

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 2 February 2017 at 10.00 am**

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

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

*Email:* **anna.rog@leics.gov.uk**

### **Membership**

Mr. J. B. Rhodes CC (Chairman)

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

### **AGENDA**

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 20 October 2016.	(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 in respect of items on the agenda.	
6. Managing Attendance.	Director of Corporate Resources (Pages 7 - 12)



- |     |  |                                       |                 |
|-----|--|---------------------------------------|-----------------|
| 7.  | Performance Management and Productivity.                     | Director of<br>Corporate<br>Resources | (Pages 13 - 16) |
| 8.  | Pay Policy Statement 2017/18.                                | Director of<br>Corporate<br>Resources | (Pages 17 - 30) |
| 9.  | Employee Volunteering.                                       | Director of<br>Corporate<br>Resources | (Pages 31 - 40) |
| 10. | Dying to Work Charter.                                       | Director of<br>Corporate<br>Resources | (Pages 41 - 46) |
| 11. | Organisational Change Policy and Procedure:<br>Action Plans. | Chief Executive                       | (Pages 47 - 52) |

12. Date of Next Meeting.

The next meeting of the Committee is scheduled to be held on 29 June at 10.00am.

13. 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, 20 October 2016.

PRESENT

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

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

Mr. R. Sharp CC  
Mr. R. J. Shepherd CC  
Mr. E. D. Snartt CC

16. Minutes.

The minutes of the meeting held on 30 June 2016 were taken as read, confirmed and signed.

17. Question Time.

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

18. Questions asked by members.

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

19. Urgent Items.

There were no urgent items for consideration.

20. 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.

21. 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 August 2016. A copy of the report marked "Agenda Item 6" is filed with these minutes.

In response to questions raised members were advised as follows:-

- (i) The figures for employees reporting stress/ depression/ mental health as reasons for absence were lower than those reported by comparable authorities, although they had increased in the past year despite wellbeing measures put in place by the Council. The Director advised that work was underway to increase the number of reasons for absence that could be reported to enable better understanding of the

data. He also undertook to analyse whether front-line workers or managers were more likely to report stress and depression as reasons for absence.

- (ii) With regard to infection control, it was noted that advice had been sought from an infection control nurse, who had advised that introduction of hand sanitisers did not kill viruses; hand washing was still the only effective way of doing this. The Committee was advised that the quality of displays of the twelve steps for good hand washing in washroom facilities were being improved to encourage best practice in this area;
- (iii) Work to progress the Absence Triage Service was underway. From January 2017, this would be trialled by the Environment and Transport Department and the Homecare Assessment and Reablement Team (HART), which was a provider service within Adults and Communities Department. The impact of the trial on absence rates would be monitored and it could be rolled out further if this was considered to be appropriate;
- (iv) There were a range of issues preventing some managers from taking appropriate actions to managing absence. These included managers being more stretched, having a lack of confidence or competence and unclear lines of accountability. The Director advised that action was being taken to equip managers with the appropriate skills to manage attendance and other aspects of employee performance. Further information relating to this would be provided to the next meeting of the Committee;
- (v) It was noted that sickness absence rates were variable across sections within each Department. The Committee was advised that section-level reports were produced to enable scrutiny of particular areas to take place;
- (vi) With regard to the report on the Staff Survey, Values and Behaviours considered at the previous meeting, the Director advised that work around learning good practice and setting feasible expectations for employees was underway;
- (vii) This year flu vaccinations were being provided at designated County Council sites for eligible members of staff, as a result of research undertaken by the Adults and Communities and Public Health Departments to find out what was most likely to encourage uptake of the vaccination. Eligible members of staff could also receive a voucher to get the vaccination at a Boots Pharmacy. The Committee welcomed this initiative, which had been promoted through the circulation of a leaflet, a copy of which is filed with these minutes. Uptake of the flu vaccination would be monitored, to ascertain whether the cost benefit arising through reduced sickness absence outweighed the increase in cost. The outcome of this would be reported to the Committee in the new year.

The Committee was of the view that the level of sickness absence at the Council was greater than for some comparable authorities. Though actions had been taken to reduce it, members felt that ongoing scrutiny of the absence management should remain in place, including presenting information on how practices and procedures from comparable county councils could be used.

## RESOLVED:

- (a) That the report and the information now provided with regard to the work underway towards achieving the corporate target of 7.5 days per FTE be noted;
- (b) That a report on progress of the initiatives put in place to reduce sickness absence be submitted to the next meeting of the Committee including the following:-
  - (i) An assessment of good attendance management practices from comparable local authorities;
  - (ii) An update on the trial of the Triage Service;
  - (iii) An update on the progress and effectiveness of the flu vaccination scheme;
  - (iv) Actions being taken to assist and equip managers to improve performance management generally.

22. 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 7' is filed with these minutes.

## RESOLVED:

That the report be noted.

23. Dates of Future Meetings.

It was noted that the future meetings of the Committee would be held on the following dates:-

1 December 2016,  
 2 February 2017,  
 29 June 2017,  
 19 October 2017,  
 7 December 2017.

10.00 - 11.00 am  
 20 October 2016

CHAIRMAN

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**EMPLOYMENT COMMITTEE - 2 FEBRUARY 2017**

**MANAGING ATTENDANCE**

**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 2016 and to gain the Committee's agreement to a revision to the Attendance Management Policy.

