

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 1 February 2018 at 10.00 am**

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

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

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

### **Membership**

Mr. J. B. Rhodes CC (Chairman)

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

### **AGENDA**

<u>Item</u>	<u>Report by</u>	
1. Minutes of the meeting held on 19 October 2017.		(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. Staff Survey 2017.	Director of Corporate Resources	(Pages 7 - 10)
7. Gender Pay Gap Reporting.	Director of Corporate Resources	(Pages 11 - 20)



- |     |  |                                       |                 |
|-----|--|---------------------------------------|-----------------|
| 8.  | Pay Policy Statement 2018/19.  | Director of<br>Corporate<br>Resources | (Pages 21 - 34) |
| 9.  | Attendance Management.   | Director of<br>Corporate<br>Resources | (Pages 35 - 42) |
| 10. | Organisational Change Policy and Procedure:<br>Action Plans.         | Chief Executive                       | (Pages 43 - 48) |
| 11. | Any other items which the Chairman has<br>decided to take as urgent. |                                       |                 |
| 12. | Date of Next Meeting.  |                                       |                 |

The next meeting of the Committee is scheduled to be held on Thursday 21 June 2018 at 10am.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 19 October 2017.

PRESENT

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

Ms. L. Broadley CC  
Mr. D. Jennings CC

Ms. Betty Newton CC  
Mr. R. J. Shepherd CC

14. Minutes.

The minutes of the meeting held on 29 June 2017 were taken as read, confirmed and signed.

15. Question Time.

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

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

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

17. Urgent Items.

There were no urgent items for consideration.

18. 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.

19. Values and Behaviours, Employment Deal and Performance Management Framework.

The Committee considered a report of the Director of Corporate Resources concerning Values and Behaviours, Employment Deal and Performance Management Framework. A copy of the report, marked "Agenda Item 6", is filed with these minutes.

Arising from discussion, the following points were raised:

- i) The "Employment Deal", which outlined the values of the organisation and set out the employment offer to current and prospective employees, was available in a variety of formats, including digital and paper, for promotion to current employees

and through the recruitment portal for prospective employees. One of the aims was to attract young people to work for the County Council;

- ii) The new Performance Management Framework would support managers in managing their teams, including managing performance and attendance, two key elements within the new Framework. Tools to support managers in managing teams within the new framework would be available on the Intranet;
- iii) Regarding motivational work and improving absence and sickness rates in some Departments, it was pointed out that the new framework set out clear expectations of managers. The success of the effectiveness of the Performance Management Framework and how it was embedded across the County Council would be reflected in a range of management indicators including the attendance management data in the future.

#### RESOLVED:

That the report and the approach being taken on the following be noted:-

- a. Revised organisational values and behaviours;
- b. Introduction of the Employment Deal; and
- c. Introduction of a Performance Management Framework.

#### 20. Attendance Management.

The Committee considered a report of the Director of Corporate Resources concerning Attendance Management at the end of August 2017. A copy of the report, marked "Agenda Item 7", is filed with these minutes.

Arising from discussion, the following points were raised:

- i) The change to the coding of illnesses and the introduction of new categories from 1 April 2017, for example "cough, cold, flu", would take some time to be reflected in the absence management figures. It was expected that it would take a further 9 months before a realistic comparison could be made between year on year data. The Committee welcomed the introduction of the new category "cancer – all forms";
- ii) Data for "stress/depression, mental health" and "other musculo-skeletal" showed that these were in the top 3 illness categories. A comparison of all absence data had been completed with that for other County Councils; with Leicestershire County Council in the lowest quartile. This comparison would be included in the attendance management report in the future;
- iii) Members acknowledged the increased pressure on staff following reductions in staffing levels due to austerity measures and highlighted that it must be recognised that this could be reflected in levels of sickness due to stress, depression and mental health. The Committee also recognised that sickness absence levels were reducing in most Departments;
- iv) The challenge of managing staff back in to work following illness, whilst recognising the cases of genuine long term illness, was acknowledged. Members

were informed that an equitable approach would be taken, working with the Trade Unions, on a case by case basis;

- v) Reasonable adjustments to work could be made on a temporary basis, including the possibility of taking a less demanding role, for staff suffering from stress, depression and mental health in order to encourage a return to work. This would be discussed with the employee concerned, to ensure that they were aware of any potential impacts before proceeding. Managers would be supported in handling this within their teams;
- vi) A draft Wellbeing Strategy was being developed, in conjunction with Public Health colleagues, to address absence levels due to stress, depression and mental health. Officers had considered a variety of best practice from other Local Authorities in developing the Strategy;
- vii) The Committee recognised the importance of managing the attendance of staff and was encouraged by the improvement in the absence data. It was important that the robust measures that had been put in place were embedded and the focus maintained. It was recognised that the levels of absence in some areas was attributable to the higher levels of stress within those roles and that the reduction in absence levels would be directly affected by first line managers and their determination and dedication in encouraging people to come to work;
- viii) The scope of staff eligible for the flu vaccination programme had been extended and the range of locations for administering the programme increased.

