



*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 11 July 2013 at 2.00 pm**

*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. Election of Chairman.	
Mr J. B. Rhodes CC was nominated Chairman elect at the Annual Meeting of the County Council held on 15 May 2013.	
2. Appointment of Deputy Chairman.	
3. Minutes of the meeting held on 7 March 2013.	(Pages 3 to 6)
4. Question Time.	
5. Questions asked by members under Standing Order 7(3) and 7(5).	
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
7. Declarations of interest in respect of items on the agenda.	



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|-----|--|--|------------------|
| 8.  | Leading for High Performance - Update.                               | Director of<br>Corporate<br>Resources                    | (Pages 7 to 8)   |
| 9.  | Internships.   | Director of<br>Corporate<br>Resources                    | (Pages 9 to 12)  |
| 10. | Talent Management Pilot Scheme.                                      | Director of<br>Corporate<br>Resources                    | (Pages 13 to 14) |
| 11. | Apprenticeship Scheme for Children in Care.                          | Director of<br>Children and<br>Young People's<br>Service | (Pages 15 to 16) |
| 12. | Sickness Absence - Quarter 4 Update.                                 | Director of<br>Corporate<br>Resources                    | (Pages 17 to 21) |
| 13. | Review of Trade Union Recognition and<br>Facilities Time.            | Director of<br>Corporate<br>Resources                    | (Pages 23 to 30) |
| 14. | HR Approach to Management of Change -<br>Transformation Programme.   | Director of<br>Corporate<br>Resources                    | (Pages 31 to 33) |
| 15. | Staff Survey 2012 - Action Plan Update.                              | Director of<br>Corporate<br>Resources                    | (Pages 35 to 44) |
| 16. | Organisational Change Policy: Summary of<br>Action Plans.            | Chief Executive  | (Pages 45 to 49) |
| 17. | Any other items which the Chairman has<br>decided to take as urgent. |  |                  |
| 18. | Date of Next Meeting.  |  |                  |

The next meeting of the Committee is scheduled to be held on 23 October 2013 at 10.00am.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 7 March 2013.

PRESENT

Mr. J. B. Rhodes CC (in the Chair)

Mr. G. A. Boulter CC  
Mr. G. A. Hart CC  
Mr. G. Jones CC

Mrs. R. Page CC  
Mr. R. J. Shepherd CC  
Mr. R. M. Wilson CC

244. Minutes.

The minutes of the meeting held on 18 October 2012 were taken as read, confirmed and signed.

245. Question Time.

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

246. Questions asked by members.

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

247. Urgent Items.

There were no urgent items for consideration.

248. Declarations of interest.

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

No declarations were made.

249. Staff Survey 2012 - Action Plan update.

The Committee considered a report of the Director of Corporate Resources concerning an update in respect of the Staff Survey 2012 Action Plan. A copy of the report, marked 'B', is filed with these minutes.

Arising from the discussion, the following points were noted:

- It was felt that there should be a consistent approach to dealing with the actions arising from the Staff Survey, and therefore, the Environment and Transport Department should produce a specific action plan in

response to the Staff Survey, rather than combining the actions with its Investors in People Action Plan;

- Communicating difficult messages to staff associated with the Council's financial situation and the need for efficiency savings had proved to be challenging, though every effort was being made to ensure that staff were well informed in regard to actions arising from the Staff Survey;
- It was hoped that the issue of staff car parking would be addressed with additional parking, which was due to be made available in the summer. Proposals were being discussed in relation to the freeing up of spaces based around the needs of those who were required to work more flexibly than others, such as those with child caring responsibilities.

RESOLVED:

- (a) That the progress made against the Staff Survey Action Plan be noted;
- (b) That it is the view of this Committee that there should be a consistent approach by Departments to the matter and that the Environment and Transport Department should therefore produce a specific action plan in response to the Staff Survey.

250. Managing Attendance - Quarters 2 and 3.

The Committee considered a report of the Director of Corporate Resources concerning an update on the overall County Council and departmental performance in relation to sickness absence for the period 1 July to 30 September 2012 (Q2) and 1 October to 31 December 2012 (Q3). A copy of the report, marked 'C', is filed with these minutes.

The Committee was concerned by the recent rise in sickness absence rates although the latest indications gave some room for optimism that the year-end position would show some improvement. Additional resources had been allocated to the employment of an officer on a one year fixed-term contract to work with managers to ensure that tackling sickness absence was given due priority.

RESOLVED:

That the performance of sickness absence levels across the Council for quarter 3 of 8.62 days per full-time employee be noted.

251. The Counselling and Wellbeing Service.

The Committee considered a presentation by the Director of Corporate Resources on the Counselling and Wellbeing Service. A copy of the slides forming the presentation is filed with these minutes, marked 'P'.

It was felt that elected members may also benefit from the support offered, particularly in relation to weight loss and stress/pressure management.

RESOLVED:

That the presentation be noted and the Committee expresses its full support behind the good work being carried out by the Counselling and Wellbeing Service.

252. Health, Safety and Wellbeing Update.

The Committee considered a report of the Director of Corporate Resources concerning the recent Occupational Health Safety Assessment Series (OHSAS) 18001 accreditation. A copy of the report, marked 'D' is filed with these minutes.

RESOLVED:

That the report be noted and that the Health, Safety and Wellbeing Service be congratulated for achieving the OHSAS 18001 Management System accreditation.

253. Pay Policy Statement 2013/14.

The Committee considered a report of the Director of Corporate Resources concerning the Council's Pay Policy Statement 2013/14. A copy of the report, marked 'E', is filed with these minutes.