**Policy Framework and Previous Decisions**

2. On 20 October 2016 the Committee considered the end of August 2016 sickness absence position.

**Absence Data**

<b>Department</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>	<b>Year to date</b>
<b>Days per FTE</b>	<b>End of Year</b>	<b>End of Year</b>	<b>Q1</b>	<b>Q2</b>	<b>up to end of November 2016</b>
Chief Executive's	5.55	6.99	6.21	6.12	6.57
Environment and Transport	8.23	8.80	10.12	10.92	10.49
Children and Family Services	10.37	10.06	10.92	10.84	10.70
Corporate Resources	7.86	6.95	7.52	7.75	7.58
Adults and Communities	12.24	11.31	12.53	13.70	13.37
Public Health	9.14	7.84	7.44	7.54	7.86
<b>Total</b>	<b>9.83</b>	<b>9.32</b>	<b>10.22</b>	<b>10.68</b>	<b>10.46</b>
ESPO	12.07	10.88	10.13	10.97	10.58
EMSS	6.65	6.69	8.42	8.94	8.77

3. As detailed in the last report to the Committee, a change in the reporting system to improve the accuracy of absence reporting at the beginning of 2016/17 has resulted in an increase in reported absence. At the corporate level this could account for an increase of 0.65 additional days between the end of quarter 4 2015/16 and quarter 1 2016/17 when the change was implemented.

4. At end of quarter of 1 2016/17 there was an overall increase in absence across the Council. Adults & Communities, Environment & Transport and ESPO had notable increases in this quarter. At the end of November 2016 absence across the majority of the departments had begun to fall, however levels of attendance need significant improvement.
5. Only the Chief Executive's Department remain within the corporate target of 7.5 days per FTE.
6. For the 12 month period up to 30 November 2016 it is estimated that sickness absence cost the Council approximately £4m.

### **Reasons for Absence**

<b>Reasons</b>	<b>2016/17</b>	<b>2016/17</b>	<b>As at end</b>	<b>Dec 15-Nov 16</b>
<b>Percentage of FTE days lost</b>	<b>Q1</b>	<b>Q2</b>	<b>of Nov</b>	<b>Days lost</b>
<b>12 months cumulative</b>			<b>2016</b>	
Back and neck problems	6.8%	7.2%	6.8%	3,167
Other musculo-skeletal	13.4%	14.2%	14.8%	6,931
Stress/depression, mental health	28.1%	27.4%	25.9%	12,123
Viral infection	13.8%	14.1%	14.5%	6,766
Neurological	4.5%	5.5%	5.7%	2,669
Genito-Urinary/Gynaecological	4.2%	4.3%	4.3%	2,029
Pregnancy Related	1.8%	1.9%	1.9%	890
Stomach, liver, kidney, digestion	7.7%	7.8%	8.5%	3,961
Heart, blood pressure, circulation	2.6%	2.3%	2.3%	1,054
Chest, respiratory	4.3%	4.3%	4.4%	2,061
Eye, ear, nose and mouth/dental	3.2%	3.3%	3.4%	1,565
Other	1.6%	1.0%	0.9%	422
Not disclosed	8.0%	6.8%	6.6%	3,085

7. The table above details the percentage of 12 month cumulative FTE days lost as at the end of quarters 1 and 2 in 2016/17 and at the end of November 2016. The number of FTE days lost in the 12 month period up to 30/11/16 is also shown.
8. In previous reports, the data has shown the percentage of absence reasons by separate spells of absence. To align with how other Councils report their absence reason data, the calculation has now been changed to show the figures based on FTE days lost. For the last 3 periods this shows that the highest reason for absence is 'stress/mental health/depression'. This is broadly consistent with figures reported by other Councils.
9. From 1 April 2017, it has been agreed that changes will be made to the absence codes. Viral illness will remain but a new category of 'cough/cold/flu' will be added. This will enable a greater understanding of how much the current percentage of viral illness is due to coughs, colds or flu and therefore the potential positive impact of the flu vaccination and hand hygiene.

### **Short and Long Term Absence Split**

	<b>Q2 2016/17</b>		<b>Oct &amp; Nov 2016/17</b>	
<b>Department</b>	<b>Long term</b>	<b>Short term</b>	<b>Long term</b>	<b>Short term</b>
Chief Executive's	69.70%	30.30%	50.23%	49.77%
Environment and Transport	69.51%	30.49%	60.45%	39.55%
Children and Families Services	66.42%	33.58%	63.69%	36.31%
Corporate Resources	56.65%	43.35%	57.18%	42.82%
Adults and Communities	63.79%	36.21%	60.79%	39.21%
Public Health	26.74%	73.26%	57.33%	42.67%

**Note: Long term is categorised as over 4 weeks of continuous absence.**

10. The majority of the departments continue to show a greater percentage of longer term absence. The Public Health department shows a change in the makeup of its absences between quarter 2 and November/October 2016, however this does not appear to have had a specific impact on overall absence levels.

### **Stress/Mental Health/Depression Absence**

11. The Committee made a specific request to understand whether absence coded as 'stress/mental health/depression' was more prevalent in managers or staff.
12. For the 12 month period 01/12/15 to 30/11/16 there were 662 separate periods of absence due to 'stress/mental health/depression' across the Council. Of these 12.1%

were experienced by individuals in management positions. Taking into account the number of management roles, there is no discernible difference between the groups.

### **Attendance Management Policy Revision**

13. As detailed in the report to the Committee's meeting on 20 October 2016, the Attendance Management Policy has been revised and is in consultation with the Trade Unions. The Policy is planned to be implementation from 1 April 2017.
14. The following amendments the Policy are subject to consultation:
  - Absence trigger point amended to 3 occasions in 12 months (currently 3 occasions in 6 months);
  - To have specific approaches within the Policy for the management of both short and long term absence;
  - The language, format and clarity of expectations will place more emphasis on managers to take action to address poor attendance;
  - Emphasis for occupational health reports to be used to support the process in an appropriate, robust manner;
  - The current four stage procedure will be reduced to three stages;
  - Notice periods for formal meetings will be reduced from 10 working days to 'at least 5 days';
  - Number of Attendance Panel members will be reduced in number from 3 to 2;
  - The specific 'stress related' absence trigger has been replaced with guidance for manager to support employees experiencing stress-related sickness absence.
15. The Committee are asked to agree the revisions to the Attendance Management Policy, noting that the remainder of the Policy will stay unchanged. A copy of the final Policy will be submitted to the next meeting of the Committee in June 2017, following consultation and implementation.