RESOLVED:

That the report on Attendance Management at the end of August 2017 be noted.

21. Health, Safety and Wellbeing Annual Report.

The Committee considered a report of the Director of Corporate Resources concerning the Health, Safety and Wellbeing Annual report. A copy of the report, marked "Agenda Item 8", is filed with these minutes.

RESOLVED:

- a) That the work undertaken by the Health, Safety and Wellbeing Service be supported;
- b) That the Annual Report be noted.

22. Apprenticeships.

The Committee considered a report of the Director of Corporate Resources concerning Apprenticeships. A copy of the report, marked "Agenda Item 9", is filed with these minutes.

Arising from discussion, the following points were raised:-

- i) The provision of leadership qualifications through the Institute of Leadership and Management under the Apprenticeship levy was being explored; this also added benefit to the Employment Deal;

- ii) Delivery of apprenticeships was gaining momentum at a national level, including apprenticeship routes for social workers and teachers;
- iii) Members suggested that it would be beneficial to highlight the opportunities presented by apprenticeships in Leicestershire Matters.

RESOLVED:

That the progress made in relation to the apprenticeship levy and the implementation of the new Apprenticeship Strategy be noted.

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

The Committee considered a report of the Chief Executive concerning Organisational Change Policy and Procedure: Summary of Action Plans. A copy of the report, marked "Agenda Item 10", is filed with these minutes.

RESOLVED:

That the report be noted.

24. Date of Next Meeting.

It was noted that future meetings of the Committee were scheduled to take place at 10am on the following dates:

- 7 December 2017 (*cancelled*)
- 1 February 2018
- 21 June 2018
- 25 October 2018
- 6 December 2018

10.00 - 11.10 am  
19 October 2017

CHAIRMAN



## **EMPLOYMENT COMMITTEE: 1 FEBRUARY 2018**

### **STAFF SURVEY 2017**

## **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

### **Purpose of the Report**

1. The purpose of this report is to provide the Committee with a summary of the outcomes and actions identified from the 2017 staff survey. The Committee is asked to note the report and to support the approach.

### **Policy Framework and Previous Decisions**

2. The results from the 2017 staff survey will be incorporated into departmental action plans, and these will be used to further support the key aims of the People Strategy which was approved by Employment Committee in June 2017.

### **Background**

3. The 2017 Staff Survey had the highest response rate of 46% completion (2,736 staff) compared to previous surveys conducted. This showed an increase from 41% (2,647 staff) responding in 2015.
4. The survey was open on-line and in paper format from 3 May – 21 June 2017. It was the seventh staff survey and was consistent in terms of the areas surveyed within the 2015 and 2012 surveys.
5. There was an increased response rate for all departments except Public Health, which decreased although they still have the highest response rate from all departments overall at 68%, down from 88% in 2015. Children and Family Services showed the most improved positive response rate from 27% in 2015 to 45% in 2017.
6. For the first time, the detailed results have been made available to all staff and managers. Line managers have been asked to review the results for their areas and develop appropriate local actions.

7. The survey was divided into three sub sections over 19 questions, exploring views on My Council, My Manager and My Job:
  - a. Under 'My Council' the highest scoring areas identified were:
    - i. 91.5% said I believe the council is committed to equality and diversity; a marginal decrease of 0.4% since 2015;
    - ii. 89.2. % said I feel the council is a good employer, a slight decrease of 1.8% since 2015.
  - b. For 'My Manager' the areas scoring highest were:
    - i. 86.3% believe my manager supports flexible working, an increase of 1.1% from 2015;
    - ii. 85.8% believe their manager values their opinions and ideas; an increase of 1.3% from 2015.
  - c. Under 'My Job' staff said:
    - i. 89.2% feel trusted; a decrease of 0.8% from 2015;
    - ii. 88% said they felt they were treated with fairness and respect; a decrease of 0.9% from 2015.
8. The areas identified with the lowest ratings across the Council remained consistent with the lowest rated responses in 2015:
  - a. 47.3% said I feel that change is well managed in the Council, a decrease of 0.2% % since 2015;
  - b. 60.5% said I think it is safe to speak up and challenge the way things are done, an increase of 3.2% since 2015;
  - c. 60.6% said stress at work does not affect my job performance, an increase of 4.9% since 2015.
9. In summary the positive changes obtained since the 2015 survey include:
  - a. an increase of 4.9% of staff saying "stress at work does not affect my job performance" (60.6%).
  - b. an increase of 3.2% of staff feeling it is "safe to speak up and challenge the way things are done at the council" (60.5%).
10. HR Business Partners are now addressing specific areas with each of their departments to identify the top issues for consideration. As expected, these differ from department to department.

