

Meeting: **Employment Committee**

Date/Time: **Thursday, 4 February 2016 at 10.00 am**

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

Contact: **Miss. A. Rog (0116 305 0455)**

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Membership

Mr. J. B. Rhodes CC (Chairman)

Mr. G. A. Boulter CC Mr. W. Liquorish JP CC
Mrs. J. Fox CC Mrs. H. E. Loydall CC
Mr. D. Jennings CC Mr. R. J. Shepherd CC

AGENDA

<u>Item</u>	<u>Report by</u>	
1. Minutes of the meeting held on 3 December 2015.		(Pages 3 - 6)
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.		
6. Sickness Absence.	Director of Corporate Resources	(Pages 7 - 10)
7. Mental Health First Aid.	Director of Corporate Resources	(Pages 11 - 16)
8. Pay Policy Statement 2016-17.	Director of Corporate Resources	(Pages 17 - 30)



9. Employees as Foster Carers and Shared Lives Carers. Director of Corporate Resources (Pages 31 - 34)

10. Organisational Change Policy and Procedure - Summary of Action Plans. Chief Executive (Pages 35 - 40)

11. Date of Next Meeting.

The next meeting of the Committee is scheduled to take place on 23 June 2016 at 10.00am.

12. Any other items which the Chairman has decided to take as urgent.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 3 December 2015.

PRESENT

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

Mr. G. A. Boulter CC
Mr. D. Jennings CC
Mr. W. Liquorish JP CC

Mrs. H. E. Loydall CC
Mr. S. D. Sheahan CC
Mr. R. J. Shepherd CC

23. Minutes.

The minutes of the meeting held on 22 October 2015 were taken as read, confirmed and signed.

24. Question Time.

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

25. Questions asked by members under Standing Order 7(3) and 7(5).

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

26. Urgent Items.

There were no urgent items for consideration.

27. 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.

28. Organisational Change Policy and Procedure: Summary of Action Plans.

The Committee considered a report of the Chief Executive which presented a summary of current Action Plans which contained provision for compulsory redundancies and details of progress in their implementation. A copy of the report marked 'Agenda Item 6' is filed with these minutes.

RESOLVED:

That the report be noted.

29. Employees as Foster Carers.

The Committee considered a report of the Director of Corporate Resources which sought approval for changes to the Council's leave provision for employees who were foster carers, prospective foster carers and "Shared Lives" carers. A copy of the report marked 'Agenda Item 7' is filed with these minutes.

Arising from discussion Members were advised as follows:-

- (i) Foster carers were employed by the Council to provide emergency or planned care for children, whereas independent foster carers provided this service on behalf of an independent agency within the private or voluntary sector. "Shared Lives" carers delivered care for adults with complex multiple needs as an alternative to the residential care;
- (ii) The aim of the policy was to make it easier for existing carers to combine work responsibilities with those of being a carer, and to attract new carers by becoming a "Foster Friendly Employer". The policy sought to reflect good practice adapted by other authorities and businesses;
- (iii) The leave entitlement was to be available to the employees of the Authority and not based on their residency within Leicestershire. A resident of Derbyshire employed by Leicestershire County Council would be able to benefit from this proposal. This approach was consistent with the Council's strategy to maintain positive working relationships with neighbouring authorities.

The Committee welcomed the report and was of the view that supporting Council employees in their role as foster carers and "Shared Lives" carers was in the best interest of the recipients of the service and the Council. Members were of the view that the maximum additional paid leave should be allowed to support the employees who were or wished to become foster carers or "Shared Lives" carers throughout the length of their fostering commitments, not limiting that leave to the initial training and settling in period of a child/ vulnerable adult. The Committee was also of the view that the maximum flexibility for the use of that leave, including the option to use leave on an hourly basis and that the new policy should apply to both parents equally.

RESOLVED:

- (a) That the Committee supports the provision of increased flexibility around paid leave for those employees who are or who wish to become Local Authority Foster Carers or "Shared Lives" Carers;
- (b) That a revised policy based on the feedback now provided be submitted to the Committee when available.

30. Pay Update.

The Committee considered a report of the Director of Corporate Resources which provided an update on pay which addressed the potential implications of the implementation of the National Living Wage and forthcoming pay negotiations. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

The Committee expressed concern that reviewing the pay structure could have a disproportionate impact on some groups of employees, including those needed to work over seven days or outside traditional office hours. Assurance was given that this issue would in part be addressed by the introduction of the Smarter Working policy, combined with more flexible working practices, and greater contractual flexibility.

Members were advised that scoping work on the overall pay structure would be carried out over the next twelve months and would include the robust market analysis. The work would also take into consideration the progress around national pay bargaining and

consideration of linking any new pay structure with the Smarter and Flexible Working policies.

RESOLVED:

- (a) That the report be noted;
- (b) That a report on the effectiveness of Smarter Working policy be presented to a future meeting of the Committee.

31. Sickness Absence.

The Committee considered a report of the Director of Corporate Resources which provided an update on the Council's overall position on sickness absence at the end of Quarter 2 2015-16. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

The Committee was advised of the more recent figures which had become available since the publication of the report showed a significant drop in overall days lost per Full Time Equivalent (FTE) from 9.32 to 8.80, with most of the departments showing a slight decrease in sickness absence.

