) to improve the ability of managers to support staff during periods of change	Corporate Learning & Development Manager	Complete	March 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
Stress 48.6% say stress at work does not affect my personal life 57.4% says stress at work does not affect my job performance	-10.2	4	Departmental Management Teams to agree actions which tackle the causes of stress	DMTs	Departmental plans have been agreed and published	Nov 2012	G
		5	<i>Revised action:</i> <i>I-resilience tool being piloted</i> <i>HSE stress survey being piloted</i>	Health, Safety & Wellbeing Manager	HSE stress survey audit being used within teams across the organisation I-resilience tool available on CIS	March 2013	G
	-7.4	6	Review and launch of 1/2 day stress management course. This will be available throughout the organisation to support those individuals experiencing stress. Continuous review of stress management approach using learning from the Public Health teams experience of supporting external organisations.	Health, Safety & Wellbeing Manager Health, Safety & Wellbeing Manager and Public Health	Stress management course is part of the corporate training programme. Positive feedback from courses delivered to date. Pre-course e-learning launched. Discussions about wellbeing approach ongoing	Aug 2012	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
		7	Delivery of Leading with Emotional Intelligence and Developing & Maintaining Trust to managers and staff grade 13 and 14 (as part of Leading High Performance) to improve self-awareness as a manager to more effectively lead others.	Corporate L&D Manager	Complete	Sept 2012	G
		8	Delivery of Mental Health First Aid to support managers and staff in identifying and managing stress	Corporate L&D Manager	Instructor training completed. Programme of training scheduled	July 2013	G
Recognition 49.4% say I feel that Senior Managers show their appreciation of staff 68.7% say I am satisfied with the recognition I receive for a doing a good job	-3.5	9	Introduce a CMT Question Time session. This will give CMT the opportunity to have greater access to discussion with front line staff and middle managers.	CMT	Format to be reviewed for Autumn/Winter 2013 sessions	Autumn/Winter 2013	G
	-3.4	10	Delivery of Leading with Emotional Intelligence and Developing & Maintaining Trust to managers and staff grade 13 & 14(as part of LFHP) to improve the ability of managers to meet the needs of their staff and demonstrate their appreciation.	Corporate Learning & Development Manager	Complete	Sept 2012	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
Career development 55.3% say I am actively supported to further my career in the Council	-3.1	11	Pilot of a Talent Management approach to be developed in 2 areas in 2013. Approach to be linked to performance management and the PDR.	Corporate Learning & Development Manager	On track	April 2014	G
Speaking up 51.9% says I think it is safe to speak up and challenge the way things are done at the Council	-3.1	12	Introduce a CMT Question Time session. This will give staff more open access to CMT members and encourage challenge at all levels of the organisation	CMT	Format to be reviewed for Autumn/Winter 2013 sessions	Autumn/Winter 2013	G
		13	Impact evaluation review of Leading for High Performance to identify if and how managers are managing change, leading with emotional intelligence, managing with trust, contributing to an environment where staff feel it is safe to speak up.	Corporate Learning & Development Manager	Steering group have agreed to undertake on-line evaluation during half-yearly PDR season	Sept 2013	G
Work / life balance 60% say I am satisfied with the opportunities for flexible working	-13.2	14	Post implementation review of the Flexible Working Policy. This will identify any further changes that need to be made to guidance and practice to ensure employees are able to work flexibly.	Corporate HR Manager	Focus groups completed Corporate HR Manager has discussed the implementation of the policy at DMTs & Senior	Sept 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
62% say I can meet the requirements of my job without regularly working excessive hours 66.7% say I feel I have got my work/life balance about right	-12.3				departmental meetings. Due to launch a mini-survey to review implementation one year post launch.		
		15	Development of an Employee Charter which will outline the expectations of staff and managers.	Corporate HR Manager & HR Business Partners		<i>To be agreed</i>	
	-12.0	16	Departmental Management Teams to agree actions which will reduce the frequency that staff are required to work excessive hours	DMTs	Departmental plans have been agreed and published	Nov 2012	G
Physical environment 67.9% say I am satisfied with my physical working environment Requests to improve staff parking	-11.4	17	Post implementation review of Office Accommodation Strategy. Action will be taken to correct arising issues.	Property Services	Project closure report has been completed. Considering mini-survey in specific departments to review 1 year on.	April 2013	G
		18	Action to increase the number of car parking spaces available to staff.	Property Services	235 spaces have been created in the car park	May 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<p>Bullying & harassment 22% say they experienced some form of bullying and/or harassment Most of these staff cited 'customers/service users' as the source of the bullying and/or harassment For those who did not raise the issue formally the main reasons were 'its part of the job' (34%), 'worried about repercussions' (31%) or 'didn't think it would make a difference' (28%)</p>		19	Review of how employee complaints about bullying and/or harassment from customer/service user behaviour are managed.	Corporate HR Manager	Delayed due to volume of policy development work. Due for sign off in Dec 2013	Dec 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<p>Equalities</p> <p>Disabled – 80% of questions significantly below average</p> <p>Gay, Lesbian or Bisexual – 35% of questions significantly below the average</p> <p>Non 'White British' – 23% of questions significantly below average</p> <p>Without regular use of a computer – 35% of questions significantly below average</p>		20	HR representative to agree an action plan with each of the workers groups, which addresses the issues raised in the staff survey	HR representatives	A joint workers group action plan is complete and actions being monitored	April 2013	G
		21	Review of communication channels which target staff who do not have ICT access.	Campaigns Manager DMTs	Communications are reviewing all communication channels and materials; with specific focus on hard to reach staff. Outcome of the review to be advised	Oct 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
Response rate The response rate has reduced from 38% to 27% since 2010	-14	22	Promote survey completion in departments and ensure availability of correct distribution details for paper copies	Chief Officers Communications Unit HR Business Partners	On track	April 2014	G
Demonstrating action 42.2% say I believe the results of this Staff Survey will bring about positive change	-11.9	23	Recommendations for departmental specific action plans provided by Research & Insight for DMTs to assign actions and communicate progress to their staff through departmental newsletters/bulletins.	DMTs & Research & Insight (Communications Unit)	Information provide & departments working on their action plans	Info provided by Sept 2012	G
		24	Develop and implement a communications plan which identifies corporate and departmental actions taken in direct response to staff survey feedback.	Campaigns Manager HR Business Partner	'You said, we did' campaign has been active since April 2013	Sept 2012	G