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

11. None.



**Officer to Contact**

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**Equality and Human Rights Implications**

13. The People Strategy and subsequent actions are subject to Equality and Human Rights Impact Assessments. Any actions that recommend changes to existing practice, processes or procedures as a result of the staff survey action plans will be subject to a full EHRIA as required.

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## EMPLOYMENT COMMITTEE - 1 FEBRUARY 2018

### GENDER PAY GAP REPORTING

#### REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

##### Purpose of the Report

1. The purpose of this report is to present the initial results regarding Gender Pay Gap reporting for Leicestershire County Council. The Committee is asked to note the content of the report and that the results of the analysis will be published by 30 March 2018.

##### Policy Framework and Previous Decisions

2. Gender Pay Gap reporting is now a statutory requirement under section 78 of the Equality Act 2010, requiring larger employers (those with more than 250 employees) to publish pay information to show whether or not there are differences in pay between their male and female employees.

##### Background

3. From 6 April 2017 any organisation that has 250 or more employees is required by law to publish and report specific figures about their Gender Pay Gap.
4. The following figures have to be reported annually on the Council's website and will also be reported to and published by central government. A glossary of terms is attached at Appendix 1:
  - a. **Mean Gender Pay Gap** – The difference between the mean hourly rate of pay of male full-pay employees and that of female full-pay employees
  - b. **Median Gender Pay Gap** – The difference between the median hourly rate of pay of male full-pay employees and that of female full-pay employees
  - c. **Mean bonus Gender Pay Gap** – The difference between the mean bonus pay paid to male employees and that paid to female employees
  - d. **Median bonus Gender Pay Gap** – The difference between the median bonus pay paid to male employees and that paid to female employees
  - e. **Proportion of males and females receiving a bonus payment** – The proportion of male and female employees who were paid bonus pay during the period

- f. **Proportion of males and females in each pay quartile** – The proportion of male and female full-pay employees in the lower, lower middle, upper middle and upper quartile pay bands
5. The figures must be calculated using a specific reference date – this is called the ‘snapshot date’. For public sector organisations the snapshot date is 31 March each year. Organisations must publish within a year of the snapshot date; hence the results for Leicestershire County Council for 2017 need to be published by 30 March 2018 in order to meet the requirements of the legislation.

### Results

6. The initial results are as follows. These results are subject to a further data review before the local authority publishing deadline of 30 March 2018. All percentages are rounded to the nearest whole number.
- a. **Mean Gender Pay Gap** – Females mean hourly rate is **18%** lower than males
  - b. **Median Gender Pay Gap** – Females median hourly rate is **20%** lower than males
  - c. **Mean bonus Gender Pay Gap** – Not applicable
  - d. **Median bonus Gender Pay Gap** – Not applicable
  - e. **Proportion of males and females receiving a bonus payment** – Not applicable
  - f. **Proportion of males and females in each pay quartile** – see results in Table 1 below
7. To set the results for the County Council in context, the profile of the workforce is set out in Appendix 2. As at 31 March 2017, of the staff employed by the Council, 74% were female and 26% were male. That percentage remains the same as at 10 January 2018.
8. By way of explanation, the official government guidance states that Gender Pay Gap reporting requires other monetary payments such as allowances and shift premium pay to be taken into account when calculating hourly pay; this is in addition to basic pay. Due to this reason there are a small number of anomalies in Appendix 2 whereby some employees in lower grades are currently accounted for in higher quartiles. As stated earlier, these are initial results which are subject to further data review before the official publishing date of 30 March 2018.
9. The Council’s workforce is predominantly female with a large number of females undertaking job roles in grades 2 – 10, compared to the spread through the grades of male employees. This profile explains the mean and median percentage differences set out in paragraph 6. It is worth noting that a small number of other Local Authorities have published their Gender Pay Gap reports (see Appendix 3) and the findings for Leicestershire County Council are broadly in line, given the general nature of the Local Government workforce. In addition, the overall UK Gender Pay

Gap for all employees was 18.1% for mean hourly pay in May 2016 according to the Office for National Statistics (ONS). This means the Council is approximately on average for mean pay.