The Chairman welcomed to the meeting the Director of Adults and Communities who was present to respond to any questions of detail around sickness absence levels for his Department.

Arising from discussion Members were advised as follows:-

- (i) 'Star Chamber sessions' were being rolled out to departments to share good practice and to assess how sickness absence was being managed locally. Instances of long term sickness absence were subject to a robust management review;
- (ii) There was no evidence to suggest that stress was underreported through coding stress absence under other categories. Members were assured that a report on the work and effectiveness of Mental Health First Aiders would be presented at the Committee's next meeting in February;
- (iii) In response to concerns raised over the high absence levels at Eastern Shires Purchasing Organisation (ESPO), the Committee was assured that the overall absence figure had been dropping over the last two quarters and that strategies to reduce the level of absence further were in place. In addition, Members were advised that management of sickness absence in ESPO was currently being supported by HR;
- (iv) Sickness absence within the Adults and Communities Department continued to fall quarter by quarter. It was suggested that the breakdown of long and short term sickness (long term being defined as being over four weeks) within the Department was 65%:35% compared with a 50%:50% split for the rest of the Authority. There was no evidence to suggest that this was caused by the occurrence of workplace accidents, though this would be further investigated. Members were assured that any correlation between work place accidents and long term sickness would emerge as part of return to work interviews. All instances of long-term sickness were reviewed by managers and, when necessary, supported by HR and Occupational Health to ensure maximum support for the employee;

- (v) The 'Nothing stated' category had been removed from the Oracle Self Service System, however as with the 'Other' category, reporting on a rolling twelve month basis meant that it would take a full twelve months before this was reflected in the reports to the Committee;
- (vi) The Committee was advised that the possibility of shortening the length of sick pay was not favoured or recommended, and there was a lack of evidence to show that for the few Authorities who had done this, there had been a positive impact on sickness absence levels.

Members noted the reduction in overall drop in days lost per FTE, however were of the view that further comparison work with practices at other local authorities as well as private businesses would be beneficial. The Committee drew on anecdotal evidence from Buckingham County Council which had linked performance to receiving and maintaining pay increments (through a system of performance related pay) and was of the view that other ways of managing sickness absence in that Authority should also be investigated.

RESOLVED:

- (a) That the progress towards achieving the corporate target of 7.5 days per FTE, and the overall drop from 9.32 to 8.80 days per FTE as at the end of October 2015 be noted;
- (b) That future reports to the Committee provide a breakdown for long and short term absence and that further details be provided in relation to absences that had occurred as a result of workplace accidents.

32. Date of Next Meeting.

It was noted that the next meeting of the Committee would be held on 4 February 2016 at 10.00am.

10.00 - 11.20 am
03 December 2015

CHAIRMAN



EMPLOYMENT COMMITTEE

4 FEBRUARY 2016

SICKNESS ABSENCE

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to provide the Employment Committee with an update on the Council's overall position on sickness absence at the end of November 2015.

Policy Framework and Previous Decisions

2. On 3 December 2015 the Committee considered the end of 2015/16 Quarter 2 sickness absence position.

Absence Data

Department	2014/15	15/16 Q1	15/16 Q2	As at the end November 2015
Days per FTE				
Chief Executive's	5.55	6.01	6.11	5.91
Environment and Transport	8.23	7.66	7.63	7.97
Children and Families Services	10.37	9.31	9.42	9.46
Corporate Resources	7.86	7.86	7.13	6.99
Adults and Communities	12.24	11.98	11.90	11.24
Public Health	9.14	7.48	5.28	4.25
Total	9.83	9.39	9.32	9.09
ESPO	12.07	12.25	12.03	11.60
EMSS	6.65	6.76	7.52	7.10

3. As of the end of November 2015 Chief Executive's, Public Health and Corporate Resources are under the corporate target of 7.5 days per FTE. Environment and Transport have made an improvement since the end of the year.
4. Children and Family Services have made improvements since the end of the the financial year, however there has been a small increase in sickness absence since the end of Quarter 2.
5. Adults and Communities had continued to make reductions in sickness levels however the number of days' absence per FTE is still at an unacceptable level.
6. Eastern Shires Purchasing Organisation (ESPO) and East Midland Shared Services (EMSS) sickness absence is not included within the Council's overall figure; however EMSS have achieved the target and ESPO are making progress to make reductions to their absence levels.

Reasons for Absence

Reasons % days lost	End of Q2 2015/16	End of November 2015
Back and neck problems	4.89	5.50
Other musculo-skeletal	5.71	7.23
Stress/depression, mental health	6.54	10.82
Viral infection	28.58	31.08
Neurological	5.40	6.13
Genito-Urinary/Gynaecological	2.93	4.11
Pregnancy Related	1.71	2.26
Stomach, liver, kidney, digestion	18.62	15.22
Heart, blood pressure, circulation	0.81	1.22
Chest, respiratory	4.79	4.11
Eye, ear, nose & mouth/dental	4.44	4.40
Other	8.81	N/A
Nothing stated	6.78	7.93

7. The table above details the percentage of days lost at the end of Quarter 2 2015/16 and November 2015. The two highest reasons for absence continue to be viral infections

and stomach problems. It is noted that there has been a significant increase in the percentage of days lost due to stress/depression/mental health which will be monitored.