EMPLOYMENT COMMITTEE – 23 OCTOBER 2013

**ASSESSED & SUPPORTED YEAR IN EMPLOYMENT POLICY & PROCEDURE –
AMENDMENT**

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to seek the approval of the Committee on the amendment to the Assessed & Supported Year in Employment Policy & Procedure.

Background

2. At its meeting on 18 October 2012, the Committee agreed the Assessed & Supported Year in Employment Policy & Procedure, which provides a framework for the assessment of Social Workers during their first year in employment.
3. It was designed to support newly qualified social workers to develop their skills, knowledge and capability; and to ensure that only suitable individuals continue to practise beyond the first supervised year.

Amendment

4. At the time of implementing the Assessed and Support Year in Employment, it was essential to have agreed the employment Policy & procedure to enable newly qualified social workers and their managers to have the correct framework for managing the assessment process and dealing with any capability issues.
5. Social Workers are employed under a contract which places them on a career grade moving from grade 9 to 10 through to 11, as their experience increases. Within their contract the first opportunity to be uplifted to from grade 9 to 10 is at 9 months. It was the Council's view that it was essential to move this review of grade from 9 months to 12 months, which is when the competency assessment for the Assessed & Supported Year is completed. This is to ensure the decisions around competence to continue in the role and career progression are made together.
6. During the initial discussions with the trade unions, agreement was reached on the majority of the Policy's content, however it was not possible to agree the movement of the first career grade review from 9 to 12 months. It was decided to agree the Policy and continue discussions about the career grade review.