RESOLVED:

That the Councils' Pay Policy Statement 2013/14 be approved for submission to the full County Council at its meeting on 20 March.

254. Review of the Flexible Working Policy.

The Committee considered a report of the Director of Corporate Resources concerning a proposal to review the Flexible Working Policy. A copy of the report, marked 'F' is filed with these minutes.

RESOLVED:

That the proposed review of the Flexible Working Policy be supported.

255. Organisational Change Policy: Summary of Action Plans.

The Committee considered a report of the Chief Executive regarding the summary of current Action Plans which contained provision for compulsory redundancy, and progress with their implementation. A copy of the report, marked 'G', is filed with these minutes.

RESOLVED:

That the report be noted.

256. Date of Next Meeting.

It was NOTED that the next meeting of the Committee was scheduled to take

place at 10.00am on 20 June 2013.

10.00 am - 11.30 am  
07 March 2013

CHAIRMAN



**EMPLOYMENT COMMITTEE- 11 JULY 2013**

**LEADING FOR HIGH PERFORMANCE - UPDATE**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose of Report**

1. The purpose of this report is to update Employment Committee on the outcome of stage 2 of Leading for High Performance (LfHP) for managers and on further development of the approach to leadership for manager's grade 15 and above.

**Background**

2. Papers have been presented to Employment Committee on the 9<sup>th</sup> September 2010, 30<sup>th</sup> June 2011 and 14<sup>th</sup> June 2012 and 13<sup>th</sup> December 2012 setting out a strengthened service planning and performance management approach, which is underpinned by the LfHP approach and subsequent development programme.

**Leading for High Performance**

3. Stage 2 of LfHP was delivered to managers and staff grades 13 and 14 between June 2012 and March 2013. The programme focused upon the key leadership challenges facing the Council including leading change, working in partnership, strategic thinking and the leadership behaviours required of managers to lead the Council going forward.
4. The programme was developed by the LfHP Steering Group with the additional themes of:-
  - Leading with emotional intelligence
  - Developing and maintaining trust
  - Negotiated leadership
  - Leading people through change

**Next steps**

5. As an approach to leadership rather than purely a leadership development programme, LfHP offers the potential to consider and address the key issues for leadership and management within the Council in order to meet the current and future challenges.
6. Working with the Council's Corporate Management Team and the LfHP Steering Group, it is proposed that further development support is provided to senior

managers' grade 15 and above in order to:

- shape the future leadership capability and capacity;
- support the transformation agenda, for example commissioning and partnership working;
- support the delivery of high performance across the Council.

7. Where appropriate, the four key modules referred to above will be used as tools to support the approach.

### **Recommendation**

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

### **Background Papers**

People Strategy Reports to Employment Committee on 24 October 2008 and 29 February 2009, and the Leading for High Performance Reports on 9<sup>th</sup> September 2010, 30<sup>th</sup> June 2011 and 14<sup>th</sup> June 2012 and 13<sup>th</sup> December 2012.

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

None.

### **Officer to Contact:**

Jennifer Penfold, Corporate Learning and Development Manager  
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### **Equal Opportunities Implications**

There are no equality issues arising from this development.





## EMPLOYMENT COMMITTEE- 11 JULY 2013

### INTERNSHIPS

#### REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

##### Purpose of Report

1. The purpose of this report is to seek agreement on the principles of developing Internships within the County Council.

##### Background

2. The purpose of Internships is to both support the Council's approach to Workforce Planning and support achievement of the Leicestershire Together Outcomes Framework in the growth of the Leicestershire economy, in particular point 19:-

***"19. People have the right skills to access current job vacancies***

*(a) Improved engagement between employers and training and skills providers*

*(b) Higher number of apprenticeships, internships and work placements."*

##### Internships

3. The Common Best Practice Code for High Quality Internships, which is underpinned by the Chartered Institute of Personnel and Development (CIPD) guidance and supported by the Department for Business, Innovation and Skills, notes how an internship is where:

*"an individual works so as to gain relevant professional experience before embarking on a career. Well managed, high-quality internships should be beneficial to both employer and intern. The intern should develop professional skills and an understanding of a profession by undertaking work of value for an employer. Employers can use internship programmes to identify and recruit motivated and capable individuals". (Common Best Practice Code for High Quality Internships, July 2011).*

##### Benefits to the intern

4. For the intern the benefits of working in an organisation can assist in their development of a broad range of skills, improving their productivity, CV and future employment prospects.

### **Benefits to the Council**

5. Internships can be an effective mechanism for the Council to introduce new learning and ideas from the intern's previous experience. Internships can also support the Council in preparing the future employment market and workforce planning.

### **Principles of Internships within the Council**

6. The focus of Internships is to gain relevant professional experience. Therefore, based upon Legal Services and Human Resources advice and guidance, an Internship will last for a maximum of 4 to 6 weeks, and must not be used to complete the work required of a paid employee.
7. All Internships will also operate under the following principles:-

#### **(a)Preparation**

Managers must prepare in advance and consider the role and purpose of any internship before moving onto the recruitment stage, setting out clearly how both the intern and the Council will benefit from an internship.

#### **(b)Recruitment**

With internships providing similar learning opportunities as the Apprenticeship programme, it is proposed that internships are advertised and recruited in the same way as Apprenticeships within the Council. Using this same approach will ensure the appropriate safeguards are in place to protect both the Council and the intern during the recruitment process.

#### **(c)Induction**

Interns should receive a proper and supported induction that ensures they complete all necessary activities related to their role, for example, any Health and Safety requirements.

#### **(d)Treatment**

Interns should be treated with exactly the same professionalism and duty of care as regular employees.