### **Absence Triage Service Update**

16. A 12 month trial of an absence reporting triage service will begin from 1 April 2017. The Environment and Transport department and provider services with Adults and Communities Department are the service areas within scope of the trial; encompassing approximately 1,400 staff.
17. The service will incorporate an absence reporting line, management guidance, prompts and information. The absence reporting line will be staffed by a team of Registered General Nurses who will undertake short medical assessments, provide general primary care advice and make any necessary referrals. Managers will be provided with information and prompts for actions throughout any absence.

18. All actions within the implementation plan are on track for the implementation date and work is taking place to design and agree the communications and training for staff and managers.

### **Good Attendance Management Practice**

19. The table below details the end of 2015/16 sickness absence per FTE figures for 17 County Councils by rank order. Leicestershire County Council is joint 13<sup>th</sup> out of 17. For 2014/15 we were ranked 12<sup>th</sup> of 16.

<b>Rank</b>	<b>Days absence per FTE 2015/16</b>
1	6.2
2	6.36
3	6.7
4	7.42
5	7.47
6	7.66
7	8.27
8	8.4
9	8.44
10	8.52
11	8.58
12	9.09
<b>13 Leicestershire</b>	<b>9.32</b>
13	9.32
15	10.26
16	10.4
17	12.46

20. One Council which is highly performing in attendance management has implemented a policy which involves withholding and removing pay increments for a range of reasons which include taking into account sickness absence levels. There are also examples of where dedicated HR resources working with managers and holding them to account have proved effective in achieving reductions in sickness absence.
21. Improvements in the revised Attendance Management Policy as detailed within this report have been influenced by good practice ideas taken from both the public and private sector.

### **Flu Vaccination Update**

22. The recent campaign to improve the uptake of front line health and social care staff to gain a free flu vaccination has been successful. During the 2015/16 flu season only 117 staff were recorded as having claimed a free flu vaccination. Following a survey of qualifying staff, the campaign, flu jab clinics and the availability of vouchers, the total number of staff participating has been 450; 206 attending a flu jab clinic and 244 claiming a flu jab voucher.

**Hand Sanitisers**

23. As a trial, hand sanitisers have been installed at the entrance/exit points around the County Hall campus for staff and visitors to use to see whether this improves the level of hand contact hygiene and ultimately reduces the spread of infection amongst the workforce. Hand sanitisers were installed in December 2016 and communication to staff to raise awareness of their location and use have been made in January 2017.

**Actions to remove barriers for managers to improve performance management**

24. This is the subject to a separate report to today's meeting.

**Recommendations**

The Committee is asked to note the contents of this report and approve the revisions to the Attendance Management Policy.

**Background Papers**

None.

**Circulation under the Local Issues Alert Procedure**

None.

**Officer to Contact**

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**Equality and Human Rights Implications**

25. 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 – 2 FEBRUARY 2017**

**PERFORMANCE MANAGEMENT AND PRODUCTIVITY**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose of Report**

1. Following a discussion at the last Employee Committee meeting regarding attendance management/sickness absence, the Committee asked for a report on both further planned work and that which was already underway in relation to improving and enhancing performance management and productivity across the Council.
2. This paper is set in the context of budget reductions, the need to focus on the quality of service provision, and as a result, recognition of the increasing pressures on managers and staff.

**Background**

3. It is known that the Council has an excellent external reputation for service quality and efficiency, and is seen as being well run, demonstrated by the consistently positive resident feedback.
4. However, when looking more closely from an internal perspective, there are a number of indicators (formal and informal) which lead one to conclude that performance is not managed as robustly as it could be, and as a result, productivity must be suffering.
5. It is worth focusing on a number of examples which provide the evidence and rationale for action:
  - Reluctance from some managers to move into formal management of some types of cases (eg. disciplinary and capability).
  - Current levels of sickness absence.
  - Varied levels of focus across the Council, at an individual management level, on driving performance, holding individuals accountable and being clear about the consequences of not performing.
  - A heavy reliance upon the HR Service on advising on performance issues which managers should be capable and confident in dealing with at their respective management level in the organisation.

- A need to focus on levels and types of skills, capability and confidence that as an organisation will be needed in future.

### **Areas for Improvement**

- Building on good work in departments (e.g. commissioning) and strengthening the Council's corporate and cross-cutting approach.
- A need to put a more direct focus on levels and types of skills, capability and confidence that as an organisation will be needed in future.
- Ensuring that the Council is robust regarding renegotiation of timescales and/or outcomes – particularly in relation to key projects and programmes.
- Creating a culture where there is clear accountability for delivery, and a shared understanding of the consequences for not delivering.
- Improving our practice in areas such as workforce and succession planning.
- Considering the desired and required culture for the organisation as we move forward.
- Ensuring that the employment deal with staff is appropriately balanced between eg. ensuring job satisfaction and wellbeing, and also driving performance and focusing on productivity.
- Considering how to provide appropriate support to managers who are undoubtedly increasingly pressurised. This includes a need to focus on increasing confidence and competence.

### **Where do we need to get to?**

6. It may be helpful to summarise for the Committee what it is intended to achieve through this work:
  - Confident, capable managers who understand and readily embrace all aspects of their management responsibilities, and who also understand and accept accountability.
  - A much clearer focus on performance, with increasing productivity, and generally being more business focused. This will include applying commercial skills to in-house services to evidence that they are value for money.
  - Whilst there will be a clear focus on creating the right environment for success, managers will tackle issues quickly and robustly.
  - The Council to identify the skills across the organisation that will be needed in future, current skills gaps are addressed and clear plans are in place to equip the workforce with new and enhanced skills.

7. Ultimately, this should lead to the County Council being able to reduce its costs, whether it is as a result of reduced sickness absence levels, greater automation and self-service, or through a clear focus on driving performance.