Short and Long Term Absence Split

Department	15/16 Quarter 2 (July-Sept 15)		October & November 2015	
	Long term	Short term	Long term	Short term
Chief Executive's	54.63%	45.37%	41.26%	58.74%
Environment and Transport	53.46%	46.54%	55.16%	44.84%
Children and Families Services	65.85%	34.15%	53.68%	46.32%
Corporate Resources	56.62%	43.38%	49.63%	50.37%
Adults and Communities	66.64%	33.36%	58.57%	41.43%
Public Health	0%	100%	0%	100%
Total	62.34%	37.66%	48.24%	51.76%

Note: Long term is categorised as over 4 week continuous absence.

8. The balance of days lost due to absence across the departments is predominately a 50/50 split. This does fluctuate and it can be shown that those departments which have a greater percentage of long term absence are those with higher levels of absence.
9. As work continues to improve levels of the attendance across the Council, it is anticipated that the percentage of days lost due to long term absence will reduce and will be in the minority.

Attendance Management Action Plan

9. Since the last Employment Committee, the following actions have taken place:
 - (a) In November and December 2015 Adults and Communities, Children and Families Services and Environment and Transport have completed Absence Star Chamber Sessions;
 - (b) Managers are booking onto attendance management workshops which have been arranged for January and February. Priority areas include social care managers from Adults and Communities and Children and Families Departments;
 - (c) The attendance improvement plan audit is being concluded and findings considered by the attendance management operational group.

Recommendations

The Committee is asked to note the contents of this report.

Background Papers

None.

Circulation under the Local Issues Alert Procedure

None.

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Equality and Human Rights Implications

10. The attendance management policy has been subject to an Equality and Human Rights Impact Assessment, and this was published in 2014. There are no equalities and human rights issues arising directly from this report.



EMPLOYMENT COMMITTEE
4 FEBRUARY 2016

MENTAL HEALTH FIRST AID

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to update the Employment Committee on the impact of the Mental Health First Aid (MHFA) training programme and mental health first aiders in the workplace.

Background

2. Mental health problems are common, but many people feel unconfident in talking about them and unsure on how to offer support to colleagues/staff in the workplace. As reported to the Employment Committee on 22 October 2015 the Council has a comparatively low level (compared to other County Councils) of absence due to stress/depression, mental health, with the figure of 6.54% reported in Quarter 2. It is of course possible that in some cases, other reasons are being given for sickness absence, thus in part masking the problem. However maintaining and improving mental health is a significant component of our work on employee health and wellbeing, which in turn contributes to the effective performance and attendance management.
3. In order to address some of these issues, Leicestershire County Council Learning and Development Service introduced the MHFA training programme in April 2012. This programme consists of a two day 'Mental Health First Aid Standard' course and, since May 2015, a half-day 'Mental Health First Aid Lite' course.
4. MHFA is a nationally recognised accredited training programme overseen by a Community Interest Company. The training supports delegates 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. A pool of trained instructors from departments within the Council is used to deliver the programme.
6. The Mental Health First Aid training programme is open to all staff within the Council. Initially the course was targeted predominantly at managers. The target audience has since expanded in order to focus on a broader spread of people, recognising that anyone in the workplace can support people with mental ill health in the workplace.

Attendance on the programme is as follows (April 2012 – September 2015):

Department	MHFA Standard	MHFA Lite	Total	As % of Department
Adults and Communities	315	20	335	12
Chief Executive's	19	0	19	6
Environment and Transport	66	1	67	7
Corporate Resources	80	6	86	4
Children and Family Services	72	16	88	6
Public Health	5	0	5	7
TOTAL	557	43	600	8% of all County Council staff

Review and Evaluation of the Impact of MHFA Training

7. As part our commitment to support the health and wellbeing of our staff, reduce sickness absence and our drive for continuous improvement, a second review and evaluation process of MHFA training has been completed. This followed an initial review which was presented to the Employment Committee on 23 October 2013.
8. This second review involved key stakeholders from Learning and Development, HR, Health, Safety and Wellbeing and Adult Mental Health Services. Drawing upon the three main areas set out below to assess the efficacy of the programme, identifying any improvements required:-

Impact of MHFA

9. This was assessed through two methods: analysis of the impact evaluation data from MHFA courses collected by Learning and Development on a rolling basis as standard, and a survey carried out that was sent out to all past delegates of MHFA since 2012.
10. The analysis of the impact data collected as part of each course showed that attendees:
 - 63% feel more confident in spotting the early signs of a mental health problem;
 - 82% feel more confident in helping someone who is experiencing a problem;
 - 92% feel more confidence in providing help on a first aid basis;

- 86% feel more confident in helping to prevent someone hurting themselves or others.
11. The qualitative data received from attendees is very positive, emphasising increased confidence and a desire to embed the learning into the workplace.
 12. The online survey was sent out in August 2015 to all 570 people who had attended a MHFA training course since 2012. A total of 135 responses were received, which gave a 24% response rate. The survey was identical to the one that was circulated in 2013 enabling benchmark data to be compared. The results were similar, demonstrating that the learning is being embedded and that MHFA is continuing to be used throughout the Council.