#### **(e)Supervision**

As interns are potentially young and inexperienced, it is essential that supervision is provided. Therefore the manager must ensure that an adequate and supportive supervision process is in place ready for the intern to start.

If an intern is working in an environment dealing with vulnerable adults or children then they **must** be supervised at all times. The manager must also consider confidentiality, data protection and access to information before an internship commences. Where an intern would be carrying out a regulated activity (such as with vulnerable adults or children) then consideration must be given as to whether there is a need for a DBS disclosure to be obtained based on the potential risk.

**(f) Learning and development**

The Corporate Learning and Development Service will provide support for any internship, including access to relevant learning and development activities and interview skills.

**(g) Payment**

The internship is voluntary with no wage paid, but funding to cover reasonable travel expenses, to and from work and whilst travelling to undertake any work activity, plus subsistence is provided. This must be clear at the point of recruitment and funding must be agreed between the intern and the manager before the intern commences, allowing the intern to make an informed decision of whether or not this internship is in their best interests.

**Recommendations**

It is recommended that:

- (a) the development of an Internship framework and programme using the principles outlined in this report which is underpinned by the Common Best Practice for High Quality Internships be supported;
- (b) That, subject to (a) above, a review of internships in six and twelve months' time be supported.

**Background Papers**

None.

**Circulation under the Local Issues Alert Procedures**

None.

**Officer to Contact:**

Jennifer Penfold, Corporate Learning and Development Manager  
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**Equal Opportunities Implications**

There are no equality issues arising from this development.



**EMPLOYMENT COMMITTEE- 11 July 2013**

**TALENT MANAGEMENT PILOT SCHEME**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose of Report**

1. The purpose of this report is to share with the Committee the development of a pilot talent management scheme within the Council.

**Background**

2. The People Strategy Board have sought to develop a talent management scheme over the last eighteen months, which supports the Council in retaining and developing the key skills, knowledge and competence required to take the Council forward.
3. An initial paper on the different types of schemes was presented to the People Strategy Board on the 17<sup>th</sup> January 2012. As an outcome of this schemes within the public sector were explored to ensure that the Council maintains its commitment to equalities, whilst at the same time develops an appropriate and cost effective scheme.

**Talent Management**

4. A pilot scheme, to be known as 'Aspire', is proposed. The scheme will seek to develop the talent and potential of people required to ensure organisational performance.
5. The scheme will therefore focus upon developing the key skills required to meet the significant change and transformation agenda, and the senior leadership capability and capacity required within the Council, in line with the People Strategy
6. Our approach to talent management must be integrated into the Service Planning, Financial Planning and Workforce Planning process, balancing the demand with supply, and supporting the Council to have the necessary key skills in place to meet the future challenges and agenda.

**Pilot**

7. It is proposed that a pilot will be run in 3 departments with 4 places being allocated to each. An evaluation exercise will be undertaken on completion of the pilot in order to assess its success.

**Process**

8. Talent management starts with an assessment of performance, and further discussion about potential and commitment to go forward. The Performance Development Review (PDR) which is undertaken with all staff will be the entry point into the scheme. Managers will undertake the PDR in the normal way and if all performance requirements are met the manager will continue to discuss access to the talent management scheme. Guidance will be prepared to assist the manager in the talent management discussion.
9. If the manager and employee agree a nomination to the talent management scheme this will be put forward to the Assistant Director and Department Management Team (DMT) for consideration and where appropriate approval.
10. DMT together with the HR Business Partner will undertake the evaluation of nominations and recommend who will be allocated a place on the talent management scheme. Where agreement is not reached, the Director will make the final decision. External validation will be provided to support monitoring equality of opportunity.

**Review**

11. It is suggested that the pilot will be reviewed after six and twelve months, with engagement from the Workers Groups and Trade Unions.

**Recommendations**

That the pilot of the talent management scheme called 'Aspire' be supported and that a review of the pilot takes place in six months' and twelve months' time.

**Background Papers**

None.

**Circulation under the Local Issues Alert Procedures**

None.

**Officer to Contact:**

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**Equal Opportunities Implications**

Equality issues arising from this development will be monitored throughout the pilot, including engagement from the Workers Groups. As the PDR process applies to all staff access to the scheme is equitable.



**EMPLOYMENT COMMITTEE - 11 JULY 2013**

**APPRENTICESHIP SCHEME FOR CHILDREN IN CARE**

**REPORT OF THE DIRECTOR OF CHILDREN AND YOUNG PEOPLE'S SERVICE**

**Purpose of report**

1. The purpose of this report is to seek the Committee's support for the development of an apprenticeship scheme for children in care at Leicestershire County Council.

**Background**

2. Leicestershire County Council's Pledge To Children In Care And Young People Leaving Care is that:

*"As Corporate Parents we will provide a variety of working opportunities or apprenticeships within the 'family business' of Leicestershire County Council."*

3. This was endorsed by Elected Members in December 2009. As corporate parents to children in care in the County, Leicestershire County Council have made this pledge as a means of discharging this enormous responsibility. It is part of a series of pledges committed to ensuring that children in care leave care prepared and sufficiently independent for adulthood.

**Apprenticeships**

4. Leicestershire's Child Poverty Needs Assessment and its accompanying Family Poverty Strategy highlighted why this is such an important pledge to make. For young people in care leaving care at 16 or 17 with no job and with a lack of qualifications were major concerns. Frontline staff who work with children in care spoke about children in care growing up to be parents of children who are also taken into care.
5. To enhance the life chances of the children in care, the Family Poverty Strategy recommended that "public service providers ....explore how work experience opportunities or apprenticeships for young people can developed and designed which specifically target young carers, children in care and disabled children." This proposal is the product of this exploration.
6. Currently, the Council pledge to offer opportunities for work experience from the age of 14. The Council wishes to significantly extend this offer to include two year apprenticeship opportunities for children in or leaving care aged between 16 and 21.