7. Having completed a further year of review of the career grade uplift process and discussions with the trade unions, it has not been possible to agree the change from 9 to 12 months.
8. It is the Council's intention from 1 December 2013, without trade union agreement, to amend the Assessed & Supported Year in Employment Policy & Procedure by removing the paragraph about career progression. Accordingly, from 1 December 2013, newly appointed Social Workers would be offered a contract with a revised career grade clause, stating that the first review would be at 12 months. This change does not require trade union agreement.
9. The career grade review from grade 10 to 11 remains unchanged and will be at two years post qualification.

Recommendations

10. It is recommended that the Committee approves the amendment of the Assessed & Supported Year in Employment Policy & Procedure as set out in paragraph 8 of this report.

Background Papers

Assessed & Supported Year in Employment Policy & Procedure – 18 October 2012

Circulation under the Local Issues Alert Procedure

None

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Equal Opportunities Implications

An equality impact assessment has been completed for this Policy

Appendix

Assessed & Supported Year in Employment Policy & Procedure

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Assessed and Supported Year in Employment Policy and Procedure

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Purpose

The purpose of an assessed and supported year in employment (ASYE) is to enable newly qualified social workers (NQSW's) to develop their professional competence, alongside their skills, knowledge and capability.

Leicestershire County Council will ensure that the appropriate induction, supervision and support is available to all NQSW's during their ASYE. The ASYE also gives the Council the opportunity to assess a NQSW's suitability as a permanent or temporary member of staff and for NQSW's to demonstrate their ability to effectively and efficiently perform their duties. It has been designed to be used in all scenarios where a qualified and registered social worker is employed.

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Scope

This policy and procedure applies to all NQSW's within Leicestershire County Council with less than 1 years' post qualification experience as a social worker, who have not completed an ASYE elsewhere.

They will be employed under the conditions of service of the following bodies:

- National Joint Council for Local Government Service Employees

This policy and procedure is only applicable to employees on a fixed term contract of 12 months and above and permanent employees.

This policy and procedure is not applicable to casual workers or agency workers.

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Principles

- The Council's commitment to equality of opportunity will be observed at all times during the operation of this policy and procedure. This will ensure that employees are treated fairly and without discrimination on the grounds of race, nationality, ethnic or national origins, sex, marital status or civil partnership, disability, age, sexual orientation, trade union membership or activity, political or religious belief, maternity or pregnancy, gender re-assignment and unrelated criminal conviction.
- It is the responsibility of the Line Manager to ensure that reasonable adjustments are made to the operation of the procedure for employees with a disability, for example adjustments to timescales or specialist assistance at meetings.

- An employee who demonstrates unsatisfactory performance during the ASYE will be given the opportunity to improve. If the employee's performance remains unsatisfactory, the employee will have their employment terminated.
- The ASYE may be ended earlier if serious concerns arise regarding the employee's capability or conduct or in exceptional circumstances extended following discussion with the Practice Mentor Assessor (PMA), Line Manager and employee concerned in exceptional circumstances.
- Line Managers are responsible for setting goals in accordance with the requirements of the ASYE and will participate in reviews of employee's progress. PMA's will support the employee through reflective supervision and arrange reviews of employee's progress with the employee and line manager. Any shortfall in performance will be pointed out to the employee concerned.
- An employee dismissed during the ASYE will have the right of appeal against such a dismissal
- There will not be an opportunity to retake the ASYE via a national programme or to gain a certificate at a later stage with any employer.
- Where a NQSW moves to Leicestershire County Council part way through completing an ASYE they will not have to start again at the beginning of the ASYE. When appointing a NQSW in this circumstance the council should decide on the sufficiency of evidence NQSWs present for ASYE assessment, including any statements from their previous employer. Consideration needs to be given regarding the remaining elements that they need to complete in order to pass the ASYE.

