Meeting: **Employment Committee**

Date/Time: **Thursday, 29 June 2017 at 10.00am**

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

Contact: **Anna Poole (0116 305 0381)**

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

Membership

Ms. L. Broadley CC   Mr. J. B. Rhodes CC
Mr. D. Jennings CC   Mr. R. J. Shepherd CC
Ms. Betty Newton CC

AGENDA

Item   Report by

1.   Appointment of Chairman.

      To note that Mr J. B. Rhodes CC was nominated as Chairman elect
      to the Employment Committee at the Annual Meeting of the County
      Council held on 17 May 2017.

2.   Election of Deputy Chairman.

3.   Minutes of the meeting held on 2 February   (Pages 3 - 8)
      2017.

4.   Question Time.

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

6.   To advise of any other items which the
      Chairman has decided to take as urgent
      elsewhere on the agenda.

7.   Declarations of interest in respect of items on
      the agenda.

8.   Employee Volunteering.   Chief Executive   (Pages 9 - 22)
                                                and Director of
                                                Corporate
                                                Resources

9.   People Strategy.   Director of   (Pages 23 - 34)
                                                Corporate
                                                Resources

10.   Apprenticeships.   Director of   (Pages 35 - 42)
                                                Corporate
                                                Resources

11.   Attendance Management.   Director of   (Pages 43 - 48)
                                                Corporate
                                                Resources

12.   Organisational Change Policy and Procedure   Chief Executive   (Pages 49 - 54)
      Summary of Action Plans.

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

14.   Date of Next Meeting.

      The next meeting of the Committee is scheduled to be held on 19
      October 2017.

Leicestershire County Council

Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 2 February 2017.

PRESENT

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

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

24. Minutes.

The minutes of the meeting held on 20 October 2016 were taken as read, confirmed and signed.

25. Question Time.

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

26. Questions asked by Members.

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

27. Urgent Items.

There were no urgent items for consideration.

28. 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.

Mr. R. J. Shepherd CC declared a personal interest in respect of Item 8 on the agenda as a school governor (Minute 31 refers).

29. Managing Attendance.

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 November 2016. A copy of the report marked 'Agenda Item 6' is filed with these minutes.

The Director reported that, as the revised Attendance Management Policy was currently in the process of consultation with the trade unions, it had not been possible to bring it before the Committee at this stage. The revised Policy would be shared with the Committee when it had been finalised.

Arising from a discussion, the following points were noted:

- It was clear that a significant level of improvement was required to tackle sickness absence levels, which currently cost the Council an estimated £4 million per year in direct and productivity cost (45,000 total days lost). It was felt that it was important to stress to managers the cost implication to the Council of the rising sickness absence levels;

- More analysis was required to see whether the implementation of flu vaccinations had impacted positively on flu-related absence levels;

- Staff were able to "self-diagnose" their illness for a period of up to 7 days. A doctor's note was required for absences beyond this timeframe. It was acknowledged that mental health was a complex area and it could therefore be difficult for staff to initially self-diagnose these conditions, though the increased focus nationally on mental health was welcomed. It was noted that a more detailed departmental breakdown of long and short term absence due to stress, depression and mental health issues would be valuable to the Committee;

- Despite the concern expressed in regard to the rising sickness absence levels, it was felt that the majority of Council staff were hardworking and committed to doing a good job in the face of significant savings and staff reductions. It was suggested that it was likely therefore that these pressures may have resulted in an increased level of stress and mental health issues amongst the workforce;

- The issue of sickness absence levels was linked to the organisation's working culture. It was emphasised that managers were required to tackle issues where there were repeated instances of sickness absence or where patterns had developed. The measures aimed at improving sickness absence levels (paragraph 14 of the report) and those aimed at improving performance management across the organisation (agenda item 7 - Minute 30 refers) were acknowledged. However, if these proved unsuccessful, more robust measures would be required which would inevitably impact staff more directly;

- It was noted that some other authorities had identified dedicated HR resources to provide stronger support to managers in dealing with issues such as sickness absence;

- The importance of creating a good level of "team spirit" amongst staff was stressed as a means of attempting to address rising sickness absence levels and drive up performance;

- A view was expressed that, given jobs were being lost within the Authority as a result of the Council's financial pressures, the Council must do all it could to address the rising sickness absence levels as a matter of urgency. The Chief Executive's Department was the only Council department currently with a sickness absence level within the corporate target of 7.5 days. It would be necessary for the Chief Executive to hold Directors to account for the lack of progress made in their departments.

RESOLVED:

(a)   That a letter be sent to the Chief Executive of the County Council highlighting the Committee's strong concerns with the Council's sickness absence levels and stressing that urgent action is required in order to address this;

(b)   That the letter set out the Committee's view that, if any subsequent action taken proves to be unsuccessful, it will be necessary for the Committee to consider stronger measures for those staff who do not maintain a good level of attendance at work;

(c)   That a report be submitted to the Committee's meeting in June setting out practice elsewhere around the links between pay and attendance.

30.   Performance Management and Productivity.

The Committee considered a report of the Director of Corporate Resources concerning further planned work aimed at enhancing performance management and productivity across the organisation. A copy of the report marked 'Agenda Item 7' is filed with these minutes.

The Director reported that, whilst the Council had a very good reputation externally for being well run and providing quality services, performance could always be improved to drive up productivity and standards.

Arising from a discussion, the following points were noted:

- It was important not to look at the Council's sickness absence levels in isolation. Improvements to working practices would only be made if key messages were driven through from the top of the organisation;

- Approaches to "smarter working" for staff (such as flexible and home working) would continue but would only be applied where there was a justifiable business need, and identified business benefit;

- It was acknowledged that more could be done to improve networking channels across the organisation for managers to share best practice and drive up performance;

- Training programmes were available to managers aimed at improving performance management amongst teams.

RESOLVED:

That the report be noted and that updates on the implementation and impact of the various measures outlined in the report to improve performance management and productivity at the Council be submitted to future meetings of the Committee.

31.   Pay Policy Statement 2017/18.

The Committee received a report of the Director of Corporate Resources outlining the Council's Pay Policy Statement 2017/18 which, subject to the Committee's endorsement, would be submitted to the County Council for approval at its meeting on 22 March 2017. A copy of the report, marked 'Agenda Item 8' is filed with these minutes.