**Proposal**

7. The Council proposes initially that a pilot scheme will be run in order to evaluate the success. The scheme will include additional support for the Council as the employer and the Apprentice. Apprenticeship opportunities for children in care will need to be ring fenced so they are not competing in an open market but are learning the skills to enable them to develop alongside their peers.
8. The pilot would work with 16-21 year olds who work with Flying Fish, a project supporting young people in care into work experience and further employment.
9. The proposed length of the Apprenticeship Scheme is two years, although it is acknowledged that individuals may require varying amounts of time to complete an apprenticeship depending on need.
10. The pilot will offer five apprenticeships across the Council, including Public Health, ESPO and the Sports Partnerships.
11. Costs to support the pilot have been agreed by the People Strategy Board and the Council's Corporate Management Team.

**Outcomes**

12. The overall aim of the project is to secure permanent employment for the young people on the programme. Any individuals that do not secure employment within their host team will be offered support as an 'at risk' employee under the Council's Redeployment Policy.

**Recommendation**

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.

**Background Papers**

None.

**Circulation under the Local Issues Alert Procedures**

None.

**Officer to Contact:**

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**Equal Opportunities Implications**

All equal opportunities have been addressed through the development of the proposal.





**EMPLOYMENT COMMITTEE – 11 JULY 2013**

**SICKNESS ABSENCE – QUARTER 4 UPDATE**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose of Report**

1. The purpose of this report is to provide Employment Committee with an update on the overall County Council and departmental performance in relation to sickness absence for the financial year 2012/13 (1<sup>st</sup> April 2012 to 31<sup>st</sup> March 2013)

**Background**

2. The absence target for 2012/13 was 7.5 days per FTE (full-time employee). The overall absence figure (number of days of absence per FTE) for the County Council in 2012/13 was 9.22 days per FTE. The absence target for 2012/13 has therefore not been achieved. As previously agreed by CMT, absence reporting no longer includes school data.

**Absence data**

3. The table below shows the out turn figures for 2011/12 and for each quarter of 2012/13:

<b>Department</b>	<b>2011/12 Out turn</b>	<b>April – Jun 2012 (Q1)</b>	<b>July - Sept 2012 (Q2)</b>	<b>Oct- Dec 2012 (Q3)</b>	<b>Jan – Mar 2013 (Q4)</b>
Chief Executive's	5.09	5.38	6.67	6.70	6.47
E&T	7.37	6.00	6.95	7.31	8.29
CYPS	7.20	10.44	8.55	8.21	8.30
Corporate Resources	6.24	6.29	6.18	7.36	8.35
Adults and Communities	10.61	12.10	11.46	10.58	11.36
<b>Total</b>	<b>7.46</b>	<b>8.72</b>	<b>8.79</b>	<b>8.62</b>	<b>9.22</b>
ESPO	10.41	7.32	9.07	9.22	9.14

### **Key Issues**

4. The out turn position for 2012/13 of 9.22 days per FTE is an increase of 1.76 day per FTE since the 2011/12 out turn position of 7.46 days and 1.72 days above the target of 7.5 days per FTE. A number of actions are required to address this, and these are detailed later in the report.
5. The trend has been that absence levels increase during Q3 (Oct – Dec) due to seasonal illnesses, however absence levels decreased during Q3 but increased during Q4 by 0.6 days per FTE.
6. Following changes to the Oracle system prior to the running of the sickness absence report, it was identified that a number of ‘return to work dates’ had been entered onto the system but were not picked up by the report. In addition where there staff have left the organisation whilst on sick leave, it has been necessary to close these records manually. Whilst these two issues have been rectified, the quality of the data for Q4, together with the marked increase compared to Q1 – Q3 figures, has caused some concern.

### **Days Lost**

7. The table below shows the number of days lost through absence both long term and short term and the cumulative number of days lost at 31<sup>st</sup> March 2013:

<b>Department</b>	<b>Average No of FTEs</b>	<b>Long Term Absence FTEs</b>	<b>Short Term Absence FTEs</b>	<b>Cumulative No of Days Lost FTEs</b>
Chief Executive's	329	838	1289	2127
Adults & Communities	1623	10347	8090	18437
Corporate Resources	1020	4813	3710	8523
E & T	735	3266	2823	6089
CYPS	1086	5349	3668	9017
ESPO	339	1740	1356	3096

8. The days lost through long term absences represent 56% of absences and the days lost through short term absences represent 44% of absences. This is consistent with Q3.

### **Reasons for Absence**

9. The table below shows the reasons recorded for absence for the 2011/12 out turn position and each quarter of 2012/13. During Q2 Stress/depression, mental health and fatigue, back and neck problems and other musculo-skeletal problems decreased significantly from Q1,

however the percentage of absences for which the reason is 'not known' had increased which may be why these two categories appeared to have reduced.

10. During Q3, the 'reasons unknown' decreased along with 'other' whereas stress/depression, mental health and fatigue, back and neck problems and other musculo-skeletal problems increased slightly.
11. The data shows that stress/depression, mental health and fatigue has reduced quite significantly from Q1. However whilst there is a slight decrease from Q3 to Q4, there has been an increase in viral illness which may be 'hiding' stress related illness. Absences attributed to viral infections have increased each quarter.