### **Priority Areas**

8. Taking into account the issues and challenges described in this request, it is intended to focus efforts on those areas which will provide the greatest gains.
9. *Values and behaviours* – the County Council needs to ensure that its articulated values and behaviours have sufficiently clear references to expectations around performance and how it is intended to work as a Council to achieve its objectives.
10. *Performance management framework* – In relation to people management, it is arguable that the Council's processes, procedures, tools, support and expectations are not sufficiently joined up. It is therefore proposed that a specific performance management framework is developed. This will include setting of expectations at different levels, describing 'what good looks like', making it clear about accountability, the employment deal, the Council's values and behaviours, the links between service provision and targets to the Single Outcomes Framework, and a commitment to training and re-skilling.
11. *Recruitment and induction* – recruitment processes are under review, but it is clear that this is an important area to focus on, and one where the Council can become more robust and sophisticated. The Council should be recruiting for attitude and aptitude, as well as modernising ways in which it attracts applicants. There will also be a benefit in reviewing its induction processes, and through recruitment and induction, delivering clear messages around expectations.
12. *Performance, development and review* – the current process is bureaucratic, and as well as feeling optional, runs the risk of being a 'tick box' exercise. The Council needs to move to a slicker system which focuses on all year round performance and accountability.
13. *Management development* – in addition to the programmes which are currently run, quick wins should be considered, some of which may be around awareness raising, expectation setting, up-skilling and practical support. These may be short 'bite size' sessions. In addition, it is worth considering how people gain management roles (the quality of our recruitment, clarity of expectations etc) and then how managers are retained and progress in the medium and long term.

### **Conclusions**

14. Work on the priority areas outlined has commenced and future reports will be provided to the Committee on implementation and subsequent impact.

**Recommendations**

The Committee is asked to note the contents of this report, and to agree to future updates on the implementation and impact of the various measures outlined in this report to improve performance management and productivity at the Council.

**Background Papers**

15. None.

**Officer to contact**

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**Circulation under the Local Issues Alert Procedure**

None.

**Equality and Human Rights Implications**

Should there be any new or significantly changed policies as a result of the work, Equalities and Human Rights Impact Assessments will be carried out.



**EMPLOYMENT COMMITTEE - 2 FEBRUARY 2017**

**PAY POLICY STATEMENT 2017/18**

**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 2017/18, 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 2017/18 on or before 1 April 2017.

**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 ESPO) which is 7.93;
  - 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 2017/18 prior to the Full Council approval at its meeting on 22 March 2017.

**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 2017/18

**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.

a

## Pay Policy Statement 2017/18

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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 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018, 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.

Pay Policy Statement 2017/18  
Version: 2017 - 2  
Agreed at:  
Date agreed:  
Review date:

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

Pay Policy Statement 2017/18  
Version: 2017 - 2  
Agreed at:  
Date agreed:  
Review date:

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 lowest pay point value with effect from 1 April 2017 will be £7.78.

## 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 2016 to 31 March 2018. A pay award covering the same period has been agreed for employees on Joint Negotiating Committee (JNC) terms and conditions for Chief Officers, and JNC terms and conditions for Chief Executives.

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 2015/2016 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 7.93 (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 1<sup>st</sup> 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 1<sup>st</sup> 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 Smarter 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](http://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.

Full Council will be given the opportunity to vote on severance packages over £100,000 before they are approved. New regulations setting a cap of £95,000 on public sector exit payments are due to come into force in 2017, requiring a change to this current provision.

## 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 2015/2016

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 2015/16. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2015/16.

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
<b>Chief Executive's Department</b>	
Chief Executive	191
County Solicitor (combined pay of postholder leaving in May 2015 and new appointment in June 2015)	111
Assistant Chief Executive	86
Head of Planning	65
Head of Regulatory Services (reduced working hours)	39
<b>Public Health</b>	
Director of Public Health	123
<b>Corporate Resources</b>	
Director (Section 151 duties transferred to Director of Finance , and reduced working hours)	89
Assistant Director - Strategic Information and Technology left February 2016	82
Head of East Midlands Shared Services	80
Assistant Director – Corporate Services and Transformation	102
Director of Finance (Change of job title)	102
Assistant Director - Customer Services and Operations	90
<b>Children and Young People's Service</b>	
Director	126
Assistant Director Children's Social Care	
Assistant Director Commissioning & Development	86
Head of Supporting Leicestershire Families	74

Assistant Director Education & Learning left October 2015	50
<b>Adults and Communities</b>	
Director (appointed May 2015)	105
Assistant Director Promoting Independence combined pay of postholder leaving September 2015 and new appointment January 2016	68
Assistant Director Strategy & Commissioning	90
Assistant Director Personal Care & Support	90
<b>Environment and Transportation</b>	
Director	119
Assistant Director Highways & Transportation appointed October 2105	50
Assistant Director Highways left July 2015	30
Assistant Director Transportation left June 2015	16
Assistant Director Environment combined pay of postholder leaving October 2015 and new appointment November 2015	83
<b>Eastern Shires Purchasing Organisation</b>	
Director	129
Assistant Director (Finance)	77
Deputy Director and Chief Commercial Officer	83
Assistant Director (Operations)	81
Assistant Director (Sales & Marketing) left December 2015 and post deleted	61