The Director reported that no confirmation had yet been received from the Government in relation to caps on severance pay though further developments were expected imminently. The Pay Policy Statement would likely require amendment and subsequent approval of the Committee and the full County Council following any changes.

RESOLVED:

That the County Council be recommended to approve the Pay Policy Statement for 2017/18.

32. Employee Volunteering.

The Committee considered a report of the Director of Corporate Resources concerning proposals for the implementation of an Employee Volunteering Policy. A copy of the report, marked "Agenda Item 9", is filed with these minutes.

Arising from a discussion, the following points were noted:

• The Policy would provide staff with the option of taking two days paid leave to volunteer in communities. Whilst it was acknowledged that this would create some added value for the Council via the enrichment of its employees, little was known about the direct cost implications of adopting such a scheme;

• It was suggested that it might be more prudent to adopt any scheme on a trial basis to enable the Council to consider the impact on resources and productivity. The consideration of a "cap" on the associated costs might be worthy of consideration alongside any trial period.

RESOLVED:

That a further report be submitted to the Committee setting out more clearly the cost implications of adopting the Policy.

33. Dying to Work Charter.

The Committee considered a report of the Director of Corporate Resources seeking views on whether the Council's existing policies require modification to support the principles of the "Dying to Work" Charter. A copy of the report, marked "Agenda Item 10", is filed with these minutes.

The Director reported that current practice at the County Council was within the principles of the Charter. The only area of concern was around where staff were made compulsorily redundant and there were no options for redeployment.

RESOLVED:

That the Council sign up to the "Dying to Work" Charter.

34. Organisational Change Policy and Procedure: 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 11' is filed with these minutes.

RESOLVED:

That the report be noted.

35.   Date of Next Meeting.

It was NOTED that the next meeting of the Committee was scheduled to take place on 29 June at 10.00am.

10.00 - 11.50 am   CHAIRMAN
02 February 2017

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Leicestershire County Council

EMPLOYMENT COMMITTEE

29th JUNE 2017

EMPLOYEE VOLUNTEERING

REPORT OF THE CHIEF EXECUTIVE AND THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. This report seeks the Employment Committee's approval for the implementation of an employee volunteering policy.

Policy Framework and Previous Decisions

2. Council employees are currently able to request volunteering leave for specific activities through the Council's existing volunteering policy.

3. The Draft Communities Strategy 'Working Together to Build Great Communities' was first adopted in 2014 and sets out how the Council will work differently to support, strengthen and empower communities. It includes an aspiration to build on and develop the assets of the people and places of Leicestershire, in order to achieve the best outcomes for everyone. The strategy can be found here http://www.leicestershirecommunities.org.uk/uploads/31_590c9d8ed165e289103095.pdf

4. The updated draft of the Volunteering Policy which supports the Community Strategy was initially submitted to the Employment Committee in February 2017. It was resolved to submit this further report setting out potential cost implications to the Council. It was also noted to consider a 'cap' to potential costs and a trial period for the new delivery proposals.

5. Further consideration is now requested.

Background

6. The Committee first considered a report concerning the proposals for the implementation of an updated employee volunteering policy in February 2017.

7. The Trade Unions have also been consulted and are in support of the introduction of a policy on employee volunteering and the proposal to limit paid leave primarily to those activities which support of the aims of the Communities Strategy. It is intended that this is delivered via a 'Community Builders' project,

which will be developed by the Chief Executive's Department and the Communities Board.

8. 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. The new policy would also provide staff with the option of two days per year paid leave to volunteer in local communities.

9. The Committee acknowledged that this would create added value for the council i.e. community engagement and employees gaining valuable experience, but requested further details around likely cost implications of the scheme.

10. Over recent years, with austerity driven budget cuts creating the need for Councils to consider new ways of delivering their services, greater recognition has been given to the important role that volunteers can play in supporting local communities.

11. 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, including local authorities, has increased. These schemes provide employees with the opportunity, during work time, to use their skills to support the needs of local communities and voluntary organisations.

12. In much the same way as financial resource is put into the local community through SHIRE and other grant schemes, employee volunteering would be a way to put people resource into delivering our Communities Strategy. This would provide a cornerstone to our new approach (outlined in the strategy) and show leadership by example.

13. Volunteering schemes of this nature are also shown to contribute towards a range of wider benefits, for both local communities and employees. 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.

14. 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 Managers' Digest and a news item posted on the Council's intranet.

15. 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 The HR Information and Reporting System, Oracle, to enable reporting on its use. This will enable the volunteering leave to be managed in the same way as existing leave and unpaid volunteer leave and appropriate arrangements made for cover in the same way.

Proposals

16. A new Employee Volunteering Policy which incorporates details of a range of paid and unpaid volunteering opportunities is to be produced to incorporate the new proposals around employee volunteering in line with the Communities Strategy. Existing volunteering arrangements will not be affected by the introduction of the new element and will remain in place. A copy of the proposed policy is attached at Appendix A.

17. 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 (currently being finalised).

18. As part of the policy, the Council recognises that it has a significant and diverse resource in terms of employee skills and knowledge that could be channelled towards achieving its objectives as outlined in the Communities Strategy. Acknowledging this 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). A Council administered employee volunteering scheme, (Community Builders) tailored to delivery of the Communities Strategy, 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. It is proposed that this scheme be further developed to enable delivery of the objectives of the Employee Volunteering Policy.

19. Paid leave under the Employee Volunteering Policy will primarily be granted for volunteering activities that are in support of the Council's Communities Strategy through the Community Builders Project, as outlined in the Policy. Specific volunteering opportunities will be constantly updated to reflect the Council's changing priorities, and the changing assets and skills that employees will be able to offer. It is, therefore, proposed to publish the details on the Council's website and intranet rather than as an appendix to the policy.

20. It is proposed that if approval is given to proceed with exploring the Community Builders Project model to deliver the paid employee element of the new policy,

options at differing levels of resource requirement are explored in more detail to find the best cost versus benefit model. Preliminary research has already been completed on three potential models. See Appendix B.

21.   A trial period of 18 months from the launch date for any scheme is suggested with a review date built in so that the impact of the scheme can be assessed.