<b>Reason for Absence</b>	<b>2011/12 %</b>	<b>April – Jun 2012 (Q1) %</b>	<b>July – Sept 2012 (Q2) %</b>	<b>Oct-Dec 2012 (Q3) %</b>	<b>Jan-Mar 2013 (Q4) %</b>
Back and Neck Problems	4.89	6.46	4.33	5.61	5.12
Other Musculo-Skeletal Problems	8.27	9.70	5.56	6.43	6.14
Stress/depression, Mental Health and Fatigue	8.73	9.58	4.55	5.84	5.52
Viral Infection	21.38	17.76	19.75	24.74	26.87
Neurological	4.48	5.57	5.32	5.28	5.03
GenitoUrinary/Gynaecological	2.74	2.85	2.60	2.45	2.22
Pregnancy Related	1.57	3.01	1.51	1.47	1.32
Stomach, Liver, Kidney, Digestion	15.65	14.39	14.70	14.39	17.61
Heart, Blood Pressure, Circulation	1.26	1.20	0.87	1.20	0.79
Chest, Respiratory	2.75	3.01	2.98	3.20	3.53
Eye, Ear, Nose & Mouth/Dental	3.86	3.17	4.30	3.98	3.73
Other	8.32	9.62	12.17	7.55	7.33
Not Known	16.10	13.67	21.35	14.55	14.80

15. The table below details the departmental percentage of employee's sickness absence which is recorded a 'Not Known' for previous out turn positions and the year to date position. There has been some improvement in the % of 'reasons unknown' since the out turn position in 2011/12.

Department	2011/12 Out turn %	April - Jun 2012 (Q1) %	July – Sept 2012 (Q2) %	Oct- Dec 2012 (Q3) %	Jan – Mar 2013 (Q4) %
Chief Executive's	6.70	7.07	8.00	8.40	6.40
E & T	12.50	7.04	8.17	7.42	6.67
CYPS	22.94	21.29	23.00	25	25.87
Resources	18.57	17.33	15.00	14.40	12.08
Adult and Communities	14.10	10.71	12.58	12.81	14.60

### **Future Action**

17. As a result of the increase in absence levels a dedicated resource has been identified to work with middle managers within departments to improve attendance and to reduce sickness. This resource will be used to:
- ensure that all long term absence cases have a support plan in place;
  - ensure that managers undertake 'return to work' interviews consistently with all returning employees in line with the Managing Attendance policy;
  - create a 'Star Chamber' system in which managers will be accountable for progressing individual sickness absence cases, and provide details of how they intend to reduce the general level of sickness absence in their area.
18. There is also an option to review the Managing Attendance policy and the trigger points contained within it.

### **Conclusion**

19. Absence levels have increased during 2012/13. This will be the first time that the County Council has exceeded 8 days average absence per employee since 2008. Whilst there has been an increase generally across departments, there has been a reduction in sickness absence levels in Chief Executive's.
20. Absences related to stress stress/depression, mental health and fatigue have decreased quite significantly from Q1 (April – June 2012).
21. There has been an improvement in the recording of reasons for absence since the 2011/12 out turn position. However the percentage of absences 'not known' needs to be reduced further to ensure that accurate data is available on reasons for absence.

**Recommendation**

That the level of sickness absence levels across the Council be noted.

**Background Papers**

None.

**Circulation Under the Local Issues Alert Procedure**

None.

**Officer to Contact:**

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**Equal Opportunities Implications**

None.

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**EMPLOYMENT COMMITTEE - 11 JULY 2013**

**REVIEW OF TRADE UNION RECOGNITION AND FACILITIES TIME**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose**

1. To report the current trade union recognition and facilities time agreement in light of recent government guidance and school funding forum decisions.

**The Legal Framework**

2. Trade union facility time provides the platform upon which union representatives in workplaces in both the public and private sector receive paid time off work for a relatively tightly-defined set of trade union duties.
3. The legal basis for the right to paid time off (or “facility time”) for representatives of recognised trade unions is contained in the Trade Union & Labour Relations (C) Act, 1992. This is supported by reference in the legislation to the Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice; an updated version of which came into operation on 1<sup>st</sup> January 2010. The right applies to all elected representatives including Stewards, Health & Safety Representatives and Union Learning Representatives
4. There are nine areas of statute and equivalent types of workplace representatives where union representatives have statutory rights to paid time off to perform their duties and in some cases to be released for training and be provided with facilities. The relevant roles and duties within the County Council are as follows:
  - Collective bargaining role – including terms and conditions of employment, termination or suspension of employment, allocation of work or the duties of employment, discipline and grievance, facilities for union representatives, machinery for negotiation or consultation;

- Learning representatives;
  - Equality representatives;
  - Health and safety representatives;
  - Accompanying workers in grievance and disciplinary cases;
  - Specific consultation and negotiations – TUPE, collective redundancy and pensions.
5. ACAS suggest that organisations should have a written agreement in place which confirms what time off and access to facilities is reasonable and appropriate. The County Council currently has two separate formal recognition and facilities time agreements with its recognised trade unions.

### **Debates around the provision of dedicated facilities time**

6. There has been increasing political and media interest in the provision of facilities time in the public sector. In November 2011, the Prime Minister announced that a review of the funding for trade union facility time would take place. There have been similar announcements by both Francis Maude, Minister for the Cabinet Office and Eric Pickles MP, Secretary of State for Communities and Local Government. The Taxpayers' Alliance (TPA) have also published reports, subsequently reported by the media, that suggest that in 2011, £113m of taxpayers money was being used to 'support the activity of trade unions'.
7. As a result of the announcements, in September 2012 the Civil Service conducted a review of the level and cost of facility time and in March 2013 the Department for Communities and Local Government issued official advice to councils on union facilities time. The guidance suggested that Councils should:
- Save money by scaling back the cost of trade union facility time and limit it to a percentage of the organisation's pay bill;
  - Ensure full transparency on the level of facility time given to trade unions;
  - Ensure employees are not spending all or the majority of their working hours on trade union duties;
  - Adopt private sector levels of facility time;
  - Place restrictions on the use of office facilities for trade union representatives;
  - Charge for collecting union subscriptions.