Key findings of the survey were:

- 91% of people who had attended said they had used the skills they learned to help someone, 83% on more than one occasion;
- In terms of applying the skills in the workplace, 61% had helped a colleague; 34% helped someone they managed and 25% helped a service user or a customer;
- Examples of use of skills in the workplace include “making an occupational health referral”, “as part of a stress risk assessment” and “during a dignity at work hearing”;
- People who had attended used their skills to help manage sickness: 18% said they helped someone who was not at work to return; 29% said they supported someone to stay in work rather than go off sick; 58% said they had supported the person to access professional help.

Visibility of the Programme and Awareness of MHFA's

13. This was assessed in order to assure that the learning from the programme was being embedded in practice, and that all staff were aware of the mental health first aid skills available in their teams and departments. As a result, new resources have been developed and made available on CIS for people to share their learning once they have attended a MHFA course. These include posters for those who are trained to put in their area/office to show they are trained and have resources that they are ready to share, badges to identify MHFA trained staff, a discussion exercises for trained staff to use in teams to share their learning, and names of staff trained are held by the Wellbeing Champions.

Analyse and Increase Attendance

14. This was assessed in order to assure that the programme is being accessed by staff in all departments, thereby increasing the availability of MHFA as a resource to support the health and wellbeing of staff. A communications plan was drawn up and carried out in April/May 2015, which resulted in increased publicity on CIS, posters in public places, and information in Managers Digest. As a result staff members from all departments have attended the programme, with an increase in bookings from Children and Family Services, Corporate Resources and Environment and Transport – departments that had previously been under-represented.

15. The MHFA Lite course was also launched as part of this Communications Plan. This half-day course was added to the offer of programmes available following feedback that many people would like to attend the full MHFA programme but found the time commitment of two days prohibitive.

Future Plans for MHFA Programme

16. The Learning and Development Service are seeking to continuously make improvements and are taking action on specific issues identified through impact evaluation. For example, a suggestion was received regarding “the need to set up forums of trained individuals to discuss and keep the subject alive”. As a result of this, Learning and Development will be running ‘drop in’ sessions for people who have attended the course, with the first session in December 2015. Future sessions will be held both in County Hall and in other localities. The aim of these drop-ins is to provide a ‘refresher’ for delegates and an opportunity for the Learning and Development Service to capture how trained staff are using the skills they gained on the course. They will also raise the profile of the programme and will be open to staff who have not previously completed MHFA or MHFA Lite to give them an opportunity to sign up to attend.
17. Following the Council’s approach to MHFA and supporting the mental health and wellbeing of its staff, the decision was made by the Leicester, Leicestershire and Rutland Mental Health Partnership (chaired by the Department of Public Health and including Leicester City Council, Leicestershire Police, Office of the Police and Crime Commissioner and Districts), to use the MHFA across the partnership organisations, using the Leicestershire County Council model as the vehicle for raising awareness, skills and confidence throughout partner organisations. The Partnership Board is also engaging De Montfort University to undertake a study of the first year’s implementation of MHFA across different organisations, with the aim of exploring and evidencing the benefits of delivering MHFA to multi-agency groups. The innovative multi-agency forum is ground breaking in that it is delivering MHFA to a wide range of organisations through one consistent, partnership approach.

Recommendations

18. The Employment Committee is asked to:-
- (a) Note the content of the report;
 - (b) Support the continued implementation and further development of MHFA;
 - (c) Receive further evaluation feedback based upon the continued delivery and evaluation of MHFA.

Background Papers:

Report to Employment Committee titled ‘Mental Health First Aid’, 23 October 2013
<http://ow.ly/XmmFg>

Circulation under the Local Issues Alert Procedures

None.

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Equality and Human Rights Implications

19. There are no equality issues arising from this development.

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**EMPLOYMENT COMMITTEE****4 FEBRUARY 2016****PAY POLICY STATEMENT 2016/17****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose of Report**

1. The purpose of this report is to seek the approval of the Employment Committee to the Council's Pay Policy Statement for 2016/17, attached as Appendix A.

Background

2. On 15 November 2011 the Localism Act received Royal Assent. Under Section 38 of the Act, local authorities in England and Wales are required to produce a Pay Policy Statement for each financial year, which must be approved by the Full County Council.
3. This statement must set out the Council's policies in relation to:
 - (a) The remuneration of its chief officers;
 - (b) The remuneration of its lowest-paid employees;and
 - (c) The relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers.
4. For the purposes of this statement, remuneration includes basic salary, bonuses and other allowances or entitlements related to employment.
5. The Council is required to publish the Pay Policy Statement for 2016/17 on or before 1 April 2016.

Key Points

6. The proposed Pay Policy Statement attached sets out:
 - The Council's approach to job evaluation and grading of posts;
 - Additional payments that employees are eligible to receive, such as night enhancement, overtime;
 - The Council's pay multiple (the ratio between the highest paid employee and the median average salary of the Council's workforce, excluding schools but including Eastern Shires Purchasing Organisation (ESPO)) which is 7.84;
 - That there is no distinction between chief officers and other employees in relation to pension entitlements and severance payments.

Recommendations

7. The Employment Committee is asked to approve the Pay Policy Statement 2016/17 prior to the Full Council approval at its meeting on 16 March 2016.