Resource Implications

22.   Following suggestions by the Employment Committee at its meeting on 2 February 2017, the introduction of a cap on the number of employees taking up the scheme each year to mitigate cost in terms of "lost productivity" to roles, has been considered. For example, if this cap was set at 10% of the workforce, the lost productivity cost would be approx. £90k per year. It is not anticipated that, in the first instance at least, take up would be this high. (This is calculated by using annualised pro-rata hours to calculate the total costs per department if everyone took up their allocation of 2 days per year). The final decision on the level of the cap will be considered by the Communities Board.

23.   The resource cost of administering the scheme would depend on the model of delivery adopted but is anticipated to be kept to a minimum by utilising existing resources such as intranet, website and Oracle recording systems.

24.   The resource benefits to the council are harder to measure in monetary terms as this will depend on individual volunteering circumstances and the scheme will contain flexibility to take this into account. It is suggested that measurement of benefit is thought about at the point of paid volunteer leave approval and that Social Value principles (see Appendix C) are used as a framework to maximise the value. This will also encourage thinking from employees on how to maximise the potential of a volunteering opportunity and also encourage thinking around social value.

25.   Employees will be strongly encouraged to match any volunteering completed as part of the policy with volunteering in their own time, thereby increasing the volunteering pool in Leicestershire and increasing the benefits of the scheme.

26.   Other positive implications which are harder to measure, for example a reduction in high cost frontline services being accessed, will be captured via a qualitative feedback mechanism to the scheme via case studies and lessons learned. This feedback mechanism will:

- provide a database of volunteering opportunities that can be made available more widely through the scheme
- increase support to the sector by providing an evidence base of completed Community Builder volunteering opportunities
- act as a safety mechanism preventing unsuccessful elements from being repeated.

Recommendation

27.   The Employment Committee is asked to consider the proposals set out in this paper and to endorse the attached employee volunteering policy.

Background Papers

28.   None.

Circulation under Local Issues Alert Procedure

29.   None.

Officers to Contact

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List of Appendices

Appendix A – Employee Volunteering Policy
Appendix B – Community Builder delivery options
Appendix C – The 7 principles of Social Value

Equalities and Human Rights Implications

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

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Leicestershire
County Council

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[1] which will help to attract and retain high performing employees.

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[1] 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.

These are defined as:

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 <mark>include link once finalised</mark>.

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.

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.

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.

DRAFT POTENTIAL 'COMMUNITY BUILDER' EMPLOYEE VOLUNTEERING DELIVERY OPTIONS FOR CONSIDERATION BY THE COMMUNITIES BOARD

N.B options to be considered in relation to resource available and alignment with employee volunteering policy and Communities Strategy objectives.

- **Option 1**

   3 pre-approved options/possibilities are given for volunteering in a particular year approved by Communities Board as fitting in with a Communities strategy delivery priority. These options will be specific to one 'role description' and be pre-approved by the opportunity, put forward by partners seeking volunteers and promoted by the organisation and on LCC intranet. Opportunities could come from internal departments or project; or from partner organisations and local VCS groups. Employees will be able to apply to take part in this via a new page developed on the Intranet. Time will be booked and approved using the existing Oracle System.

- **Option 2**

   Every year Community Builders have a Communities Board approved theme which fits with the Communities Strategy Priorities. A list of possibilities is provided but employees are able to nominate a chosen cause fitting with this theme via an intranet form. This will be assessed by a set of criteria determined by the communities team/board and approval given. Feedback on the placement will be required and the opportunity added to a database of future potential opportunities. Leave approval will be via Oracle Systems.

- **Option 3**

   The volunteering opportunity will be left wide with the remit to support the delivery of the Communities Strategy. A set of criteria will be developed to set the parameters of this and outlines the outcomes required from the placement. The employee will be encouraged to use their skills and assets to apply for the opportunity justifying via the application form. Feedback will be collected from participants and a database of opportunities will be collated and managed thereby growing the programme year on year. Leave approval will be via the Oracle System.

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THE SEVEN PRINCIPLES OF SOCIAL VALUE:

As set out by Social Value International and used by Business Intelligence Team at Leicestershire County Council.

1. **Involve stakeholders**– Inform what gets measured and how this is measured and valued in an account of social
    value by involving stakeholders.
2. **Understand what changes –** Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.
3. **Value the things that matter –** Making decisions about allocating resources between different options needs to recognise the values of stakeholders. Value refers to the relative importance of different outcomes. It is informed by stakeholders' preferences.
4. **Only include what is material –** Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.
5. **Do not over-claim –** Only claim the value that activities are responsible for creating.
6. **Be transparent –** Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders.
7. **Verify the result –** Ensure appropriate independent assurance.

http://socialvalueint.org/our-work/principles-of-social-value/

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Leicestershire County Council

EMPLOYMENT COMMITTEE

29th JUNE 2017

PEOPLE STRATEGY

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to present to the Committee a copy of the Council's revised draft People Strategy 2017 – 2020 for consideration and approval.

Policy Framework and Previous Decisions

2. The current People Strategy covered the period 2014 to 2017 and was endorsed by the Committee at its meeting in October 2014. Consequently a refreshed and updated strategy is required.

Background

3. The Council has had a People Strategy in place since 2009. This has always focused on a broad range of workforce issues that have needed to be addressed.

4. In developing the revised People Strategy, officers have drawn from known organisational and departmental priorities, together with emerging cross-cutting themes, a number of which have been discussed with the Committee.

5. The Strategy has been structured into four key themes:

- Performance Management
- Leadership
- Skilled, Flexible and Resilient Workforce
- Enablers

Implementation

6. A year one delivery plan has been put together, a copy of which can be found at Appendix A of the document. This consists of a number of projects categorised under each of the themes. The delivery plan will be refreshed annually.

7. The themes will be sponsored by a number of senior officers from across the Council to help ensure corporate ownership.

8. It is intended that all the organisational development work will be implemented first, such as values and behaviours and the employment deal, as this will start to shape and embed our performance and productivity culture in preparation for the work on, for example, leadership and management and the replacement appraisal process.

9. A number of the initiatives will be implemented though a corporate approach. This will be supplemented and supported by departments also being asked to use their respective workforce strategies to implement changes locally, making these relevant for specific elements of the workforce.

10. The Committee will be provided with specific updates as appropriate and relevant.

Recommendation

11. The Committee is asked to consider and approve the draft People Strategy (2017 – 2020) and related year one delivery plan.