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Roles and Responsibilities

<p>Line managers</p>	<p>To be involved in the initial meeting with the employee and PMA establishing a clear learning agreement. To manage the ASYE, allocating appropriate workload for a NQSW to ensure requirements of the ASYE are met. To participate in reviews of employee's progress as agreed with the PMA. To take the lead in the 3, 6, 11 and 12 month review meetings, with support from the PMA. In addition document reviews and complete appropriate paperwork as necessary. The Line Manager will also undertake one of the direct observations and complete a feedback report.</p>
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Assessed and Supported Year in Employment Policy and Procedure v1.8

Last date amended: 01/12/13

Date created: 02/07/12

Date agreed: 18/10/12

Review date: 01/12/14

Practice Mentor Assessors	Practice Mentor Assessors must be suitably qualified experienced social workers. The PMA will support the employee in their learning and reflection during the ASYE. Arrange reviews of employee's progress throughout the ASYE alongside the line manager as necessary. Complete appropriate paperwork and liaise with the line manager as necessary.
Employees	Employees are required to pass the ASYE and will be given help and encouragement to achieve this.
HR Services	The HR Services team will advise and support managers and PMA's in the application of the ASYE.
Trade Union or other Representative	<p>All employees have the right to be accompanied at a hearing or appeal hearing. The employee may be accompanied by:</p> <ul style="list-style-type: none"> • A work colleague • A Trade Union Official. <p>The work colleague or the Trade Union Representative can attend any meetings/hearings to support the employee, but is not to answer any questions asked of the employee in these situations unless agreed by all parties.</p>
ASYE Hearing Panel	The panel will be chaired by a senior manager, who has no prior involvement in the employee's case, and accompanied by two other panel members; another independent manager and a representative from HR.
ASYE Hearing Appeal	The appeal panel will be chaired by a senior officer; and accompanied by two other panel members; an independent senior manager and a representative from HR.

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The Assessed and Supported Year in Employment

The assessed and supported year in employment is a year long programme designed to help newly qualified social workers develop their professional capability. It is expected that during the assessed and supported year in employment NQSW's will combine learning from their degree and develop their skills, knowledge and experience in the workplace. As part of the ASYE, NQSW's will be expected to undertake the Award for the Assessed and Supported Year in Employment. A learning agreement will be agreed at the beginning of the ASYE which includes the provision of regular and focussed support and development. The ASYE provides a mechanism to outline what is expected of the employee by the end of the first year in employment.

Criteria for undertaking the assessed and supported year in employment

Employees appointed to Social Worker posts who have less than one years' experience post qualification and who have not completed an assessed and supported year elsewhere, will be required to undertake the ASYE with Leicestershire County Council. The Line Manager has the discretion to extend this time period if an individual has taken specific time out of their career e.g. gap year/maternity leave.

Supervision, workload and protected time

The following will be discussed and agreed with the employee as part of the learning agreement at the initial meeting with the line manager and PMA.

There should be reflective supervision at least once a week for the first six weeks of employment then at least once every two weeks for the remainder of the first six months and a minimum of once per month, thereafter. The reflective supervision sessions include critical reflection, practice discussions, progress with module planning, personal learning and development and any other relevant issues.

Following this there should be interim reviews at 3 and 6 months, leading to a final decision at/around 12 months. Approximately 1 month prior to completion, a preliminary judgement should be made by the Line Manager with involvement from the PMA. The employee should be informed of this. The interim reviews will focus on areas including progress, planning and review of the personal development plan.

Workload will over the course of the year be proportional to 90% of what is expected of a confident social worker in the same role in their second or third year of employment, weighted over the course of the year by things such as complexity, risk and growing proficiency.

Social workers should be given protected time for personal development, which normally equates to 10% over the course of the year. The line manager will ensure that employees are given adequate protected time and that this is set out in the learning agreement.

Assessment

Line Managers are responsible overall for the decisions about an employee's success and failure in the ASYE. The Line Manager must ensure that judgements and processes for assessment are:

- **Accurate** – consistent with the expectations of the Professional Capabilities Framework (PCF) and a genuine reflection of the NQSW's performance

- **Valid** – based on evidence reflecting the breadth of the NQSW's work throughout the ASYE and on appropriate processes for the NQSW's development and assessment over the year
- **Robust** – judgements and processes are checked, confirmed and consistent within Leicestershire County Council; judgements and processes are reliable and defensible if scrutinised or challenged either inside or outside the organisation.