## Appendix B - Pay and Grading Structure

Effective from 1<sup>st</sup> April 2017

Grade	Pay Point	Annual Salary (£)	Grade	Pay Point	Annual Salary (£)
<b>There is no Grade 1</b>					
<b>2</b>	<b>3</b>	<b>£15,014</b>	<b>13</b>	<b>40</b>	<b>£39,119</b>
	<b>4</b>	<b>£15,014</b>		<b>41</b>	<b>£40,408</b>
<b>3</b>	<b>5</b>	<b>£15,119</b>		<b>42</b>	<b>£41,764</b>
	<b>6</b>	<b>£15,244</b>		<b>43</b>	<b>£43,218</b>
<b>4</b>	<b>7</b>	<b>£15,394</b>	<b>14</b>	<b>44</b>	<b>£44,607</b>
	<b>8</b>	<b>£15,789</b>		<b>45</b>	<b>£46,088</b>
	<b>9</b>	<b>£15,807</b>		<b>46</b>	<b>£47,658</b>
<b>5</b>	<b>10</b>	<b>£16,026</b>		<b>47</b>	<b>£49,354</b>
	<b>11</b>	<b>£16,492</b>	<b>15</b>	<b>48</b>	<b>£50,955</b>
	<b>12</b>	<b>£16,888</b>		<b>49</b>	<b>£52,640</b>
<b>13</b>	<b>£17,264</b>	<b>50</b>		<b>£54,403</b>	
<b>6</b>	<b>14</b>	<b>£17,643</b>		<b>51</b>	<b>£56,236</b>
	<b>15</b>	<b>£18,049</b>	<b>16</b>	<b>52</b>	<b>£58,482</b>
	<b>16</b>	<b>£18,499</b>		<b>53</b>	<b>£60,867</b>
	<b>17</b>	<b>£19,026</b>		<b>54</b>	<b>£63,416</b>
<b>18</b>	<b>£19,568</b>	<b>55</b>		<b>£66,240</b>	
<b>7</b>	<b>19</b>	<b>£20,139</b>	<b>17</b>	<b>56</b>	<b>£69,178</b>
	<b>20</b>	<b>£20,727</b>		<b>57</b>	<b>£72,259</b>
	<b>21</b>	<b>£21,333</b>		<b>58</b>	<b>£75,491</b>
	<b>22</b>	<b>£21,964</b>		<b>59</b>	<b>£78,879</b>
<b>8</b>	<b>23</b>	<b>£22,658</b>	<b>18</b>	<b>60</b>	<b>£81,279</b>
	<b>24</b>	<b>£23,399</b>		<b>61</b>	<b>£84,762</b>
	<b>25</b>	<b>£24,176</b>		<b>62</b>	<b>£88,380</b>
	<b>26</b>	<b>£25,000</b>		<b>63</b>	<b>£92,168</b>
<b>9</b>	<b>27</b>	<b>£25,878</b>	<b>19</b>	<b>64</b>	<b>£101,661</b>
	<b>28</b>	<b>£26,848</b>		<b>65</b>	<b>£104,260</b>
	<b>29</b>	<b>£27,885</b>		<b>66</b>	<b>£109,171</b>
	<b>30</b>	<b>£28,975</b>		<b>67</b>	<b>£114,460</b>
<b>10</b>	<b>31</b>	<b>£30,157</b>	<b>20</b>	<b>68</b>	<b>£118,092</b>
	<b>32</b>	<b>£30,847</b>		<b>69</b>	<b>£121,901</b>
	<b>33</b>	<b>£31,604</b>		<b>70</b>	<b>£125,929</b>
	<b>34</b>	<b>£32,421</b>		<b>71</b>	<b>£130,256</b>
<b>11</b>	<b>35</b>	<b>£33,305</b>	<b>21</b>	<b>72</b>	<b>£128,047</b>
	<b>36</b>	<b>£34,337</b>	<b>73</b>	<b>£133,938</b>	
	<b>37</b>	<b>£35,435</b>	<b>74</b>	<b>£140,099</b>	
	<b>38</b>	<b>£36,604</b>	<b>75</b>	<b>£146,543</b>	
<b>12</b>	<b>39</b>	<b>£37,874</b>	<b>22</b>	<b>76</b>	<b>£171,362</b>
				<b>77</b>	<b>£177,446</b>
				<b>78</b>	<b>£183,837</b>
			<b>79</b>	<b>£190,740</b>	





**EMPLOYMENT COMMITTEE - 2 FEBRUARY 2017**

**EMPLOYEE VOLUNTEERING**

**REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

**Purpose of Report**

1. The purpose of this paper is to outline proposals for the Committee to consider in relation to employee volunteering.

**Background**

2. At present, Council employees who wish to provide voluntary services to relevant charities or voluntary sector bodies can request unpaid time off to undertake these activities.
3. However, as part of their 2015 election manifesto, the Conservative Party pledged its commitment to grant those working in large companies and the public sector up to three days paid leave per year to undertake voluntary work.
4. No further details are currently available regarding when this entitlement is likely to be implemented or whether employees will need to meet any qualifying criteria. Following the absence of any related legislation in the Queen's Speech, there is speculation that the pledge may not be an immediate priority for the Government or that they may even be considering dropping it completely. However, if the commitment goes ahead the relevant changes will need to be made to the Council's leave provisions.
5. Over recent years, with budget cuts driving the need for Councils to consider more creative ways of delivering their services, greater recognition has been given to the important role that volunteers can play in supporting local communities.
6. As a result of this and new ways of thinking about engaging with communities around designing and delivering services, the number of employer supported volunteering schemes within organisations has increased. These schemes provide employees with the opportunity, during work time, to use their workplace skills to support the needs of community and voluntary organisations.
7. Volunteering schemes of this nature can provide a range of benefits, for example:
  - Reducing the impact on front-line services as individuals who would previously have contacted the Council can obtain the support they require in a different way;
  - Enabling community and voluntary organisations to access high quality volunteers with varied skills;

- Enabling organisations to achieve closer engagement with the local community and to build their reputation as a socially responsible company;
- Providing a non-traditional way of training and developing employees;
- Enabling employees to get involved in volunteering when they would otherwise not have been able to (e.g. due to caring commitments outside of work);
- Improving staff morale, enhancing work performance and helping to unlock potential.

8. Recognising this recent shift in the use of volunteering opportunities, the Committee is asked to consider the following proposals.