8. The Trades Union Congress (TUC) which has 54 trade union members, representing 6 million workers responded to the government announcements and TPA report by commissioning a report from the Work and Research unit at the University of Hertfordshire. The TUC said that they sought to 'redress the imbalance' in the TPA report as it 'Made no attempt to undertake a cost-benefit analysis of the role of union reps in the public sector'.

### **Current Arrangements in the County Council**

9. There are two separate formal trade union recognition and facilities time agreements in place which cover both centrally employed staff and those working in maintained schools. As part of those agreements, Leicestershire County Council formally recognises the following trade unions: UNISON, GMB, Unite the Union, NUT (National Union of Teachers), NASUWT (National Association of Schoolmasters Union of Women Teachers), ATL (Association of Teachers and Lecturers), Voice the Union for Education Professionals, ASCL (Association of School and College Leaders) and NAHT (National Association of Head Teachers). There is a separate clause in some Adult Learning contracts which formally recognises UCU (University and College Union), but they are not currently covered by the main agreements.
10. The agreements clearly define the arrangements for the positive management of relations between the County Council and the recognised trade unions. They include a list of the matters that are subject to negotiation and consultation and the arrangements for this at a corporate and departmental level. The agreements also include:
- Use of County Council premises, equipment and facilities;
  - Time off for Trade Union Duties;
  - Employee Time off for Trade Union Activities;
  - Access to Training;
  - The role and recognition of Union Learning Representatives.

### **Centrally employed staff (excluding teachers)**

11. The agreement representing centrally employed staff has been in place since March 2009 and it covers UNISON, GMB and Unite.
12. Historically, the Council has chosen to meet its statutory obligations for paid time off for trade union activities by agreeing to adhoc release for GMB and Unite representatives, and the full and part time release of

UNISON representatives. It has proved an effective mechanism to manage the paid release of representatives from the largest union.

13. UNISON currently represents approximately 5,000 Leicestershire County Council employees (including school based staff) and has 117 elected representatives. There are currently 4 representatives who are granted full-time secondment to undertake their UNISON roles supporting centrally based employees. The cost of the full-time release is £143,008, which is 0.057% of the overall pay bill of £250 million.
14. The 4 UNISON representatives undertake the bulk of the work associated with the branch and its members and are involved in all aspects of representation ranging from:
  - consultation on Action Plans;
  - individual representation at disciplinary and grievance hearings and appeals;
  - negotiations on terms and conditions;
  - redundancy consultation and representation;
  - TUPE transfer consultations;
  - revision of employment policies and procedures;
  - providing advice and support to stewards and;
  - providing general advice and support to staff.
15. The Council considers that the advantages of providing facility time by way of full-time release for the largest trade union are as follows:
  - Matters are dealt with in a timely manner and without unnecessary delay eg. changes to policies, and procedures;
  - It substantially reduces the amount of paid time off needed for the other 113 representatives so that this is negligible;
  - The Council has seen significant change in recent years and is faced with that continuing in the medium term. Trade union involvement in working with managers and in representing staff through these changes has helped to minimise disaffection and ensure that staff understand what is being proposed. The Council benefits from having well trained and experienced representatives involved in the consultations, something that cannot be achieved to the same extent by involving a wide range of representatives on an ad hoc basis;

- The involvement of representatives in the development of action plans has shown that we are able to identify problems at an early stage, before they are launched, which in turn save the Council time and money;
- Disciplinary and Grievances are better managed with the involvement of well trained and experienced representatives. As an example, in 2011 a number of complex cases, involving 2 representatives required 22 days of hearing time. The preparation time and pre-meetings leading to the hearings were in excess of this figure. With this work being carried out by full-time representatives there was no disruption to the department in meeting its legal obligation to give paid time off to representatives to prepare and represent at a disciplinary hearing;
- The provision of timely advice to staff can avoid the Council becoming engaged in costly and lengthy internal procedures e.g. Grievances, Dignity at Work investigations and Health & Safety matters;
- Due to their time being predominately related to employment matters the experience the representatives gain enable them to identify solutions to difficult problems as they are likely to have relevant experience of similar situations;
- Ensures that collective bargaining is conducted by representatives that have an understanding of employment legislation, developments in Government policy and the challenges facing Leicestershire County Council.

### **School based staff and centrally employed teachers.**

16. The agreement on facilities time for school based staff has been in place since April 2007 and historically the funding, which was delegated from schools to the Council, paid for the release of the following representatives at a total cost of £198,000:

NUT	Full-time rep + additional 29 days per year
NASUWT	Full-time rep + additional 29 days per year
ATL	2 days per week + additional 17 days per year
VOICE	2 days per week + additional 6 days per week
ASCL	2 days per week + additional 6 days per year
NAHT	2 days per week + additional 6 days per year