Employees will be supported in their learning and reflection by their Practice Mentor Assessor and Line Manager. The PMA will be a suitably experienced and qualified social worker who will be involved in the initial meeting, reflective supervision sessions and monthly supervision sessions throughout the ASYE.

Alongside the PMA's role, your line manager will contribute to the formative assessment through the review process which includes the initial meeting, and the 3, 6, and 12 months meetings. They will participate in reviews of the employee's progress as agreed with the PMA. The Line Manager will also be involved in the 11 month preliminary judgement alongside the PMA.

The line manager and PMA will assess the employee's practice in relation to the 9 domains of the PCF and will need to be familiar with the principles of holistic assessment.

Line Managers and PMA's will have additional responsibilities as outlined in the Award for the Assessed and Supported Year in Employment.

At the end of the ASYE year, the line manager and PMA must complete a final assessment of the NQSW's knowledge, skills and performance. In order to pass the ASYE it must be confirmed that the NQSW is performing at an appropriate level that allows for confirmation as a social worker.

DeMontfort University will be involved as a moderator for written assignments to ensure that the ASYE scheme gains national currency and ensuring that standards are kept high.

Timescales

At the start of the ASYE the line manager, PMA and NQSW will complete a learning agreement which should take account of the NQSW's normal pattern of work. The intention is for NQSW's to complete the ASYE within 12 months, excluding absences for substantial sickness or maternity leave. Where extension beyond 12 months is necessary, the NQSW will be expected to complete the ASYE within 2 years of commencing the ASYE. This would allow flexibility for extension where the employee's progress is not meeting the required standard to pass the ASYE. Any such extension should be limited to a maximum of 12 months, and ordinarily should be considerably less. The ASYE will not be extended on grounds of competence or capability.

If necessary for part time staff, line managers may adjust the timescales for the interim reviews and final assessment so they occur at appropriate points. The adjustments should take into account the intention to complete the ASYE within 2 years of commencing the scheme.

If a NQSW has a period of [sickness](#) absence or there is a potential [conduct](#) issue, the process for dealing with this is outlined below.

Learning Agreement

The template of the learning agreement can be found in the Award for the Assessed and Supported year in Employment student handbook. Line Managers should ensure the following areas are covered as part of the learning agreement:

- Details of the frequency of reflective supervision
- A statement on the reduced workload during the first year of employment
- A personal development plan
- A time allocation for personal development.

Professional Capabilities Framework (PCF)

The PCF is divided into 9 domains and sets out the capabilities that a NQSW should be using in their day to day work as they progress through their assessed and supported year in employment. The key principle for assessment is that evidence gathered from a range of work must be sufficient to demonstrate how the NQSW has met the 9 domains at ASYE level. Assessment should be accurate, valid and robust.

The nine elements of attainment include professionalism, values and ethics, diversity, justice, knowledge, judgement, critical reflection and analysis, contexts and organisations and professional leadership.

Outcomes and certification

Outcomes should be recorded by employers and notified to The College of Social Work (with candidate's permission), which is planning to hold a national record of and issue a certificate to those who have successfully completed ASYE.

There will not be an opportunity to retake the ASYE via a national programme or to gain a certificate at a later stage should an individual fail.

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Procedure

Regular reviews will ensure that any areas of unsatisfactory performance are recognised and dealt with before major problems develop.

PMA's and line managers will advise the social worker of the ASYE review process and that the required standard must be reached for all of the criteria within the PCF by the final review.

At all stages throughout the procedure any concerns regarding the employee's performance should be raised with them at the earliest possible opportunity. If an employee's performance is not meeting the required standard, an earlier review should be arranged and if the standard required of the employee remains unsatisfactory after 2 reviews the line manager may move to a formal hearing. It is recommended that a minimum of 4 weeks is allowed between reviews.

Whilst review meetings should not require the employee to be accompanied by a trade union or work colleague, line managers should not refuse such a request if the employee feels they need support.