Background Papers

None.

Circulation under Local Issue Alert Procedure

None.

Officer to Contact

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List of Appendices

Appendix A – Pay Policy Statement 2016/17

Equality and Human Rights Implications

8. The grading of all posts in the Council, except Centrally Employed Teachers, is determined using the nationally recognised Hay Job Evaluation Scheme. This is in order to ensure that all posts are graded and therefore rewarded financially through a fair and non-discriminatory process, that there is consistency in treatment between posts and that the Council complies with equal pay legislation.

Pay Policy Statement 2016/17

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Purpose

As a responsible employer Leicestershire County Council is committed to delivering a fair, equitable and transparent policy covering pay and other employee benefits which improves flexibility in delivering services and provides value for money.

Within the framework of its terms and conditions of employment, the Council aims to develop and maintain appropriate pay systems and benefit packages to attract and retain motivated, flexible people who take responsibility, work as a team, improve performance and acquire new skills.

This Pay Policy Statement sets out the Council's policies relating to the pay of its workforce for the period from 1st April 2016 to 31st March 2017, in particular the:

- Remuneration of chief officers;
- Remuneration of the lowest-paid employees;
- Relationship between the remuneration of chief officers and employees who are not chief officers.

The statement meets the Council's obligations under the Localism Act 2011 and will enable the elected members of the Council to make decisions on pay.

The Council's Pay Policy Statement will be agreed by Full Council before the beginning of each financial year and will then be published on the County Council's website ([Click here](#)). The statement may also be amended by Full Council during the course of the year if necessary.

Scope

This statement applies to all employees of Leicestershire County Council employed under the conditions of service of the following bodies:

- National Joint Council for Local Government Services;
- Joint Negotiating Committee for Chief Officers of Local Authorities;
- Joint Negotiating Committee for Local Authority Chief Executives;
- School Teachers' Pay and Conditions (for Centrally Employed Teachers);
- Soulbury Committee.

It is not applicable to employees based in schools and colleges with delegated budgets.

Definitions

For the purposes of this Pay Policy Statement the following definitions will apply:

Remuneration

This includes three elements:

- Basic salary;
- Pension;
- Any other allowances arising from employment.

Chief Officers

Under the Localism Act 2011 a Chief Officer is defined as:

- The head of the Council's paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- Its monitoring officer designated under section 5(1) of that Act;
- A statutory chief officer mentioned in section 2(6) of that Act;
- A non-statutory chief officer mentioned in section 2(7) of that Act;
- A deputy chief officer mentioned in section 2(8) of that Act.

In Leicestershire County Council this definition would apply to the posts set out in [Appendix A](#).

Definition of a Day's Pay

The definition of a day's pay is the hours worked on the day multiplied by the employee's hourly rate of pay.

Lowest Paid Employees

This refers to employees on Grade 2, Pay Point 3. This definition has been adopted as it is the lowest level of remuneration attached to a post within the Council. The

Pay Policy Statement 2016/17

Version: 2016 - 2

Agreed at:

Date agreed:

Review date:

lowest pay point value with effect from 1 April 2016 will be £7.20, which is the National Living Wage introduced by central government on that date.

Pay and Grading Structure

The grading of all posts in the Council, except Centrally Employed Teachers, is determined using the nationally recognised Hay Job Evaluation Scheme. This is in order to ensure that all posts are graded and therefore rewarded financially through a fair and non-discriminatory process, that there is consistency in treatment between posts and that the Council complies with equal pay legislation. The scheme is an analytical one that takes into consideration three key elements of a post:

- Know How - the levels of knowledge, skill and experience (gained through work experience, education and training) which are required to perform the job successfully;
- Problem Solving - the complexity of thinking required to perform the job when applying Know How;
- Accountability - the impact the job has on the organisation and the constraints that the job holder has on acting independently.

Part of the guidance from Hay when introducing the scheme was that there should be a 33.3% differential between the Chief Executive and the highest paid Chief Officer.

Basic pay is paid in accordance with the evaluated grade of the post. Each grade comprises a range of pay points. A copy of the Council's pay and grading structure is attached at [Appendix B](#). The introduction of the National Living Wage with effect from 1 April 2016 will impact on the value of the Council's lowest pay grades and work is ongoing to address this.

Annual pay awards for all employees except Centrally Employed Teachers and those employed on Soulbury Committee conditions will be agreed by Employment Committee having regard to any agreement reached by the relevant national negotiating bodies. The current pay award for all employees up to and including Grade 17 follows the national award made by the National Joint Council for Local Government Employees and covers the period 1 April 2014 to 31 March 2016. A pay award covering the same period has been agreed for employees on Joint Negotiating Committee (JNC) terms and conditions for Chief Officers, providing the substantive rate of pay is £99,999 or less. No pay awards have been agreed beyond this period with any negotiating groups.

Annual pay awards for centrally employed teachers and those on Soulbury Committee conditions will be in accordance with those agreed by the respective national bodies.

Details of the national pay scales for Centrally Employed Teachers are available on the [Department for Education's website](#).

Details of senior management remuneration are published annually on the Council's website as part of this Pay Policy Statement ([Click here](#)) and in the [Council's Statement of Accounts](#). A copy of the information for 2013/2014 contained in the Pay Policy Statement is attached at [Appendix A](#).