Background papers

12. None.

Circulation under Local Issues Alert Procedure

13. None.

Officers to Contact

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List of Appendices

14. Appendix A - draft People Strategy (2017 – 2020).

Equalities and Human Rights Implications

15. There are no equalities or human rights implications arising directly from the strategy, but assessments will be undertaken in relation to relevant pieces of work contained in the action plan.

People strategy
2017-2020

![Leicestershire County Council logo]

1. Foreword

Leicestershire County Council, like all local authorities in the UK, continues to face significant change as we deal with unprecedented financial and service challenges.

We remain a high performing council – delivering quality services to the people of Leicestershire, against a backdrop of ongoing cuts and efficiency savings. Our partnership working, integration with the NHS and the way we work with communities are key to this. In some cases, there will be other organisations and groups delivering services on our behalf. As a council, we will also consider alternative delivery models.

As we transform as a council in order to meet these challenges, we need to ensure that our staff are at the heart of this change.

We need employees with different skill sets, a 'digital first' mindset where appropriate, new ways of working, more effective commissioning and strong, capable leaders. We retain our strong and ongoing commitment to the development of our workforce and to celebrate our success. For those services that we no longer deliver directly, we'll still need to play a part, maintaining our core values and ensuring a consistent experience for the people that use them.

We also need to place equality and diversity at the heart of what we do, creating a culture where people of all backgrounds and experience feel appreciated and valued.

This document sets out our direction for the next three years, our vision for our workforce and the values and behaviours we'll need to embed in our work.

John Sinnott
Chief Executive

Councillor Byron Rhodes
Chair of Employment Committee

2. Our strategic outcomes

Strong economy

Wellbeing, opportunity and choice

Keeping people safe

Great communities

Affordable and quality homes

"Leicestershire offers good quality of life and is a good place to live, work and do business."

3. Values and behaviours

Our values set out the attitudes and approach to work that we expect from our employees, and what the public can expect from us. They are:

Positivity
We find the best way to get things done. We challenge ourselves to deliver high quality services and inspire others to deliver results.

Flexibility
We are adaptable in order to support the needs of the business – working collaboratively and supporting colleagues.

Openness and transparency
We are honest with the people we work with and serve. We share information and communicate clearly.

Trust and respect
We enable our staff to take ownership and be accountable for their own performance, actions and decisions. We value diversity and listen to the views of others.

4. The strategy – focus and delivery

4.1 Focus and themes

This strategy helps us to focus on our people and how we will work, defining our expectations.

- It is only through our people that we can continue to deliver quality services and the change required.
- Our refreshed values and behaviours set out how we work with each other and our customers – residents, service users and visitors.
- We have high expectations and will support each other to succeed.
- Our expectations are clear and we are committed to development, supporting wellbeing and smarter working.
- We value and support a diverse workforce, that reflects the diversity of our county.
- Our strategy will be ambitious and delivered in an evolutionary way.

Our people strategy has four key themes.

- **Performance management –** we will enable success across the organisation and our people by making clear what is expected of them and what they can expect in return.
- **Leadership –** we will have confident leaders at all levels that use our organisational values and behaviours to build cohesive teams in order to drive performance.
- **Skilled, resilient and flexible workforce –** we will build a flexible, skilled and resilient workforce that is capable of delivering both current and future business priorities.
- **Enablers –** we will ensure our policies, processes and systems are designed to support our managers, enabling the strategy outcomes to be achieved and that a collaborative, structured approach is taken to plan and review the impact of our people focussed activities.

You'll find more detail about these themes in section five.

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4.2 Delivery and approach

This is a three year strategy – delivered through an annual plan focussed on clear deliverables for each year. We have already made some significant achievements, so this strategy isn't about starting from scratch – it's about building on our strengths. This work is underpinned by the drive to continuously improve.

Our key principles for delivery:

- We will focus both on what we need now but ensure we are planning for the future.
- We will use an evidence based approach in our design and implementation – targeting our efforts where they are most needed and where they will have most impact.
- We will build on our strengths – sharing and learning from existing best practice.
- We will work through and consolidate our actions – ensuring maximum impact.

Using the key principles outlined above, we will phase the implementation of the strategy – ensuring that the critical building blocks are in place before moving in to our plans for years two and three.

Governance

Progress will be monitored by the council's People Strategy Board, with regular reports to members via Employment Committee. Each theme will have a senior sponsor and dedicated HR resource allocated to it.

Year one

The focus is on strengthening our skills and competencies.

- We'll build on and improve the fundamentals – compliance, consistency, capability, confidence.
- We'll focus on solid performance management.

Years two and three

Years two and three will focus on stretching ourselves to get the best out of our workforce, and enabling leaders to get the best out of their teams.

We'll have a renewed focus on strategic leadership, in order to:

- Implement different service delivery models.
- Embrace the digital agenda.
- Plan for success.
- Enhance our business and commercial acumen.
- Be the employer of choice – a place where people want to work, which attracts the best candidates and has a fulfilled workforce.
- Lead on local partnerships and joint working.
- Further integrate our social care services with health

5. Themes

5.1 Performance management

What we are committed to:

- We will enable success across the organisation and our people by making clear what's expected of them and what they can expect in return.

Why we are committed:

- We think it's important that all employees understand our vision and priorities and how the work they do contributes to these. If we are to continue to deliver high quality services, we will need to ensure that we get the best out of our workforce.
- We want employees to be clear on how we expect them to perform in their roles and the values and behaviours that we believe underpin how we work. We also want our leaders to manage performance effectively, in line with our leadership framework, and to use the performance management process to provide constructive feedback and support to employees to help them meet our expectations.

5.2 Leadership

What we are committed to:

- We will develop confident,capable leaders at all levels that use our organisational values and behaviours to build cohesive teams in order to drive performance.

Why we are committed:

- We need strong, visionary leaders to take us through and help us deliver.
- Our leaders need to be visible, active and clear about what their roles require of them. They need the capability to fulfil their responsibilities and their performance will be reviewed and assessed.

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5.3 Skilled, resilient and flexible workforce

What we are committed to:

- We will continue to build a flexible, skilled and resilient workforce that is capable of delivering both current and future business priorities.
- We will continue to recruit the best people to work for the council, and we will encourage and support their future development.
- We are committed to appropriate reward and recognition arrangements.
- We will have a focus on the mental and physical wellbeing of our staff.
- We will develop an employment deal which sets out clear expectations of our workforce and what we will provide in return as a good employer.