3 Month Interim Review Meeting

The Line Manager and PMA together will meet with the social worker, no later than 3 months from their start date, to review the ASYE. They will ensure that the required standard and objectives are being met for the academic and operational elements of the ASYE. They will feedback positive and/or negative issues, with examples where possible, re-affirming the required standard that must be reached for all of the criteria by the Final Review Meeting.

Satisfactory Performance

Where the employee's performance is meeting the required standards of the ASYE, the Line Manager and PMA will confirm this and set a date for the 6 month interim review period. The reflective supervision will continue during the ASYE.

Unsatisfactory Performance

Where the employee's performance is not meeting the required standards of the ASYE, the Line Manager, with assistance from the PMA must:

- Re-affirm the necessary standards
- Put in place support measures to assist the employee to improve
- Inform employee of reasons and possible consequences
- Continue with the reflective supervision sessions required within the ASYE.

6 Month Interim Review

At 6 months employment the Line Manager and PMA must again meet with the employee, review their performance to ensure they are meeting the required standards of the ASYE, and feedback positive and/or negative issues, including examples where possible.

Satisfactory Performance

- Where the required standard of performance has been achieved this will be confirmed to the employee and the reflective supervision sessions will continue.

Unsatisfactory Performance

Where the employee's performance is not meeting the required standards of the ASYE, the Line Manager with assistance from the PMA must:

- Re-affirm the necessary standards
- Put in place support measures to assist the employee to improve
- Inform employee of reasons and possible consequences
- Continue with the reflective supervision sessions required within the ASYE.

11 Month Preliminary Judgement

Line Managers and PMA's are asked to consider all of the evidence gathered at this point and make a preliminary judgement.

If the employee's performance is not of the required standard to pass the ASYE at this stage, the line manager and PMA should meet with the employee to discuss areas of concern. Line Managers, with assistance from the PMA must:

- Re-affirm the necessary standards
- Put in place support measures to assist the employee to improve
- Inform employee of reasons and possible consequences
- Continue with the reflective supervision sessions required within the ASYE.

12 Month Final Review

At around 12 months a final review will be arranged to ensure a thorough assessment of the ASYE and a decision be made to recommend a pass, fail or deferral (with reasons) of the ASYE.

Satisfactory Performance

Where the performance has met the required standard and met the criteria outlined within the ASYE the employee will be confirmed in post.

Unsatisfactory Performance

Where the performance is not meeting the required standard and the criteria within the ASYE has not been met a hearing will be arranged.

Extension to ASYE

Employers are not expected to extend completion of ASYE on grounds of competence or capability.

This extension can only be agreed provided that the employee and the Line Manager's own Manager (or a Senior Manager within the department) are in agreement with this.

In such circumstances the Line Manager and PMA will meet with the employee at the end of the extension period to review progress; if this is acceptable the employee will be confirmed in post, if progress is not acceptable, the issue will be referred to a Formal Hearing to consider dismissal.

Formal Hearing

The employee must be given at least 10 working days written notice of the hearing. The notice must specify the alleged unacceptable standards of performance to enable the employee to prepare his/her response. Any relevant documents to be used in evidence must be supplied to the employee at this stage together with details of any witnesses the Line Manager will be calling.

Any documentary evidence which the employee wishes to submit together with names of witnesses they wish to call should be made available to the Panel no later than 5 days prior to the disciplinary hearing.

The employee will have the right to be accompanied by a Trade Union Representative or work colleague.

Possible Outcomes

- The employee's performance is considered by the Panel to be of an acceptable level and the employee should be confirmed in post;
- A formal extension (timescales to be agreed to not exceed the total 2 year period) to the ASYE should be given. Following this extension there will be a Formal Review Hearing before the same panel;
- The employee's performance is of an unacceptable level. The employee fails the ASYE and is dismissed with the required notice.

The outcome of the hearing will be confirmed in writing within 5 working days. In order to assist the Council to report on formal sanctions received, if the hearing outcome resulted in dismissal, it is necessary for the Chair, to email the LCC HR and Payroll, Team Leader (ESC) for Oracle to be updated.