10. The following table shows the proportion of males and females in each pay quartile – see Appendix 1 for a more detailed explanation. As stated, the Council wide employment figures are 74% females and 26% males, and the table shows that the percentage of females is highest across the Council’s lowest grades, given the nature of the roles. The percentage difference reduces as the grades increase.

	<b>Males</b>	<b>Females</b>
<b>Lower quartile</b>	14%	86%
<b>Lower middle quartile</b>	24%	76%
<b>Upper middle quartile</b>	28%	72%
<b>Upper quartile</b>	37%	63%

**Table 1**

### Equal Pay Audit

11. In addition to the Council now having to produce the Gender Pay Gap information it is important to note that the Council also conducts an Equal Pay Audit every three years. From previous audits it can be reported that no gender pay issues have been identified.

### Job evaluation scheme

12. It is also noted that the adoption of the HAY Job Evaluation Scheme also ensures through its application that no gender pay issues should occur.

### **Background Papers**

Central government Gender Pay Gap reporting overview

<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

List of employers publishing their Gender Pay Gap data

<https://gender-pay-gap.service.gov.uk/Viewing/search-results>

Advisory, Conciliation and Arbitration Service (ACAS) guidance

<http://www.acas.org.uk/index.aspx?articleid=5768>

Government Legislation <https://www.legislation.gov.uk/ukdsi/2017/978011152010>

UK Gender Pay Gap – Office for National Statistics

<https://visual.ons.gov.uk/the-gender-pay-gap-what-is-it-and-what-affects-it/>

**Circulation under the Local Alerts Procedure**

None.

**Officer to Contact**

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**List of Appendices**

Appendix 1 - Glossary of key terms

Appendix 2 - Quartiles by grade within Leicestershire County Council

Appendix 3 – Comparative Table – other Local Authorities

**Equalities and Human Rights implications**

13. The Gender Pay Gap analysis has not identified any specific concerns, given the nature and profile of the workforce. There are therefore no equalities and human rights issues to address.

## Glossary of key terms in this report

<b>Full-pay Employees</b>	'Full-pay Employees' are employees that are paid their full usual pay during the pay period in which the snapshot date falls (March 2017 for the Council)
<b>Mean</b>	The mean can be defined as the average of a set of numbers. This is achieved by adding up the values and then dividing by the number of values
<b>Median</b>	The median can be defined as the middle number in a ranked list of numbers. The median can be used to determine an approximate average
<b>Quartile</b>	<p>Quartiles divide ranked data into four quarters. These are:</p> <ul style="list-style-type: none"> <li>• <b>Lower quartile</b> - The lowest 25% of numbers</li> <li>• <b>Lower middle quartile</b> - The second lowest 25% of numbers</li> <li>• <b>Upper middle quartile</b> - The second highest 25% of numbers</li> <li>• <b>Upper quartile</b> - The highest 25% of numbers</li> </ul>

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## Appendix 2

Quartiles by grade within Leicestershire County Council<sup>1</sup>

	Lower quartile		Lower middle quartile		Upper middle quartile		Upper quartile	
	F	M	F	M	F	M	F	M
<b>Grade 2</b> (£14,514)	537	15	78	17				
<b>Grade 3</b> (£14,514 - £14,619)	42	31	55	2				
<b>Grade 4</b> (£14,769 - £15,414)	68	8	6	5		1		
<b>Grade 5</b> (£15,507 - £16,192)	441	106	24	69	4	4		2
<b>Grade 6</b> (£16,588 - £17,824)	160	45	511	113				
<b>Grade 7</b> (£18,316 - £19,940)			194	54	10	63		
<b>Grade 8</b> (£20,522 - £22,434)			233	91	231	111		1
<b>Grade 9</b> (£23,167 - £25,622)					503	105	5	28
<b>Grade 10</b> (£26,582 - £29,858)					298	118	73	61
<b>Grade 11</b> (£30,542 - £32,975)					4	1	282	107
<b>Grade 12</b> (£33,997 - £37,499)							266	152
<b>Grade 13</b> (£38,732 - £42,790)							169	91
<b>Grade 14</b> (£44,165 - £48,865)							56	42
<b>Grade 15</b> (£50,450 - £55,679)							44	21
<b>Grade 16</b> (£57,903 - £65,584)							7	12
<b>Grade 17</b> (£68,493 - £78,098)							5	9
<b>Grade 18</b> (£80,474 - £91,255)							5	5
<b>Grade 19</b> (£100,654 - £113,326)							2	5
<b>Grade 20</b> (£116,922 - £128,966)								3
<b>Grade 21</b> (£126,779 - £145,092)								1
<b>Grade 22</b> (£169,665 - £188,851)								1