UNISON Full-time rep

17. Following statutory changes to the way in which schools should be funded, the School Funding Forum chose in December 2012 to delegate the trade union facilities funding back to schools from April 2014. As a result of this decision, the County Secretaries will be made redundant at the end of August 2013.
18. The recognised teacher trade unions have written to the Acting Director of the Children and Young People's Service formally asking the local authority to establish a mechanism where Leicestershire schools and academies are able to 'buy into' a central fund for trade union facilities time. Whilst the Council agrees that the local authority retains the statutory duty to allow paid release for trade union representatives, it does not agree with establishing a 'traded service'. The proposed changes to teacher's pay and conditions from September 2013 clearly demonstrate that the government wants individual schools, whether maintained or academies to develop 'local' policies and procedures for teaching staff where relevant. There is no longer the requirement for the local authority to drive consistency and agreement across the county. It would still be necessary to invite representatives from maintained schools to any relevant collective bargaining for teachers in maintained schools.
19. In terms of representing support staff in maintained schools, UNISON will be losing the paid release of a full-time representative from September 2013, but they have suggested that if the Council could continue the current level of paid release at a corporate level, they would make every effort to continue to support maintained schools. In maintained schools, the terms and conditions of support staff are still linked to those of centrally employed staff and therefore, the trade unions will still need to be heavily involved in any collective bargaining.

### **Proposals**

20. It is appropriate, given the guidance from the Department for Communities and Local Government, media interest in facilities time, changes to the way in which facilities time is funded for maintained schools, to review the recognition and facilities time agreement across the Council. It is proposed to consult on the following:
  - (a) Amend the current recognition agreement for centrally employed staff to include the recognition of the trade unions for centrally

employed teachers, teachers in maintained schools, Adult Learning and Public Health staff;

- (b) Incorporate within the recognition agreement for centrally employed staff different collective bargaining agreements which cover separate staff groups, e.g. centrally employed teachers, staff in maintained schools;
- (c) That matters relating to staff employed in maintained schools will be dealt with at a reconstituted CYPS Departmental Negotiating and Consultative Committee (DNCC) with any matters which require corporate consideration referred to the Corporate Negotiation and Consultative Committee (CNCC);
- (d) To disestablish the 'Agreement on Facilities for Accredited Representatives of Recognised Teachers' Organisations' due to the School Funding Forum decision in December 2012;
- (e) To respond to the teacher trade unions to confirm that the Council does not wish to establish a 'traded' fund for facilities time in Leicestershire schools and academies;
- (f) Agree a standard constitution for the DNCC's;
- (g) To review the recognition and facilities time agreement on a yearly basis to ensure it meets legislative requirements, agree levels of funding and meets the needs of the organisation;
- (h) To establish a central fund, through departmental contributions based on headcount, in order to continue the practice of paid release for UNISON representatives;
- (i) Given, the scale of potential change within the Council, to continue to second full-time union representatives at the current level until March 2014 and then review on an annual basis;
- (j) To continue to charge the trade unions for the collection of subscriptions;

### **Recommendation**

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

**Background Papers**

None.

**Circulation Under the Local Issues Alert Procedure**

None.

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**Equal Opportunities Implications**

None.



**EMPLOYMENT COMMITTEE – 11 JULY 2013**

**HR APPROACH TO CHANGE MANAGEMENT**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose of Report**

1. The purpose of this report is to advise the Committee on the general approach to be adopted to the significant amount of change and transformation required during the period covered by the current Medium Term Financial Strategy.
2. The Council's transformation agenda is developing, and governance arrangements are now agreed and in place. There will be a number of strands to the work, many overlapping, and the majority having some impact on parts of the Council's workforce.
3. It is essential that skilled and flexible resources are in place to support transformation programmes, and colleagues in the Strategic HR service will be at the heart of this work, alongside senior managers and other key stakeholders, as well as supporting and advising managers.
4. How the Council manages and implements change, and staff perceptions of this, will be very important. It will be imperative to focus on morale, performance, efficiency and productivity, in order to ensure that the quality of service provision remains high, regardless of how extensive the change is.
5. The following sections briefly describe specific services that are provided by the Strategic HR service, together with some general issues for consideration or noting:

**Strategic HR**

- Expertise in relation to delivery and employment models e.g. shared services, partnerships, TUPE transfers, mutual etc;
- Advice and support in relation to restructures, service modelling;
- Management of the employee relations climate - ensuring that trade unions add value and remain an essential resource with effective mechanisms for negotiation and consultation;
- Advice on pay and reward issues, terms and conditions, contractual flexibility, and other elements which will help to drive performance, flexibility and productivity;

## **Health, Safety and Wellbeing**

- Staff support eg. counselling and proactive approaches to stress management, implementing wellbeing initiatives;
- Practical Health and Safety advice eg. where an office move/relocation is involved;

## **Learning and Development**

- Ensuring managers are appropriately skilled to deliver fundamental change in the context they have to now operate in;
- Assess the requirement for, and provide training interventions as appropriate, in order to support transformation workstreams eg. commercial skills, commissioning skills, partnership working;
- Support the development of skills required for new ways of working;
- Conclude the Leading for High Performance programme;
- Support culture change.

## **HR Business Partners**

- Deep knowledge of departmental activity, priorities and direction, providing appropriate challenge as well as advice and support.
- Ensure that workforce planning and succession planning considerations are an integral part of service planning and change activity.

## **General**

In addition to the above, which are ostensibly part of the 'day job', but which will become more intensive as the transformation agenda develops, there are a number of other areas which are worthy of consideration:

- The Strategic HR service has a key role, in conjunction with other support services, in managing and mitigating risk. How we approach change and implement it will be key;
- The Council needs to contribute to the wider communications and engagement strategy – a clear strand of the work relates directly to staff and trade unions. Engagement at all stages will also be an important underpinning factor;
- As plans become clearer, and levels of risk more clearly understood, consideration may need to be given to further measures to manage the situation, at the same time providing support to existing employees;
- It is an opportune time to review the redeployment process, with the aim of having a robust process that provides pro-active support for those at risk of redundancy, maximises the opportunities for re-training and re-staffing, and seeks to avoid (where possible) redundancy costs;



**Recommendation**

That the contents of this report be noted.