Why we are committed:

- Over the last few years, our workforce and the way it is organised have changed. Further changes will be required as we continue to respond to business pressures.
- We will need to ensure that our employees are given the skills they need to competently do their jobs both now and in the future and that our systems and working practices support employees to achieve a healthy balance between delivering service needs and meeting their personal commitments.

5.4 Enablers

What we are committed to:

- We will ensure our policies, processes and systems are designed to support our managers, enabling the strategy outcomes to be achieved and that a collaborative, structured approach is taken to plan and review the impact of our people focussed activities.
- We will make 'fit for purpose' management information available regarding our workforce.

Why we are committed:

- Our managers need to be enabled to own their people management activities and be able to carry them out effectively.
- Our priorities and actions need to be determined by evidence and our efforts focussed where they will have the greatest impact, in order to meet whole organisational and specific departmental needs.

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Appendix A – Year one

Key deliverables:

- To ensure all our managers have the capability and confidence to fulfil their responsibilities in managing the business, against clear and consistent expectations.
- To support aspiring managers in meeting their aspirations through assessment, development and opportunity.
- Providing focussed learning and development to ensure that staff at the county council have the right knowledge and skills to deliver organisational outcomes to the standard required.
- Develop and implement an approach to apprenticeships that is linked to career pathways and that sets a strong foundation and enables us to meet expectations set by the government.

- Embedding the organisation's values and behaviours across the organisation so everyone understands what these mean for them and their teams.
- Implement innovative working practices which drive effective delivery of our changing service requirements as well as supporting our employees to achieve an effective work/life balance.
- Move from a "formal" annual appraisal to a more agile, regular one-to-one review and feedback conversation that measures performance based on outputs and outcomes and how people work with others .
- Implement and monitor a range of approaches in order to improve attendance rates across the council.

Enablers:

- Making our systems, processes and policies as performance focussed but as user friendly as possible, ensuring managers carry out their people management related responsibilities more efficiently.
- Access to high quality management information and reports on people data, to ensure areas of concern are explored and acted upon.
- Collaborative working between People Services and Departments to implement a structured approach to developing and delivering against workforce strategies and plans – including regular reviews of progress against objectives and outcomes.

Year one – refreshing and embedding

Compliance, consistency, capability, confidence

Deliverables	Theme			
	Leadership	Skilled, resilient and flexible	Performance management	Enablers
Leading Leicestershire (managing the business)	✓			
Leadership Development for aspiring managers	✓			
Delivering learning to ensure we have the knowledge and skills required to enable people to carry out their jobs effectively	✓			
Implement new apprenticeship scheme		✓		
Embedding the refreshed values and behaviours			✓	
New ways of working – flexible working practices / digital		✓		
Implementation of a wellbeing strategy		✓		
Implement employment deal		✓		
Implementing a new one-to-one process/appraisal approach			✓	
Improving attendance management			✓	
Leading on the people aspects of the Oracle update				✓
Improving performance workforce reports				✓
Equality and Diversity				✓

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Agenda Item 10

Leicestershire County Council

EMPLOYMENT COMMITTEE

29th JUNE 2017

APPRENTICESHIPS

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1.   The purpose of this report is to update the Employment Committee on the new apprenticeship scheme and to seek endorsement for the revised Apprenticeship Strategy (Appendix 1).

Policy Framework and Previous Decisions

2.   In light of the Government's new approach to apprenticeships and the implementation of the Apprenticeship Levy, whereby the Council has paid around £1m into the levy pot, along with the associated public sector target of having 2.3% of headcount as apprentices, a revised approach will be needed. The aim is to increase the number of apprentices across the Council at different levels of qualification and across all vocational areas.

Background

3.   The Learning & Development Team and Leicestershire Adult Learning Service (LALS) are currently providing training and assessment for 80 apprentices. The apprenticeships cover areas such as Business Administration, Customer Care, Teaching Support and Social Care.

4.   It is important to note that the levy funds can only be used to support training and end point assessment costs and cannot be used for administration, management or wage costs.

Impact

5.   Based on the current number of staff on Payroll, including Maintained Schools and ESPO, the cost will be £1m a year based on 0.5% of Payroll with the Government topping this up by 10%.

6.   Any funds within the levy that have not been used over a period of 24 months will expire and will be returned to the Government.

7.   In order to draw down and get the best value from the levy funds it would be necessary to increase the current number of 60 apprentices to 366 across the Council and maintained schools (this number being based on average apprenticeship costs). It has to be recognised that this is an extremely

stretching target and it will take some time to achieve and, whilst we remain ambitious, progress will need to be the subject of a planned and structured approach.

Work to date

8.   Work has commenced on looking at the Council's position and the following actions have been undertaken to date:

(a) A cross departmental steering group has been established to agree a revised approach to apprenticeships, part of which has included the identification of further opportunities within the Council.

(b) A revised apprenticeship strategy has been developed, outlining the Council's approach to apprenticeships over the next two years.

(c) Roles and responsibilities have been clarified; LALS are assessing the business impact of expanding their current provision of apprenticeships with a view to becoming a major provider for the Council. The Learning and Development Team will be the lead commissioner of apprenticeship training.

(d) Work with maintained schools to identify apprenticeship opportunities has begun and a lead advisor has been identified within the Learning & Development Team.

(e) Work is ongoing with departments regarding opportunities. It is worth noting that the Environment and Transport Department has included the number of apprenticeships within their performance framework dashboards and they have also set targets based on headcount. Other departments may wish to consider adopting this approach.

Potential Opportunities

9.   The new apprenticeship scheme offers a number of potential opportunities, including:

(a)   The offer of qualifications up to levels 4 & 5 (equivalent to a Foundation Degree) and 6 & 7 (equivalent to a Bachelors or Master's degree);

(b)   The possibility of funding professional qualifications within departments and maintained schools through the levy fund rather than through departmental or training budgets;

(c)   The conversion of existing training programmes, such as the Institute of Leadership and Management Programme, into an apprenticeship programme;

(d)   The opportunity for continuous professional development for existing staff, not just those who are new starters;

(e)   The opportunity to support underrepresented groups of people and existing programmes such as the Get Set mentoring scheme, which

provides work placements for young people who are struggling in today's job market.