Key: **F** = Female, **M** = Male

<sup>1</sup> Please note that official government guidance states that Gender Pay Gap reporting requires other monetary payments such as allowances and shift premium pay to be taken into account when calculating hourly pay. This is in addition to basic pay. Due to this reason there are a small number of anomalies whereby some employees in lower grades are currently accounted for in higher quartiles. As stated earlier these are initial results which are subject to further data review before the official publishing date of 30<sup>th</sup> March 2018.

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## Appendix 3

Comparative table showing the Council against other councils who have already published their result

	<b>Leicestershire County Council</b>	<b>Broadland District Council</b>	<b>Doncaster Metropolitan Borough Council</b>	<b>Tonbridge &amp; Malling Borough Council</b>
<b>Mean</b>	18% lower than Males	27% lower than Males	15% lower than Males	24% lower than Males
<b>Median</b>	20% lower than Males	26% lower than Males	21% lower than Males	34% lower than Males
<b>Lower quartile</b>	14% Male 86% Female	19% Male 81% Female	12% Male 88% Female	19% Male 81% Female
<b>Lower middle quartile</b>	24% Male 76% Female	22% Male 78% Female	31% Male 69% Female	27% Male 73% Female
<b>Higher middle quartile</b>	28% Male 72% Female	30% Male 70% Female	33% Male 67% Female	43% Male 57% Female
<b>Upper quartile</b>	37% Male 63% Female	51% Male 49% Female	46% Male 54% Female	56% Male 44% Female

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## **EMPLOYMENT COMMITTEE - 1 FEBRUARY 2018**

### **PAY POLICY STATEMENT 2018/19**

#### **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 2018/19, attached as Appendix A.

##### **Policy Framework and Previous Decisions**

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 2018/19 on or before 1 April 2018.

##### **Background**

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 7.85;
  - 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 2018/19 prior to the Full Council approval at its meeting on 21 March 2018.

**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 2018/19

**Equality and Human Rights Implications**

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



## Pay Policy Statement 2018/19

### Contents

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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 2018 to 31<sup>st</sup> March 2019, in particular the:

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

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

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

## Scope

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

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

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

## Definitions

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

### Remuneration

This includes three elements:

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

### Chief Officers

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

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

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

### Definition of a Day's Pay

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

### Lowest Paid Employees

Pay Policy Statement 2018/19  
Version: 2018 - 3  
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 2018 will be at least £7.83, which is the National Living Wage rate at that date.

## Pay and Grading Structure

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

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

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

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

Annual pay awards for all employees except Centrally Employed Teachers and those employed on Soulbury Committee conditions will be agreed by Employment Committee having regard to any agreement reached by the relevant national negotiating bodies. The current pay award for all employees up to and including Grade 17 follows the national award made by the National Joint Council for Local Government Employees and covers the period up 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. No national pay awards beyond the end of March 2018 have yet been agreed.

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](#).

Employees in post when a pay award is due but who subsequently leave the Council before it is implemented are entitled to receive the difference in pay. To claim backdating from their date of leaving they must contact the Employee Service Centre, 0300 3030222, or email [escservicedesk@emss.org.uk](mailto:escservicedesk@emss.org.uk).

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 2016/2017 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 7.85 (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.

Employees required to participate in a standby rota due to the nature of their job will receive an allowance based on that agreed by the National Joint Council for Local Government Services as part of the annual pay award.

## 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. .

## 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 2016/2017

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 2016/17. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2016/17.