### **Proposals**

9. In order to align with the Government's plans, it is proposed to introduce an element of paid volunteering leave. However, instead of amending the Leave Arrangements Policy to reflect these new provisions, it is proposed to implement a new Employee Volunteering Policy which incorporates details of a range of paid and unpaid volunteering opportunities. A copy of the proposed policy is attached as Appendix A.
10. Introducing a separate policy will help to demonstrate the Council's commitment to supporting the local community, increasing employee engagement, and attracting and retaining new employees in line with the Employment Deal.
11. As part of the Policy, the Council recognises that it has a huge resource in terms of employee skills and knowledge that could be channelled towards achieving its objectives as outlined in the Communities Strategy. With this in mind, work is currently underway on a County Council administered employee volunteering scheme, referred to as the 'Community Builders Project' which will harness employees' professional and personal interests and offer a way that they can use these to support volunteering in their local community (geographical or of interest). This will offer staff an opportunity to enable personal and professional development and provide the transfer of skills and resources to communities thereby building their resilience and capacity.
12. All volunteering through the Community Builders Project will be approved as activity that will contribute towards the delivery of the Communities Strategy. A copy of the draft project outline is attached as Appendix B.
13. Paid leave under the Employee Volunteering Policy will primarily be granted for volunteering activities that are in support of the Council's Communities Strategy and the Community Builders Project. As these opportunities will need to be constantly updated to reflect the Council's changing priorities, it is proposed to publish the details on the Council's website and intranet rather than as an appendix to the policy.
14. Depending on the success of the initiative, there is also the possibility that the Council could work with other organisations such as the Leicestershire Partnership Trust (LPT) to share volunteering opportunities. The LPT are also introducing paid volunteering leave and are intending to implement a specific website dedicated to this purpose. If wanted, it may be possible for the Council to feed into this website in future.

Employees would then be able to volunteer for activities that have been posted by both organisations.

### **Implementation**

15. The Trade Unions are in support of the introduction of a Policy on employee volunteering and the proposal to limit paid leave primarily to activities in support of the Communities Strategy.
16. If approved by the Employment Committee, a copy of the new Policy will be published on the Council's intranet for managers and employees to view. An article will also be published in the Managers' Digest and a news item posted on the Council's intranet.
17. To coincide with the launch of the Policy, a list of activities linked to the Communities Strategy will be finalised and the details posted on the website.
18. As there is currently no formal recording process for this type of leave, 'Volunteer Paid Leave' and 'Volunteer Unpaid Leave' will be added to the list of options available on Oracle to enable reporting on its use.

### **Recommendation**

The Committee is asked to consider and approve the proposals for implementation of an Employee Volunteering Policy.

### **Background Papers**

None.

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

None.

### **Officers to Contact**

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### **List of Appendices**

Appendix A - Employee Volunteering Policy  
Appendix B - Communities Builder Project Outline

### **Equalities and Human Rights Implications**

The proposed policy seeks to encourage employees to undertake volunteering activities which will benefit various groups within the local community.

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## Employee Volunteering Policy

### Scope

This policy applies to all employees of Leicestershire County Council, with the exception of casual workers and those employed by schools and colleges.

### Purpose

Leicestershire County Council recognises the positive contribution that volunteers can make to communities and is keen to encourage its employees to engage in voluntary service. Supporting its employees to volunteer helps the Council to build stronger links between the authority, its employees and the local community, and contributes to achieving the aims of the Communities Strategy.

This policy specifies the different types of volunteering that are supported by the Council including any applicable time off arrangements. It also sets out the application and approval process that should be followed when an employee wishes to undertake voluntary work.

### Benefits of Employee Volunteering

Employee volunteering can provide a range of benefits for the Council, its employees and the local community.

For the Council it can:

- Reduce the impact on front-line services as individuals who would previously have contacted the Council can obtain the support they require within their own community;
- Enable the authority to achieve closer engagement with the local community and build a reputation as a socially responsible organisation;
- Encourage individual and team development thereby improving staff morale, enhancing work performance and helping to unlock potential;
- Support the changing expectations of the psychological contract<sup>1</sup> which will help to attract and retain high performing employees.

<sup>1</sup> Psychological contract definition: The perception of the employee and employer's mutual obligations towards each other.

For employees it can:

- Provide them with the opportunity to both apply and develop their professional skills;
- Give them an insight into the diverse needs of the local community;
- Enhance their health and wellbeing.

For the community it can:

- Provide community and voluntary organisations with access to high quality volunteers with varied skills;
- Improve relationships between the council and residents;
- Increase community cohesion, health and wellbeing and offer alternatives to traditional support services.

### **Types of Volunteering Supported**

For the purposes of this policy five different categories of volunteering are recognised:

1. PDR related development opportunities;
2. Team volunteering;
3. Community Builder Project volunteering;
4. One-off corporate events and activities;
5. General volunteering.

Time-off requests related to the following are covered by the Leave Arrangements Policy and therefore should not be considered under this policy:

- Army, air force or sea cadets;
- Election duties;
- Public service duties (e.g. school governor, magistrate, youth offending panels);
- Representing the council, county or country at sporting events;
- Reservists;
- Retained fire fighters;
- Special constables;
- Trade union activities.

There is no automatic entitlement for employees to be granted time off to undertake voluntary work. All requests will be considered on a case-by-case basis, taking into account service needs.

Whilst undertaking voluntary work, employees are required to adhere to the standards of conduct set out in the Code of Conduct.

### 1. PDR related development opportunities

An employee (or manager) may identify a one-off volunteering opportunity which supports the development requirements set out in the employee's PDR (e.g. improving presentation skills by delivering a talk to 'looked after' children). As with other training and development opportunities, managers may grant employees paid time off, where necessary, to undertake the activity. A post volunteering discussion should take place, as part of the normal supervision and/or PDR process, to evaluate the success of the activity.

### 2. Team volunteering

Managers may wish to consider using a one-off volunteering project as a team building exercise. To identify an appropriate activity, managers should contact [Voluntary Action LeicesterShire](#) or view the opportunities available under the [Community Builder Project](#). Activities should last for a maximum of one day and must be suitable for all team members to participate in (e.g. employees with disabilities or medical conditions, etc.). As with other team building activities, paid time off during work time may be granted, where necessary.