The 'pay multiple' - the ratio between the highest paid full-time equivalent (FTE) salary (Grade 22) and the median average salary of the Council's workforce - is 7.84 (excluding schools).

Remuneration on Appointment

All employees are usually appointed to the minimum pay point applicable to the grade of the post. If the employee is already being paid above the minimum pay point, managers have discretion in some circumstances to appoint to a higher pay point, subject to the maximum of the grade.

Where it is necessary for a newly appointed employee to relocate in order to take up a post, the Council may make a contribution towards the reimbursement of relocation expenses in line with the Relocation Policy.

Employment Committee are given the opportunity to consider salary packages over £100,000 before new posts are established and advertised.

Market Premia

There is provision for the award of market premia where a job has been evaluated under the Hay Job Evaluation Scheme and the resulting salary is proven to be out of step with the market rate for the job. The award of market premia is subject to the agreement of the Chief Executive in consultation with the Chairman or Vice Chairman of the Employment Committee. If approved, market premia are awarded for a two year period. Details of the scheme can be found in the Council's Market Premia Policy and Procedure.

Incremental Progression

Centrally Employed Teachers

A locally agreed Pay Policy for Centrally Employed Teachers is in place from April 2014.

Soulbury Employees

Employees covered by the Soulbury Agreement are eligible to receive annual increments on 1st September each year until they reach the maximum for the grade of their job.

Other Employees

Subject to one year's satisfactory service in the grade, employees are eligible to receive annual increments on 1st April each year until they reach the maximum pay

point for the grade of their job. Where circumstances warrant, accelerated increments may be granted by a Chief Officer.

Career Graded Posts

Employees subject to career grade schemes will progress in line with the arrangements for that post.

Additional Payments

Employees are eligible to receive a flat-rate enhancement for working at night.

Employees are eligible to receive enhancements for working on public holidays.

Employees in posts graded 1-9 who work additional hours are eligible to receive payment at plain time rate for hours worked; employees in Grades 10-14 who work additional hours are not eligible to be paid, but may receive time off in lieu (other than in exceptional circumstances, as set out in the Council's Flexible Working Policy); and for employees in Grades 15 and above, there is no entitlement to pay or time off in lieu for working additional hours. Details of these provisions are set out in the Council's Pay Arrangements Policy.

Employees required to "sleep in" on the premises receive an allowance as agreed by the National Joint Council for Local Government Services.

Other Allowances

All senior officers on grade 18 and above receive allowances as detailed in the Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities and the Joint Negotiating Committee for Local Authority Chief Executives. However, where these conditions are silent, or do not cover an allowance or process, the Chief Executive and senior officers receive the same as those employees covered by the National Joint Council for Local Government Services.

A copy of the School Teachers' Pay and Conditions document can be found on the [Department for Education's website](#). Copies of the conditions of service for all other employees covered by this statement can be requested from the [Local Government Employers](#).

Professional Fees

The Council reimburses annual registration or comparable fees to employees who are unable to practise their professions unless such fees are paid. Professional fees are also paid to employees who are being sponsored to undertake training leading to a professional qualification. However, once the qualification has been gained, the individual will become responsible for paying their own professional fees.

The Council pays the annual subscription for Chief Officers to Societies of Chief Officers and similar organisations.

Car Allowances

All posts, including Chief Officers, within Leicestershire County Council may claim mileage paid at HRMC rates for business travel. The Council operates a lease car scheme which is open to employees who undertake business travel.

First Aid Allowances

Employees who are classified as a 'designated first-aider' are eligible to receive an allowance.

All designated first-aiders (but not appointed persons) will receive an allowance of 1% of the salary for pay point 7, pro rata to hours worked. The allowance will not be used in calculating any enhancements.

Bonus Payments

The Council does not pay any group of employees a bonus.

Pension Benefits**Centrally Employed Teachers**

All Centrally Employed Teachers are eligible to join the Teachers' Pension Scheme. Employees within Leicestershire Youth Service and Leicestershire Adult Learning Service may also join if their role gives eligibility to join the scheme. The scheme is a statutory scheme with contributions from employees and employers. Details of the scheme can be found on the [Teachers' Pension Scheme website](#).

Other Employees

All employees under the age of 75 are eligible to join the Local Government Pension Scheme. The scheme is a statutory scheme with contributions from employees and employers. Details of the scheme can be found on www.leics.gov.uk/pensions.

The scheme allows for the exercise of discretion on the enhancement of retirement benefits. The Council will consider each case on its merits, but has determined that its usual policy is not to enhance benefits for any of its employees.

The scheme provides for flexible retirement. To be eligible to request flexible retirement, the Council requires that an employee must either reduce their working hours by a minimum of 40% and/or be appointed to a post on a lower grade. In applying this provision no distinction is made between employees.

Under the Local Government Pension Scheme, employees who return to work after drawing their pension will not have their pension abated (i.e. reduced or suspended) except where they have been previously awarded "added years".

The Council does not award "added years" to employees and has not done so since 2006.

Honoraria

Subject to certain conditions, employees (excluding Centrally Employed Teachers) who are temporarily required to undertake some or all of the duties of a higher graded post are eligible to be paid an honorarium. Details of the scheme can be found in the Council's Honorarium and Acting-Up Policy and Procedure.