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	194
	101
Director of Law and Governance	
Assistant Chief Executive	91
Head of Planning	66
Head of Regulatory Services	58
<b>Public Health</b>	
Director of Public Health	125
<b>Corporate Resources</b>	
Director (Section 151 duties transferred to Director of Finance , and reduced working hours)	91
Head of East Midlands Shared Services	84
Assistant Director – Corporate Services and Transformation	108
Director of Finance	107
Assistant Director - Customer Services and Operations	91
<b>Children and Young People's Service</b>	
Director (left in July 2016). An interim director has been appointed via an agency	39
Assistant Director Children's Social Care (left end July 2016)	30
Assistant Director Commissioning & Development	91

Assistant Director Education and Early Help (appointed January 2017)	17
<b>Adults and Communities</b>	
Director	121
Assistant Director Promoting Independence	91
Assistant Director Strategy & Commissioning	91
Assistant Director Personal Care & Support	91
<b>Environment and Transportation</b>	
Director	124
Assistant Director Highways & Transportation appointed October 2105	101
Assistant Director Environment	80
<b>Eastern Shires Purchasing Organisation</b>	
Director	135
Assistant Director (Finance)	79
Deputy Director and Chief Commercial Officer	88
Assistant Director (Operations)	82



## 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>10</b>	<b>£16,026</b>	<b>47</b>		<b>£49,354</b>	
<b>5</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>14</b>	<b>£17,643</b>	<b>51</b>		<b>£56,236</b>	
<b>6</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>£195,342</b>	





## **EMPLOYMENT COMMITTEE – 1 FEBRUARY 2018**

### **ATTENDANCE MANAGEMENT**

#### **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

##### **Purpose of the Report**

1. The purpose of this report is to provide the Employment Committee with an update on the County Council's overall position on sickness absence at the end of November 2017, with specific focus on:
  - the First Care absence triage service;
  - the attendance management intensive support project; and the introduction of an increments policy.

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

##### **Background**

2. On 19 October 2017, the Committee considered the County Council's absence position to the end of August 2017 and received an update on all the areas detailed in paragraph 1 above.

##### **Absence Data – November 2017**

3. By the end of November 2017 absence reductions have only been consistently achieved in Adults and Communities, and the Chief Executive's Department.
4. Only the Chief Executive's Department remains within the corporate target of 7.5 days per FTE. All other departments need to take further action to address their current levels of sickness absence.

Department	2014/15	2015/16	2016/17	2017/18	2017/18	2017/18
Days per FTE 12 months cumulative	Year end	Year end	Year end	End of Q1 (June 17)	End of Q2 (Sept 17)	End of Nov Latest position
Chief Executive's	5.55	6.99	6.03	5.98	5.03	4.52
Environment and Transport	8.23	8.80	9.68	9.17	9.45	9.29
Children and Family Services	10.37	10.06	10.05	9.50	9.58	9.68
Corporate Resources	7.86	6.95	7.94	7.98	8.25	8.38
Adults and Communities	12.24	11.31	12.57	12.23	11.57	11.47
Public Health	9.14	7.84	7.43	8.64	8.80	8.49
<b>Total</b>	<b>9.83</b>	<b>9.32</b>	<b>10.01</b>	<b>9.72</b>	<b>9.60</b>	<b>9.56</b>
ESPO	12.07	10.88	9.75	11.40	11.47	12.05
EMSS	6.65	6.69	9.27	8.42	7.54	7.35

### Reasons for Absence

- The reasons for the highest level of absence across the 5 time periods detailed in the table below are 'stress/mental health/depression', 'other musculo-skeletal' and 'viral infection- not cough/cold/flu'.