10. Apprenticeships can play a key role in succession and skills planning and it is therefore recommended that they are a key component in the development of departmental workforce strategies and plans.

11. Consideration could also be given to the Care Act, the council's market shaping responsibilities for the workforce in the wider care sector. Apprenticeships may play a helpful role in addressing the significant workforce capacity and capability issues in the domiciliary care market. In particular, there is good potential to use apprenticeships as a way of recruiting and retaining staff, as well as offering enhanced career pathways in the longer term. To this end, the Adults and Communities Department is looking at options for a pilot of a subsidised apprenticeship offer with help to live at home providers, using the new Adult Social Care Grant. It is likely that LALS would be the provider of this pilot scheme.

Monitor and Review

12. The detailed requirements around reporting to the Government are still to be clarified, although it will initially be only a quantitative measure. The first date for reporting is 31st March 2018.

13. It is recommended that each departmental workforce strategy will have a review process where measures of success are agreed and, as outlined above, there is an opportunity to include targets for apprenticeships within performance dashboards.

Recommendation

14. The Employment Committee is asked to consider the approach being adopted, and to endorse the apprenticeship strategy.

Background Papers

15. Revised Apprenticeship Strategy (Appendix 1).
16. Apprenticeships: Developing Skills for Future Prosperity -
    http://trotman.co.uk/news/ofsted-report-on-apprenticeships-developing-skills-for-

Circulation under Local Issues Alert Procedures

17. None.

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List of Appendices

Appendix 1 – Revised Apprenticeship Strategy 2017-2020.

Equalities and Human Rights Implications

18. The proposed policy seeks to ensure that the apprenticeship programme promotes greater equality, increased access to training and is implemented in a fair and non-discriminatory manner.

Apprenticeship Strategy 2017-2020

Introduction

The Government expects public sector organisations such as Leicestershire County Council to lead the way in offering an increased number of apprenticeships and will introduce targets for the public sector's contribution to its commitment of three million apprenticeships nationally.

This apprenticeship strategy outlines what we as a Council, want to achieve over the next three years. By building on the successes of our current approach to apprenticeships, our aim is to increase the number of apprenticeships at all levels, across the organisation. We will work to promote the benefits of apprenticeships to all and link this to the development of local skills, workforce development and the Leicestershire economy. This will in turn support the Council to be an employer of choice by:

- Developing the right level of skills to meet the future requirements of the business and to grow our workforce for the future
- Supporting increased productivity and retention
- Developing succession planning opportunities

Our Vision

Leicestershire County Council's vision is to increase apprenticeship opportunities by supporting high quality apprenticeship programmes across all departments and maintained schools, ensuring access to a broad range of training and development that meets the needs of the business.

Our apprenticeship programme will attract participation and raise the aspirations of our workforce, enabling the Council to benefit from a motivated, skilled and flexible workforce.

Our Aims

- To build on and expand the current apprenticeship programme whilst continuing to ensure high quality across all levels and pathways.
- To increase the range of vocational areas that apprenticeships are offered in.
- To offer apprenticeships at a wider range of levels with a particular focus on growth at level 3 and higher apprenticeship levels and where a skills shortage has been identified.
- To enhance progression routes for apprentices as part of a wider proactive approach to workforce development and succession planning, enabling us to 'Grow our own'.
- To support 300 apprenticeships across the organisation by 2020 through a phased approach.

Background

This strategy sets out our plans for the next 3 years. It aims to build on the successes of the past and to set ambitious targets for increasing apprenticeship opportunities across the council.

Leicestershire County Council recognises the opportunities that apprenticeships provide in supporting the continuous professional development of existing staff and offering new opportunities to those joining the organisation. We also recognise that apprenticeships offer young people opportunities other than staying in further education, whilst enabling access to transferrable, nationally recognised qualifications.

The national and local apprenticeship context

Nationally, apprenticeships are recognised as contributing substantial benefits to businesses and those that offer them see them as beneficial to their long term development. According to the British Chambers of Commerce, most organisations that employ an apprentice do so to improve their skills base within their business.

The Government's goal is for young people in particular, to see apprenticeships as a prestigious, high quality route to successful careers across all sectors of the economy. (English Apprenticeships: Our 2020 Vision)

The National Apprenticeship Service has set a target of one in five young people aged 16-19 to be working as an apprentice by 2019/20.

The revised apprenticeship funding arrangements through the Apprenticeship Levy provide an opportunity for us to increase our investment in apprenticeships on a long term, sustainable basis.

Ensuring the quality of our apprenticeships

The Government's Review of Apprenticeships (English Apprenticeships: our 2020 Vision) sets out a clear vision for an apprenticeship system which is more rigorous and more responsive to the needs of employers, so that training is trusted and transferrable across sectors.

A report from Ofsted in 2015 (Apprenticeships: Developing Skills for Future Prosperity) identified that some apprenticeships were of poor quality and that supervision of apprentices was inadequate. The report states that the national approach to apprentices is unlikely to achieve its outcomes unless the overall quality improves and that more businesses become involved in the development of the programmes and there is a clear focus on a greater number of advanced apprenticeship standards leading to the development of higher skills.

To ensure the quality of apprenticeship standards from April 2017 the Institute for Apprenticeships will help ensure that employers get the quality skills that they need from the apprenticeship system by acting as the ultimate decision maker on approving apprenticeship standards and assessment plans.

As a council we will contribute to the high quality of apprenticeships through effective commissioning and contract management of specialist provider apprenticeships. We will maintain the high quality of our 'in house' delivery, whilst expanding our offer to meet the changing needs of the organisation.

Widening Participation

Economic benefits are generated when education and training help individuals to achieve higher level qualifications, thereby increasing their employment prospects, productivity and wages.

Currently only 5% of young people choose to undertake an apprenticeship with some schools and colleges failing to provide informed and impartial advice to young people who could benefit from apprenticeship opportunities (Ofsted 2015)

The Government particularly wants to address any barriers faced by groups, including care leavers; women; Black, Asian and Minority Ethnic (BAME) backgrounds and people with Special Educational Needs and Disabilities (SEND). We will work with the Council's workers groups to ensure apprenticeship programmes are inclusive and barriers to entry are reduced.

We will ensure that as a Council we provide inclusive, high quality apprenticeship opportunities that are recognised and valued by departments as career pathways to future success. This will ensure that progression opportunities are more readily available to our people, in developing their careers and achieving their potential.