Salary Protection

Details of the Council's salary protection provisions that apply to employees who are redeployed into a new post as a result of organisational change can be found in the Council's Organisational Change Policy and Procedure.

Details of the Council's salary protection provisions that apply to employees whose post is downgraded as a result of a grading review can be found in the Council's Job Evaluation Guidance.

The provisions relating to safeguarding (pay protection) set out in the School Teachers Pay and Conditions Document apply to centrally employed teachers. Other Council employees are eligible to receive salary protection for a period of up to one year if they are redeployed into a lower-graded post, with the amount of protection depending on the difference between the grades of their former job and new job.

Severance Payments

Early Retirement (Efficiency of Service)

The Local Government Pension Scheme allows employers certain discretionary powers but the Council's usual policy is not to enhance pension benefits for any employee. Therefore, there are no provisions for employees to seek early retirement on the grounds of efficiency of the service.

Redundancy

The Council has a single redundancy scheme which applies to all employees. Redundancy payments are calculated in accordance with the Employment Rights Act 1996 and the 2006 Discretionary Compensation Regulations and are based on the employee's age, length of continuous local government service and salary. Details of the redundancy scheme can be found in the Council's Organisational Change Policy and Procedure.

The Council does not provide any further payment to employees leaving the Council's employment other than in respect of accrued annual leave.

Employees who have TUPE transferred into the Council on redundancy terms which are more favourable than those detailed above will retain these provisions as per TUPE legislation.

In future, Full Council will be given the opportunity to vote on severance packages over £100,000 before they are approved.

Re-Engagement of Employees

Employees who have been made redundant are eligible to apply for vacancies which may arise after they have left the Council's employment. Any such applications will be considered together with those from other candidates and the best person appointed to the post. Any necessary adjustments to pension would be made in accordance with the scheme regulations.

Employees who are offered another post with any organisation covered by the Modification Order Act prior to their redundancy leaving date and commence this post within 4 weeks of that date are not eligible to receive their redundancy payment.

Publication and Access to Information

This Pay Policy Statement will be published on the Council's website, together with the Council's pay and grading structure and information relating to senior management remuneration.

Appendix A - Senior Management Remuneration 2014/2015

The information below shows the total pay received by Senior Officers (as defined in the Localism Act) within the County Council for the financial year 2014/15. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2014/15.

All the jobs listed below have been ranked in terms of level of responsibility within a job evaluation framework applied to all County Council employees (excluding teaching staff). Rates of pay have then been determined with reference to market rates within similar local government authorities.

Post title	Total Pay
	£'000
Chief Executive's Department	
Chief Executive	190
County Solicitor	128
Assistant Chief Executive	83
Head of Planning	65
Head of Regulatory Services (reduced working hours)	39
Public Health	
Director of Public Health	119
Corporate Resources	
Director (Section 151 duties transferred to Assistant Director – Strategic Finance and Property, and reduced working hours)	89
Assistant Director - Strategic Information and Technology	90
Head of East Midlands Shared Services	80
Assistant Director – Corporate Services and Transformation	100
Assistant Director - Strategic Finance and Property	100
Assistant Director - Customer Services and Operations	90
Children and Young People's Service	
Director	122
Assistant Director Children's Social Care	90
Assistant Director Commissioning & Development	83
Head of Supporting Leicestershire Families	71
Assistant Director Education & Learning	83

Adults and Communities	
Director	128
Assistant Director Promoting Independence	90
Assistant Director Strategy & Commissioning	90
Assistant Director Personal Care & Support	90
Environment and Transportation	
Director	116
Assistant Director Highways	90
Assistant Director Transportation	90
Assistant Director Environment	90
Eastern Shires Purchasing Organisation	
Director	128
Assistant Director (Finance)	76
Assistant Director (Procurement & Compliance)	80
Assistant Director (Operations)	75
Assistant Director (Sales & Marketing)	77

Appendix B - Pay and Grading Structure

Effective from 1st October 2015

Grade	Pay Point	Annual Salary (£)	Grade	Pay Point	Annual Salary (£)
There is no Grade 1					
2	3	£13,611	13	40	£38,349
	4	£13,611		41	£39,612
3	5	£13,719		42	£40,941
	6	£13,869		43	£42,366
4	7	£14,094	14	44	£43,728
	8	£14,514		45	£45,180
	9	£14,943		46	£46,719
10	£15,426	47		£48,381	
5	11	£15,942	15	48	£49,950
	12	£16,338		49	£51,603
6	13	£16,764		50	£53,331
	14	£17,193	51	£55,128	
	15	£17,649	16	52	£57,330
7	16	£18,135		53	£59,667
	17	£18,651		54	£62,166
8	18	£19,182	55	£64,935	
	19	£19,743	17	56	£67,815
	20	£20,319		57	£70,836
21	£20,913	58		£74,004	
9	22	£21,532	59	£77,325	
	23	£22,212	18	60	£79,677
	24	£22,938		61	£83,091
25	£23,700	62		£86,637	
10	26	£24,507	63	£90,351	
	27	£25,368	19	64	£99,657
	28	£26,319		65	£102,204
29	£27,336	66		£107,019	
11	30	£28,404	67	£112,203	
	31	£29,562	20	68	£115,764
	32	£30,240		69	£119,499
33	£30,981	70		£123,447	
12	34	£31,782	71	£127,689	
	35	£32,649	21	72	£125,523
	36	£33,660		73	£131,298
37	£34,737	74	£137,337		
38	£35,883	22	75	£143,655	
39	£37,128		76	£167,985	
			77	£173,949	
			78	£180,213	
			79	£186,981	

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EMPLOYMENT COMMITTEE**4 FEBRUARY 2016****EMPLOYEES AS FOSTER CARERS OR SHARED LIVES CARERS****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose of Report**

1. The purpose of this report is to seek the Employment Committee's approval for changes to the Leave Arrangements Policy.