Percentage of FTE days lost 12 months cumulative	2016/17 Dec 2016 Q3	2016/17 March 2017 Q4	2017/18 June 2017 Q1	2017/18 Sept 2017 Q2	2017/18 Nov 2017 Latest position	Dec 16 – Nov 17 FTE Days lost	Dec 16 – Nov 17 Number of employees
Back and neck problems	6.6%	5.8%	5.4%	4.7%	4.5%	1,939	268
Other musculo-skeletal	<b>15.0%</b>	<b>17.0%</b>	<b>17.1%</b>	<b>17.4%</b>	<b>17.4%</b>	<b>7,416</b>	<b>462</b>
Stress/depression, mental health	<b>25.0%</b>	<b>24.5%</b>	<b>24.1%</b>	<b>25.2%</b>	<b>25.5%</b>	<b>10,854</b>	<b>513</b>
Viral infection not cough/cold/flu	<b>14.9%</b>	<b>14.3%</b>	<b>12.8%</b>	<b>11.8%</b>	<b>10.2%</b>	<b>4,364</b>	<b>1232</b>
Neurological	6.0%	6.0%	5.8%	5.4%	4.8%	2,061	374
Genito-Urinary/Gynaecological	4.3%	4.2%	4.3%	3.7%	3.9%	1,651	164
Pregnancy Related	1.8%	1.8%	1.8%	1.6%	1.4%	599	51
Gastro- stomach, digestion	8.6%	8.7%	8.7%	8.7%	8.5%	3,624	1130
Heart, blood pressure, circulation	2.2%	2.5%	3.2%	3.0%	2.9%	1,245	61
Chest, respiratory	4.6%	4.4%	4.7%	4.7%	4.5%	1,907	268
Eye, ear, nose and mouth/dental	3.5%	3.7%	3.8%	3.8%	4.0%	1,692	351
Other	0.9%	0.7%	0.4%	0.2%	0.1%	17	2
Skin- burns, rashes, cuts, injury	n/a	n/a	0.1%	0.3%	0.7%	306	37
Cancer- all forms	n/a	n/a	0.4%	1.6%	2.3%	968	17
Cough, cold, flu	n/a	n/a	0.3%	0.9%	2.2%	921	367
Liver/Kidney disorders/conditions	n/a	n/a	0.0%	0.3%	0.5%	199	16
Not disclosed	6.6%	6.6%	7.2%	6.5%	6.8%	2,883	340

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

6. The table below details the percentage split of FTE days lost at the end of quarter 1 and 2, 2017/18 and at the end of November 2017. All departments with the exception of Chief Executive's show a greater percentage of longer term absence compared to short term.

Percentage of FTE days lost 12 months cumulative	2017/18 Q1		2017/18 Q2		2017/18 Nov 17 Latest position	
	Long term	Short term	Long term	Short term	Long term	Short term
Chief Executive's	52.2%	47.8%	43.1%	56.9%	36.7%	63.3%
Environment and Transport	57.7%	42.3%	56.4%	43.6%	59.7%	40.3%
Children and Family Services	58.4%	41.6%	60.3%	39.7%	60.3%	39.7%
Corporate Resources	58.9%	41.1%	59.2%	40.8%	58.9%	41.1%
Adults and Communities	62.9%	37.1%	62.1%	37.9%	62.4%	37.6%
Public Health	56.7%	43.3%	58.2%	41.8%	54.3%	45.7%

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

### **Service level data**

7. The table below provides details of the days lost per FTE at the end of 2016/17, quarter 1 and 2 2017/18 and at the end of November 2017, for service areas by department. From quarter 2 2017/18 Adults and Communities shows changes in its service level data to reflect the implementation of a department wide restructure.

Department	2016/17 Year end (March 17)	2017/18 End of Q1 (June 17)	2017/18 End of Q2 (Sept 17)	2017/18 End of Nov 17 Latest position
Days per FTE 12 months cumulative				
Chief Executive's	6.03	5.98	5.03	4.52

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2017/18</b>
<b>Days per FTE</b>	<b>Year end</b>	<b>End of Q1</b>	<b>End of Q2</b>	<b>End of Nov 17</b>
<b>12 months cumulative</b>	<b>(March 17)</b>	<b>(June 17)</b>	<b>(Sept 17)</b>	<b>Latest position</b>
Planning and Historic and Natural Environment	3.81	3.73	3.20	2.47
Regulatory Services	6.95	6.61	5.04	4.33
Strategy and Business Intelligence	6.28	6.07	5.17	5.48
Democratic Services	10.69	11.50	9.98	7.14
Legal Services	3.01	3.30	3.21	3.04
<b>Environment and Transport</b>	<b>9.68</b>	<b>9.17</b>	<b>9.45</b>	<b>9.29</b>
Highways and Transportation	10.38	9.79	10.10	9.97
Environment and Waste Management	4.85	4.71	5.77	5.85
<b>Children and Family Services</b>	<b>10.05</b>	<b>9.50</b>	<b>9.58</b>	<b>9.68</b>
Education and Early Help	9.13	8.55	8.45	8.35
Children's Social Care	11.90	10.91	11.21	11.59
<b>Corporate Resources</b>	<b>7.94</b>	<b>7.98</b>	<b>8.25</b>	<b>8.38</b>
Strategic Finance and Assurance	4.89	4.42	4.66	4.66
Corporate Services	4.68	4.66	4.99	5.45
Commercial and Customer Services	10.55	10.65	10.98	10.88
<b>Adults and Communities</b>	<b>12.57</b>	<b>12.23</b>	<b>11.57</b>	<b>11.47</b>
East	n/a	n/a	7.49	10.40
West	n/a	n/a	11.13	12.23
Commissioning and Quality	n/a	n/a	6.92	7.61
Departmental Support Services	n/a	n/a	9.46	9.85
Strategic Services	11.70	10.71	10.61	10.12
Promoting Independence	12.26	13.07	13.53	14.07