Summarising our key priorities

The priorities which will underpin our Apprenticeship Implementation Plan:

1. Continuing to to increase the number of apprenticeships across the council reaching 300 by 2020;

2. Developing and applying effective quality assurance measures to ensure high quality training and support;

3. Ensuring that every service area in the Council offers Apprenticeships by 2020;

4. Increasing the uptake of higher level apprenticeships across all vocational areas; initially with a specific focus on skills shortage areas in the early phase of this strategy;

5. Ensuring apprenticeships are a key component in business and workforce planning and supports our approach to skills and succession planning;

6. Widening participation in the Council's apprenticeship programme and supporting underrepresented groups of people in accessing the scheme;

7. Continuing to work closely with community and voluntary aided schools in ensuring education staff can access high quality vocational apprenticeships.

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Leicestershire
County Council

EMPLOYMENT COMMITTEE 29 JUNE 2017

ATTENDANCE MANAGEMENT

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 April 2017 and the implementation of the revised Attendance Management Policy and First Care absence triage service.

Policy Framework and Previous Decisions

2. This report is a standing item on the committee agenda.

Background

3. At its meeting on 2 February 2017, the Employment Committee considered the end of November 2016 absence position and was consulted on a revision to the Attendance Management Policy.

Absence Data

Department Days per FTE	2014/ 15 End of Year	2015/ 16 End of Year	2016/ 17 Q1	2016/ 17 Q2	2016/ 17 Q3	2016/ 17 Q4 End of Year	2017/ 18 Year to April 17
Chief Executive's	5.55	6.99	6.21	6.12	6.43	6.03	5.42
Environment and Transport	8.23	8.80	10.12	10.92	10.25	9.68	9.37
Children and Family Services	10.37	10.06	10.92	10.84	10.53	10.05	10.01
Corporate Resources	7.86	6.95	7.52	7.75	7.64	7.94	8.00
Adults and Communities	12.24	11.31	12.53	13.70	13.21	12.57	12.48
Public Health	9.14	7.84	7.44	7.54	9.00	7.43	8.06

Total	**9.83**	**9.32**	**10.22**	**10.68**	**10.37**	**10.01**	**9.92**
ESPO	12.07	10.88	10.13	10.97	9.71	9.75	11.47
EMSS	6.65	6.69	8.42	8.94	9.27	9.27	9.29

4. At end of Quarter 4 in 2016/17 absence reduced in the Chief Executive's, Children and Families, Environment and Transport and Adults and Communities Departments. These improvements have influenced a reduction in the corporate level of sickness absence.

5. ESPO, East Midlands Shared Services, Public Health and Corporate Resources need to take action to reverse the trend of increasing sickness absence levels.

6. Only the Chief Executive's Department remains within the corporate target of 7.5 days per FTE.

Reasons for Absence

Percentage of FTE days lost 12 months cumulative	2016/17 Dec 2016 Q3	2016/17 March 2017 Q4	2017/18 April 2017	*May 16 –* *Apr 17* *FTE Days lost*
Back and neck problems	6.6%	5.8%	5.7%	2,548
Other musculo-skeletal	**15.0%**	**17.0%**	**17.1%**	**7,647**
Stress/depression, mental health	**25.0%**	**24.5%**	**24.3%**	**10,848**
Viral infection	**14.9%**	**14.3%**	**13.9%**	**6,186**
Neurological	6.0%	6.0%	5.9%	2,630
Genito-Urinary/Gynaecological	4.3%	4.2%	4.3%	1,909
Pregnancy Related	1.8%	1.8%	1.7%	781
Stomach, liver, kidney, digestion	8.6%	8.7%	8.7%	3,878
Heart, blood pressure, circulation	2.2%	2.5%	2.8%	1,236
Chest, respiratory	4.6%	4.4%	4.6%	2,043
Eye, ear, nose and mouth/dental	3.5%	3.7%	3.8%	1,697
Other	0.9%	0.7%	0.6%	263

Not disclosed	6.6%	6.6%	6.7%	2,982

7. The table above details the percentage of 12 month cumulative FTE days lost as at the end of quarters 3 and 4 for 2016/17 and at the end of April 2017. The number of FTE days lost over the 12 month period up to 30 April 2017 is also shown.

8. The highest reasons for absence across the 3 quarters are 'stress/mental health/depression', 'other musculo-skeletal' and 'viral infection'.

Short and Long Term Absence Split

Percentage of FTE days lost 12 months cumulative	2016/17 March 2017 Q4		2016/17 April 2017 Q1	
Department	Long term	Short term	Long term	Short term
Chief Executive's	49.76%	50.24%	49.22%	50.78%
Environment and Transport	56.42%	43.58%	56.77%	43.23%
Children and Family Services	60.95%	39.05%	60.49%	39.51%
Corporate Resources	57.67%	42.33%	58.78%	41.22%
Adults and Communities	61.56%	38.44%	59.79%	40.21%
Public Health	54.33%	45.67%	57.49%	42.51%

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

9. The majority of departments continue to show a greater percentage of longer term absence. It is worth noting that the Chief Executive's Department has a lower percentage of long term sickness and has the lowest sickness absence levels.

10. For the category absence reason 'stress/mental health/depression' the percentage split of FTE days lost is 68.8% long term and 31.2% short term.

Attendance Management Policy Revision

11. At its meeting on 2 February 2017, the Committee was consulted over a proposal to revise the Attendance Management Policy.

12. Following Trade Union consultation and agreement the revised Attendance Management Policy was implemented on 1 May 2017.

13. The key changes to the policy are:

- The procedure now consists of 3 stages rather than 4;

- Stress-related absence will no longer 'trigger' the policy from the first day but will be included in the calculation for the other triggers e.g. 4 weeks or 3 occasions in 6 months. This has been replaced with specific guidance on how to support employees experiencing stress-related sickness absence;

- The requirement for employees to report in on days 1,4 and 8 has been removed and the frequency of contact should be agreed with the manager on the first day of absence;

- Notice periods for formal meetings is reduced to 5 working days' at stage 1 and 2, however 10 working days' notice is still required for the hearing at stage 3;

- The time scale for the majority of phased returns has been defined as between 1 and 4 weeks, however this can be extended up to 6 weeks (and beyond) if necessary;

- Support plans are still required under the policy unless it can be justified that the use of the plan will have no benefit to supporting the employee to improve their attendance or return to work;

- The hearing panel will now consist of 1 rather than 2 managers and an HR representative;

- Renewed emphasis on the completion of 'return to work' interviews;

- Ensuring attendance management activity is recorded and evidenced on Oracle;

- The number of Attendance Panel members will be reduced in number from 3 to 2.