Background

2. At the meeting on 3 December 2015, Employment Committee agreed the introduction of paid leave for employees who are, or are interested in becoming, foster carers or Shared Lives carers.
3. The Leave Arrangements Policy has therefore been updated to confirm that these employees may be granted up to 148 hours' (20 days) paid leave per year in order to undertake their caring responsibilities.

Implementation

4. The proposed changes to the policy have been agreed by the Trade Unions.
5. If approved by the Employment Committee, the new leave provisions will become effective as soon as it is practically possible, subject to finalising a joint communications plan with the Fostering and Shared Lives Teams. A copy of the revised policy will be published on the Council's intranet for managers and employees to view.
6. To promote the new leave provisions, an article will be published in Managers' Digest and a news item posted on the front page of the Council's intranet.

Recommendations

7. The Committee is asked to approve the new wording for the Leave Arrangements Policy, attached as Appendix A to this report.

Background Papers

None.

Circulation under Local Issues Alert Procedure

None.

Officers to Contact

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List of Appendices

Appendix A - New Wording for the Leave Arrangements Policy

Equalities and Human Rights Implications

10. The policy proposed seeks to ensure that changes which impact on employees as foster carers promote greater equality and are implemented in a fair and non-discriminatory manner.

Foster Carer Leave

The Council recognises the valuable role that foster carers play in caring for children and young people who cannot remain with their own families. Employees who are foster carers or prospective foster carers, either with Leicestershire County Council or another local authority, may therefore be granted up to 148 hours paid leave per year (pro rata for part-time) in order to undertake their role as a foster carer. This may include, but is not limited to, time off to attend training sessions, meetings or home visits during the assessment and approval process, meetings in connection with the placement of a child, time at the start of a planned permanent placement to help the child settle into their new home, unforeseen emergencies such as the emergency placement of a child at short notice. The leave may be taken in whole days, part days or on an hourly basis and should be requested using the [Foster Carer Leave Application Form](#). If both foster parents are employed by the Council, the leave entitlement will apply to both parents.

Further information on the support available to employees who are foster carers is available by clicking [here](#).

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“Shared Lives” Carer Leave

Employees who are Shared Lives carers or are considering becoming such a carer, either with Leicestershire County Council or another local authority, may be granted up to 148 hours paid leave per year (pro rata for part-time) in order to undertake their role as a Shared Lives carer. This may include, but is not limited to, time off to attend training sessions, meetings or home visits during the assessment and approval process, meetings in connection with the placement of an adult, time at the start of a long term placement to help the adult settle into their new home. The leave may be taken in whole days, part days or on an hourly basis and should be requested using the [Shared Lives Carer Leave Application Form](#).

Further information about applying to become a Shared Lives carer is available by clicking [here](#).

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EMPLOYMENT COMMITTEE**4 FEBRUARY 2016****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 11 February 2010 the Committee approved a new Organisational Change Policy and Procedure (replacing the Policy in the Event of Redeployment and Redundancy) together with revised arrangements through which the Committee would exercise its oversight of the implementation of that procedure.
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 – 4 FEBRUARY 2016

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
A&C – Communities and Wellbeing – The Limes Day Centre	06/08/2015	5 redundancies

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EMPLOYMENT COMMITTEE – 4 FEBRUARY 2016

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
A&C - Personal Care and Support - The Trees	06/01/2015	Final consultation meeting held	Rota to be confirmed	2 redundancies
CEX – Policy, Economy & Communities Service	15/04/2015	Structure implemented		1 redundancy
CEX – Strategy, Partnership & Communities : BI Service Review & Action Plan	30/10/2015	Formal consultation began 02/11/2015	Mid-point meeting held. Some changes to action plan.	6 redundancies
RES – People & Transformation : Departmental Management Team Stage 1	08/10/2015	Draft Action Plan launched on 13/10/15	Individual meetings to take place with the Assistant Directors	1 redundancy
RES - Restructuring of the Corporate Communications Unit	25/09/2015	Action Plan launched	Final action is being drawn up	1 redundancy
RES – Ending of Business Analyst Fixed Term Contracts	10/09/2015	Notice of termination letters issued	Notice period has commenced; due to end on 21st October 2015	3 redundancies
RES - Strategic Information Technology & Communications	02/10/2015	Launched Action Plan on 15 October 2015		1 redundancy
HS - CR - School Food Support Service	24/11/2015	30 day consultation	Job preferences and comparability challenges to be received	2 redundancies
RES - East Midlands Shared Services	12/11/2015	In consultation		1 redundancy

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