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2017/18</b>
<b>Days per FTE</b>	<b>Year end</b>	<b>End of Q1</b>	<b>End of Q2</b>	<b>End of Nov 17</b>
<b>12 months cumulative</b>	<b>(March 17)</b>	<b>(June 17)</b>	<b>(Sept 17)</b>	<b>Latest position</b>
Personal Care and Support	15.62	14.90	13.60	13.13
Communities and Wellbeing	7.67	7.26	6.96	7.32
<b>Public Health</b>	<b>7.43</b>	<b>8.64</b>	<b>8.80</b>	<b>8.49</b>

### **Attendance management intensive support project**

8. The 12 month attendance management intensive support project began to engage with managers from 1 August 2017 in the following areas:
  - Adult Social Care
  - Children's Social Care and Early Help
  - Supported Employment (Corporate Resources)
  - Operational Highways and Passenger Fleet
9. To date the project team have delivered practical interactive workshops to 195 managers, focusing on improving their skills, knowledge and confidence in managing attendance. 155 managers are still to attend. It is expected that training will be completed by the end of March 2018.
10. The next steps for the project will be to deliver a 'part 2 workshop' to managers from March 2018 which will focus on supporting employees experiencing stress. Further analytical work is also being undertaken to profile sickness absence and explore any potential correlation between age, gender, length of service, grade etc. The outcome will be used to identify future actions.

### **Absence triage service update**

11. The First Care absence service 12 month pilot began on 1 April 2017 within Environment and Transport, and in HART (home care) and Direct Services within Adults and Communities.
12. Having undertaken a review of its impact at 8 months a decision has been made not to continue with the First Care service beyond 31 March 2018, when the pilot is due to end.

### **Increments policy**

13. Consultation with the trade unions on the first draft of the increments policy which defines the criteria for 'satisfactory service' began in September 2017.



The criteria includes: '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 withdrawal of an increment.

14. As expected, trade union colleagues have expressed a number of concerns about the introduction of the policy. Given the initial success of the intensive support project, which is to be extended, it is intended to allow time to assess the impact of the project before proceeding with any further consultation on the draft increments policy.
15. At this stage it has been agreed with the trade unions to pause the consultation to allow some more time for the Intensive Support project to take effect.

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

16. None.

### **Officer to Contact**

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### **Equality and Human Rights Implications**

17. There are no equalities and human rights issues arising directly from this report.

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**EMPLOYMENT COMMITTEE: 1 FEBRUARY 2018****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.

**Policy Framework and Policy Decisions**

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.

**Recommendations**

6. That the report be noted.

**Background Papers**

7. Organisational Change Policy and Procedure  
<https://leics.sharepoint.com/sites/intranet/HDI/Pages/Understand-organisational-change.aspx>

**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 – 1 FEBRUARY 2018**

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

Action Plan	Date Approved	Outcome
A&C - Desford Library Transfer to Community Group	30/09/2017	2 compulsory redundancies
RES - Furniture and Logistics	05/09/2017	2 compulsory redundancies
RES – Beaumanor Hall Property Support & Cleaning Team	23/06/2017	1 compulsory redundancy
RES - Restructure of County Hall Catering		3 compulsory redundancies

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**EMPLOYMENT COMMITTEE – 1 FEBRUARY 2018**  
**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY**

Action Plan	Date Approved	Current Position	Next Steps	Max <b>Compulsory</b> Redundancies
A&C - Bibliographical services action plan	24/10/2017	Action Plan is live. Two employees have spoken about retiring and VR	Awaiting responses	2 redundancies
CEX - Political Assistant	11/10/2017	Notice has been issued.	Redundancy paperwork to be completed.	1 redundancy
ESP- Restructure of Sales and Marketing	04/12/2017	Action Plan launched and still in consultation	Awaiting responses	1 redundancy
RES – CSC Management Restructure	30/08/2017	Still considering savings and proposals for change rationale outlined in principle	Consider reductions in the team leaders and comparability of the team development role	3 redundancies
RES – Learning and Development	01/09/2017	A number of engagement workshops have been carried out with the team	Notice issued.	3 redundancies

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