### 3. Community Builder Project volunteering

The Council has identified a number of volunteering opportunities which are aimed at supporting the delivery of the Communities Strategy. Managers may grant up to 14.8 hours paid time off (pro rata for part-time) per year to an employee who wishes to undertake one of these activities. Employees are encouraged to match any paid time granted with the same amount of their own time. Available opportunities will be regularly updated and will be available via [include link once finalised](#).

### 4. One-off corporate events and activities

On occasion, the Council may invite employees to volunteer at local events (e.g. traffic marshals for a road race). In these circumstances, separate application processes will apply and employees may be granted paid leave or time off in lieu (TOIL).

### 5. General volunteering

An employee may request to undertake a period of voluntary work during either their own time or work time. Time off during work time will be unpaid and employees will be required to either make up the time taken or request annual or unpaid leave. Depending upon the frequency and duration of the volunteering commitment, employees may wish to agree with their manager a temporary or permanent amendment to their working pattern in line with the Smarter Working Policy.

## Application Process

Employees who are interested in undertaking voluntary work should follow the declaration process set out in the 'Other Employment and Interests' section of the Policy on the Declaration of Personal Interests.

When completing the registration form, the employee will need to confirm:

- The category of volunteering activity that is being requested (see above);
- Details of the host organisation;
- The nature of the activity that the employee will be undertaking;
- The times/dates that the employee is proposing to volunteer;
- Whether a change in their working pattern is being requested (and if so, the details of the change).

The employee's manager will use this information to assess whether the request can be accommodated and to ensure that no conflict of interest exists. Proof of the volunteering activity may be required.

Employees must obtain management approval to undertake voluntary work prior to committing to the volunteering activity.

### **Approval Process**

Managers should refer to the Policy on the Declaration of Personal Interests for guidance on what they should consider when reviewing a request. Any requests for time off during working hours will take into account the needs of the service.

### **Disclosure and Barring Service (DBS) Checks**

Where a DBS check is required for a voluntary role, it is the responsibility of the host organisation to conduct this check.

### **Expenses**

Any expenses incurred whilst volunteering are the responsibility of the host organisation. Employees are advised to confirm any reimbursement provisions with the host organisation prior to commencing a placement.

### **Health and Safety**

The Council will not be liable for any damages or injuries that occur whilst volunteering for another organisation. Employees must abide by the health and safety procedures for that organisation.

**EMPLOYEE COMMUNITY BUILDERS  
DRAFT PROJECT PROPOSAL—OUTLINE  
AND PROCESSES**

**APPENDIX B**

Each staff member is granted up to 14.8 hrs per year (pro rata)

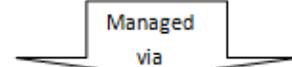
*As outlined in Employee Volunteering Policy - HR*



Communities Strategy has additional delivery capacity

*Links to ABCD approaches and CSR. Staff are assets and can lead by example. Opportunity to share and gain additional skills.*

'Community Builders' project opportunities



Tell us what you did?

Annually approved opportunities/Chief Execs Theme/ Partner Organisation eg LEBC

What's your cause? Opportunity nomination process



Volunteer Managers Network/Communities Board?

Potential new project identification

Individual LCC Opps

APPLICATION FORM Approval process

Potential new project development

Existing project support

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## EMPLOYMENT COMMITTEE - 2 FEBRUARY 2017

### “DYING TO WORK” CHARTER

#### REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

##### Purpose

1. At the County Council meeting in December 2016, Members agreed to sign up to the Trade Union Congress' (TUC's) voluntary “Dying to Work” Charter (the motion is appended to this report). The purpose of this paper is to seek the Committee's views on whether the Council's existing policies need to be modified to support the principles of the charter.

##### Background

2. The TUC are campaigning for terminal illness to be recognised as a 'protected characteristic' so that an employee with a terminal illness can enjoy a 'protected period' where they cannot be dismissed as a result of their condition. They are therefore asking employers to sign up to the charter which states:
  - *We recognise that terminal illness requires support and understanding and not additional and avoidable stress and worry.*
  - *Terminally ill workers will be secure in the knowledge that we will support them following their diagnosis and we recognise that safe and reasonable work can help maintain dignity, offer a valuable distraction and can be therapeutic in itself.*
  - *We will provide our employees with the security of work, peace of mind and the right to choose the best course of action for themselves and their families which helps them through this challenging period with dignity and without undue financial loss.*
  - *We support the TUC's Dying to Work campaign so that all employees battling terminal illness have adequate employment protection and have their death in service benefits protected for the loved ones they leave behind.*
3. According to the TUC's Negotiating Guidelines, a terminal illness is 'a disease that cannot be cured or adequately treated and there is a reasonable expectation that the patient will die within a relatively short period of time. Usually, but not always, these are progressive diseases such as cancer or advanced heart disease. UK Social Security legislation defines a terminal illness as: "a progressive disease where death as a consequence of

*that disease can reasonably be expected within 6 months”, however many patients can have a terminal illness and survive much longer than 6 months.’*

### **Current Local Authority Charter Signatories**

4. The following Councils have already signed up to the charter:

- Birmingham City Council
- London Borough of Harrow
- Leicester City Council
- Liverpool City Council
- Mansfield District Council
- Nottinghamshire County Council
- Sandwell Metropolitan Borough Council
- Sheffield City Council
- South Lanarkshire Council

### **Current Practice**

5. Once an employee has been given a terminal diagnosis, HR and management tend to work with the employee to see what support can be provided. This may include:

- Implementing reasonable adjustments to support the employee to remain at work for as long as possible (e.g. working from home, reducing working hours, amending duties, etc.).
- Flexibility in working arrangements to support them to attend medical and related appointments;
- Discussing with the employee whether they want to seek ill health retirement (and therefore receive their pension) or whether they want to remain in employment so that their family can receive their death in service benefits. This only applies where the employee is a member of the pension scheme.

6. An employee who has received a terminal diagnosis would not usually be progressed through either the formal capability or attendance management procedures to the point of dismissal.