14. A communication from Directors to employees advised them of the new policy, including the key changes, transition arrangements and current levels of sickness absence across the Council.

15. In order to support managers to understand and implement the revised Attendance Management Policy, two training opportunities have been delivered. These comprised a one hour briefing for experienced managers who had recently completed attendance management training and a half day workshop for managers who needed comprehensive attendance management training.

Absence Triage Service Update

16. The First Care absence service went live for a 12 month trial across Environment and Transport and in HART (Home Care) and In-House Services within Adults and Communities on 1 April 2017. The initial number of posts within the scope of the pilot is 1469.

17. Managers were offered the opportunity to attend a briefing session in March and were given access to an on-line training resource. Following this, individuals were sent either an email or a letter to introduce them to the service and provide them with all the relevant information.

18. A range of queries, mostly relating to data handling and the practicalities around the receipt of absence notifications have been received and responded to.

19. Manager drop-in sessions were held to gain feedback on the implementation and operation of the service.

20. A meeting was held with the Trade Unions in early May to gain their feedback. They have made a number of constructive suggestions and a further meeting has been scheduled for July 2017.

21. Monthly contract management meetings with First Care are taking place to ensure that the success of the pilot is monitored.   Specific analysis of short term sickness absence trends within the pilot areas will be the focus as this is where the First Care Service should create an improvement. Alongside analysis of sickness absence levels, there will be regular review of the practical operation of the service.

Attendance Management - Intensive Support Project

22. A 12 month 'Intensive Support' project has been approved to support improvements in attendance management in those areas with the highest levels of sickness absence. With dedicated HR resources the project will have 2 objectives; firstly to provide robust challenge and structure to the managers with a specific focus on timeliness and consistency of application of the Attendance Management Policy and, secondly, to improve the skill, knowledge and confidence of those managers in all aspects of staff management and leadership, which amongst other benefits will improve performance and prevent sickness absence.

23. The Intensive Support project approach and delivery model has been developed and recruitment has begun to appoint to the four posts.

Increments Policy

24. The development of an Increments Policy which defines criteria for 'satisfactory service' has begun. The policy will include criteria for good conduct, capability and attendance to be achieved in order for an annual increment to be awarded. For those who are already at the top of their grade failure to maintain good

conduct, capability and / or attendance could result in the withdrawal of an increment.

25. Consultation with the Trade Unions on the Increments Policy will commence shortly, with a planned implementation date of April 2018.

Recommendation

26. The committee is asked to consider and note the contents of this report and provide any comments or feedback.

Background Papers

27. None.

Circulation under Local Issues Alert Procedure

28. None.

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Equalities and Human Rights Implications

29. The attendance management policy has been subject to an Equality and Human Rights Impact Assessment, and this was published in 2017. There are no equalities and human rights issues arising directly from this report.

Leicestershire
County Council

EMPLOYMENT COMMITTEE

29 JUNE 2017

ORGANISATIONAL CHANGE POLICY AND PROCEDURE

SUMMARY OF ACTION PLANS

REPORT OF THE CHIEF EXECUTIVE

Purpose of Report

1. The purpose of this report is to present the Employment Committee with an update of the current Action Plans which contain provision for compulsory redundancy and details of progress in their implementation.

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. In accordance with that decision, summaries of current Action Plans are attached to this report.

Background

3. Following the decisions made on 11 February 2010, the new arrangements also involve presenting a summary of any outstanding comments/concerns raised by members of the Committee.

4. 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.

Recommendation

6. That the report be noted.

Background Papers

7. Organisational Change Policy and Procedure.

Circulation under Local Issues Alert Procedure

8. None.

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List of Appendices

- Appendix 1 – Summary of Current Action Plans - Implementation Completed.
- Appendix 2 – Summary of Current Action Plans - Implementation Underway.

Equalities and Human Rights Implications

9. 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.

EMPLOYMENT COMMITTEE – 29 JUNE 2017

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
A&C - Museums & Creative Industries	02/11/2016	2 Compulsory Redundancies
A&C - Senior Management	27/10/2016	7 Compulsory Redundancies
A&C – Personal Care & Support: Shared Lives Unit Leads Action Plan	03/11/2016	0 Compulsory Redundancies
A&C - Strategy and Commissioning action plan	01/12/2016	0 Compulsory Redundancies
C&FS - Early help information, support and Assessment Service	10/03/2017	1 Compulsory Redundancy
RES - Review of Beaumanor Hall	25/10/2016	2 Compulsory Redundancies
RES - LTS Catering - School Food	20/01/2017	3 Compulsory Redundancies
RES - Business Development Review 2017	18/01/2017	2 Compulsory Redundancies

APPENDIX 1

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EMPLOYMENT COMMITTEE – 29 JUNE 2017

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max **Compulsory** 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	2 redundancies
A&C - Business Support Services	24/02/2017	Consultation started 24/02/2017 Redeployment status issued to one employee.	Receive challenges and deal with Q and As.	20 redundancies
A&C – Glen Parva Library Closure	07/04/2017	Launched 12 April 2017. Met with staff at Wigston Library.	Revised option endorsed by Gartree Prison service. Alternative proposals reflected.	1 redundancy
C&FS – Review of Heads of Service	12/12/2016	Launched 13 December 2016 Redundancy notices have been issued 30/01/2017 and 26/04/2017	Notice for one employee extended until 31 July 2017	2 redundancies
E&T – Phase 4	01/05/2017	Consultation period	Launch	25 redundancies
ESPO – Action Plan for Night shift Operations Team	22/11/2016	In consultation		5 redundancies
Public Health – First Contact Plus	16/03/2017	Consultation closed 24/04/2017. Recruitment training provided to those at risk.	Notices to be served. Recruitment commenced 7 May 2017	3 redundancies
RES – HR Services	01/09/2016	Action Plan launch meeting held on 26 September 2016	Extended periods of notice up to the end of June	5 redundancies

APPENDIX 2

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