**Background Papers**

None.

**Circulation under the Local Issues Alert Procedure**

None.

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**Equal Opportunities Implications**

None.

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**EMPLOYMENT COMMITTEE – 11 JULY 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 Employment 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 Employment Committee considered the results of the 2012 staff survey and agreed an action plan to address the issues raised.
3. On 7 March 2013 Employment Committee considered a report which provided an update on the agreed action plan.

**Update summary**

4. The action plan, (attached as an Appendix) has been updated to detail progress against the agreed actions. Amendments to target completion dates are shown in italics.

**Departmental Action Plans**

5. All departments have agreed and published their action plans.
6. The details of work within departments varies, examples include using feedback to inform service change reviews, during team meeting discussions and to develop Departmental Workforce/Equalities Group tasks.

**Equalities Action Plan**

7. The Workers' Groups have agreed an action plan with allocated leads for each action.
8. Examples of actions taken so far include establishing a Corporate Wellbeing Initiatives Groups, the agreement to create a multi-function welfare room and to provide prayer facilities within the Eastern Annex.

**Flexible Working**

9. Across departments, Department Management Teams and Senior Management Groups have engaged in discussions about the Flexible Working Policy and potential opportunities to review contractual arrangements.

10. A mini-survey will be taking place with staff to review the implementation of the Flexible Working Policy one year since its launch.

### **Stress audits**

11. Health Safety and Wellbeing have undertaken HSE stress audits within teams across departments. At this stage, these have been in response to requests by management, and in many cases with reference to feedback from the staff survey. The audits allow managers to take actions to address the causes of stress in their teams.

12. A planned programme of stress audits across teams will be scheduled.

### **Communications**

13. The “*You Said, We Did...*” campaign was launched in April 2013, to demonstrate the actions taking in response to the staff survey feedback.

14. The campaign has incorporated a monthly poster message, together with more detailed messages through Managers Digest, CIS and departmental newsletters/bulletins.

15. As detailed in action point 21 of the Corporate Action Plan, the Communications Team are reviewing how staff without regular access to a computer receive corporate messages.

### **Recommendations**

That the report be noted and feedback provided, as appropriate, on its contents.

### **Background Papers**

Staff Survey 2012 – Action Plan (Report to Employment Committee on 18 October 2012)

Staff Survey 2012 – Action Plan Update (Report to Employment Committee on 7 March 2013)

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

None

### **Officers to Contact:**

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### **Equal Opportunities Implications**

Equalities issues have been addressed within the action plan.

### **Appendix – Staff Survey 2012 Action Plan**

### STAFF SURVEY ACTION PLAN 2012

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<b>Managing change</b> 36.5% say I feel that change is well managed in the Council  60.5% say I feel the reasons for change are well communicated to me	-12.6  -3.2	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	Pilot in progress within CYPS  Report to CMT following pilot	Sept 2013	G
		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	Departmental feedback from applying the policy has been fed into a working group between HR and Trade Unions.  Draft in development	Sept 2013	G
		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
<b>Stress</b> 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.  Meeting being arranged to discuss potential joint working opportunities	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
<b>Recognition</b> 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
<b>Career development</b> 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
<b>Speaking up</b> 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
<b>Work / life balance</b> 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
<b>Physical environment</b> 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 and will all be available for use in early July.	May 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<p><b>Bullying &amp; harassment</b>            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	Draft in development	Sept 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<b>Equalities</b> Disabled – 80% of questions significantly below average  Gay, Lesbian or Bisexual – 35% of questions significantly below the average  Non 'White British' – 23% of questions significantly below average  Without regular use of a computer – 35% of questions significantly below average		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	April 2013	G
		21	Review of communication channels which target staff who do not have ICT access.	Campaigns Manager  DMTs	Review of affected staff in progress.  Developing approach to support managers share messages	Sept 2013	G

Improvement Issue	+/- from 2010	Action no.	Actions	Lead Responsibility	Actions to date	Completion Target	RAG rating
<b>Response rate</b> 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
<b>Demonstrating action</b> 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 to commence April 2013	Sept 2012	G

**EMPLOYMENT COMMITTEE – 11 JULY 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 26 July 2007 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 –11<sup>th</sup> July 2013

## SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
Children and Young Persons Service - School Food Manorfield	22/02/2013	1 redundancy
Chief Executives – Registration Service	10/01/2013	0 redundancies
Corporate Resources – Business Support	12/04/2013	0 redundancies
Corporate Resources – Outdoor Residential Learning Service	03/01/2013	21 redundancies

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EMPLOYMENT COMMITTEE – 11<sup>th</sup> July 2013

## SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
Adults & Communities - Adult Learning Service Transformation	29/04/2013	Consultation closed 3 <sup>rd</sup> June.	Selection process to be carried out.	36.9 FTE redundancies
Chief Execs- Youth Offending Service	20/03/2013	Consultation closed 10 <sup>th</sup> May. Interview selection complete	New structure to be implemented from the 1 <sup>st</sup> July.	3 redundancies
Children and Young People's Service- School Food, Groby Elizabeth Woodville	08/05/2013	Consultation complete.	Selection process to be carried out.	1 redundancies
Children and Young People's Service – School Food, Enderby Danemill	14/6/2013	Consultation complete	Selection process to be carried out.	0 redundancies

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