7. In addition to the above support for terminally ill employees, the Council also provides the following support to employees who are carers of terminally ill individuals:

- Flexibility in working arrangements to support them with their caring role. This may include flexibility in work start/end times, ability to work remotely including home working, time off to attend appointments, etc.;
- Ability to purchase additional annual leave;

- Possibility of requesting a career break in order to provide full-time care and support for a period of up to one year;
- Encouraging contact with the Council's Counselling Service where appropriate.

### **Potential Issues**

8. Whilst the Council currently meets the requirements of the Charter when managing a terminally ill employee under the Capability or Attendance Management policies, there may be some potential issues in relation to Organisational Change:
- If a restructure was proposing the deletion of all posts then the Council would not be able to maintain the employment of a terminally ill employee unless there was the possibility of redeployment into another role within the Council. Where redeployment was successful then pay protection may apply depending on the details of the new role.
  - In situations where there are fewer posts than people then the employee would still be required to participate in a selection process (as would be the case for other employees with 'protected characteristics'). However, depending on the employee's health at the time, they may be absent from work and therefore being managed under the Attendance Management Policy.
9. As the TUC's campaign appears to focus on terminally ill employees being dismissed as a result of their condition, then it could be suggested that redundancy dismissals under the Organisational Change Policy, depending on the circumstances, are outside of the scope of the Charter as the dismissal would not be as a result of the employee's condition.

### **Adoption of the Charter**

10. The Charter does not require the implementation of specific policies and there does not appear to be an assessment process to confirm that organisations meet its principles. Based on current practice, the Council's policies and practice already support the principles of the Charter with individuals' situations being managed on a case by case basis and appropriate decisions made.

### **Recommendation**

The Committee is asked to consider the points set out in this paper and confirm whether any changes should be made to the Council's existing policies and practice.

### **Background Papers**

None.

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

None.

**Officer to Contact**

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**Appendix**

Appendix A – Motion from Council relating to the Dying to Work Charter

**Equalities and Human Rights Implications**

The Dying to Work Charter seeks to ensure that terminally ill employees are treated fairly and are not dismissed during their final months as a result of their condition.

**Notice of Motion – Ms Newton****‘Dying to Work’ Charter.**

1. That this Council notes:-
  - a) The TUC ‘Dying To Work’ Campaign calling for terminal illness to be made a ‘protected characteristic’;
  - b) The TUC is requesting employers to sign up to a Voluntary Charter which states the following:-
    - We recognise that terminal illness requires support and understanding and not additional and avoidable stress and worry.
    - Terminally ill workers will be secure in the knowledge that we will support them following their diagnosis and we recognise that safe and reasonable work can help maintain dignity, offer a valuable distraction and can be therapeutic in itself.
    - We will provide our employees with the security of work, peace of mind and the right to choose the best course of action for themselves and their families which helps them through this challenging period with dignity and without undue financial loss.
    - We will support the TUC’s Dying to Work campaign so that all employees battling terminal illness have adequate employment protection and have their death in service benefits protected for the loved ones they leave behind.
2. That this Council, as a responsible employer, agrees to sign the voluntary Charter so that employees who are battling terminal illness are supported, guided and protected following diagnosis.
3. That the Employment Committee be asked to consider how best the County Council’s existing policies could be modified to support the principles outlined in the Charter.

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**EMPLOYMENT COMMITTEE****2 FEBRUARY 2017****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.

**Officer to Contact**

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**EMPLOYMENT COMMITTEE – 02 FEBRUARY 2017**

**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED**

Action Plan	Date Approved	Outcome
A&C - Adult Learning Service and Business Support Action Plan	04/05/2016	1 Compulsory Redundancy
A&C - Various Community Library Transfers	30/11/2016	Approximately 23 Compulsory Redundancies
A&C - Victoria Community Life Choices Service	25/10/2016	2 Compulsory Redundancies
C&FS - Duke of Edinburgh	02/06/2016	1 Compulsory Redundancy
E&T - Environment & Transport: Phase 3	27/11/2015	7 Compulsory Redundancies
E&T - Modification of the Senior Management Team	28/07/2016	2 Compulsory Redundancies
PUB - Action Plan For Public Health	25/06/2016	2 Compulsory Redundancies
RES - Action Plan For Operational Property Services & FM	06/06/2016	1 Compulsory Redundancy
RES – Business Development	14/11/2016	1 Compulsory Redundancy

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**EMPLOYMENT COMMITTEE – 02 FEBRUARY 2017**  
**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY**

Action Plan	Date Approved	Current Position	Next Steps	Max <b>Compulsory</b> Redundancies
A&C – Communities & Wellbeing: Museums & Creative Industries	02/11/2016	Final action plan approved. Redundancy notices served.	Recruitment to new posts in new structure	3 redundancies
A&C Senior Management	27/10/2016	Selection process underway	Comparability challenges and VR requests	10 redundancies
A&C – Personal Care & Support: Shared Lives Unit Leads Action Plan	03/11/2016	Consultation has started about the proposed structure.	Midpoint meetings planned	3 redundancies
A&C - Strategy and Commissioning action plan	01/12/2016	Action Plan launched on 8 December 2016		16 redundancies
A&C - Care Pathways	10/01/2017	Consultation for a 90 day period. Three launch meetings completed on the 11 January 2016	Unions have raised questions about the Social Worker career grades	Potential for several CRs but numbers not known yet
C&FS - Review of Heads of Service	12/12/2016	Launched on 13 December 2016		2 redundancies
ESPO - Action Plan for Night Shift Operations Team	22/11/2016	Still live and in consultation		5 redundancies
RES - HR Services	26/09/2016	Action Plan launch meeting held on 26 September 2016	Formal consultation	5 redundancies
RES - Review of Beaumanor Hall	25/10/2016	Deadline for comparability challenges is 08/11/2016	Consider VR requests and plan selection process	2 redundancies

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