Appeal

An employee has a right to appeal against dismissal. The appeal must be submitted in writing and sent to the Chair of the panel within 7 working days of receiving their letter of confirmation.

The appeal panel will be chaired by a senior officer: and accompanied by two other panel members; an independent senior manager and a representative from HR.

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Other Factors

Application of the Probationary Procedure during the Assessed and Supported Year

The Probationary Procedure will not apply to those employees undertaking the ASYE.

Application of the Capability Procedure during the Assessed and Supported Year

For the avoidance of doubt, during the ASYE the Capability Policy and Procedure will not apply. Any concerns regarding an employee's capability within this period will be dealt with in accordance with this policy.

Absence during the Assessed and Supported Year

In the majority of cases if an individual is absent for a substantial part of their assessed and supported year this will be taken into account in monitoring their performance and may lead to their dismissal. Cases of absence will be dealt with in accordance with the Attendance Management Policy and Procedure.

Conduct related disciplinary issues during the Assessed and Supported Year

Conduct issues will be dealt with in accordance with the [Disciplinary Policy and Procedure](#).

[Note](#)

From 1st December 2013 the following paragraph was removed from this policy & procedure, agreement was not reached with the recognised trade unions:

Career Progression

Managers should be aware, in line with the social workers contract, a grade increase is usually given at 9 months. Managers should ensure performance is satisfactory at this stage. If a manager has any concerns regarding this they should seek the advice of Human Resources.

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**EMPLOYMENT COMMITTEE – 23 OCTOBER 2013****ORGANISATIONAL CHANGE POLICY AND PROCEDURE: SUMMARY OF
ACTION PLANS****REPORT OF THE CHIEF EXECUTIVE****Introduction**

1. The purpose of this report is to present a summary of current Action Plans which contain provision for compulsory redundancy and details of progress in their implementation.

Background

2. At its meeting on 23rd October 2013 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.
3. In accordance with that decision, summaries of current Action Plans are attached as follows:
 - Appendix A1 – Implementation Completed
 - Appendix A2 – Implementation Underway
4. The arrangements also involve presenting a summary of any outstanding comments/concerns raised by members of the Committee. There are no outstanding comments/concerns on this occasion.
5. Members are asked to indicate where they wish a representative of the Department concerned to be present to answer any questions in any particular case, if they have not already done so.

Equality and Diversity Implications

6. 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.

Recommendation

7. That the report be noted.

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EMPLOYMENT COMMITTEE –23rd October 2013

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
Adults & Communities - Adult Learning Service Transformation	29/04/2013	34 redundancies (20.58 fte)
Chief Executives- Youth Offending Service	20/03/2013	3 redundancies
Children and Young People's Service - School Food, Groby Elizabeth Woodville	08/05/2013	0 redundancies
Children and Young People's Service - School Food, Barwell Junior	02/06/2013	0 redundancies
Children and Young People's Service – School Food, Enderby Danemill	14/06/2013	0 redundancies
Corporate Resources – HR Services	19/07/2013	2 redundancies
Corporate Resources – Procurement Function	08/08/2013	0 redundancies

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EMPLOYMENT COMMITTEE – 23rd October 2013

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
Children and Young People's Service – School Food, St Peter & St Pauls	11/11/2013	Consultation due to close 15 th October	Deal with any queries. Implementation due 28 th October	0 redundancies
Children and Young People's Service – School Food, Robert Bakewell	11/09/2013	Consultation closes 17 th October	Deal with any queries. Implementation due 28 th October	1 redundancy
Children and Young People's Service – School Food, New Swannington	11/09/2013	Consultation closes 17 th October	Deal with any queries. Implementation due 28 th October	0 redundancies
Children and Young People's Service – Early Years	04/10/2013	Consultation due to close 8 th November	Selection process to be carried out.	20 redundancies
Children and Young People's Service – Education Children in Care	01/10/2013	Consultation began on the 9 th October.	Consultation due to end 15 th November.	0 redundancies

Environment and Transport – LHO Vehicles	31/07/2013	Consultation closed 3 rd September. Enquiries being dealt with.	Implementation due 18 th October	0 redundancies
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