

Meeting: **Employment Committee**

Date/Time: **Thursday, 26 September 2019 at 10.00 am**

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

Contact: **Anna Poole (0116 305 2583)**

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Membership

Mr. J. B. Rhodes CC
Ms. L. Broadley CC Ms. Betty Newton CC
Mr. W. Liquorish JP CC Mr. R. J. Shepherd CC

AGENDA

<u>Item</u>	<u>Report by</u>
1. Appointment of Chairman.	
2. Election of Deputy Chairman.	
3. Minutes of the meeting held on 28 February 2019.	(Pages 3 - 8)
4. Question Time.	
5. Questions asked by members under Standing Order 7(3) and 7(5).	
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
7. Declarations of interest in respect of items on the agenda.	



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|-----|---|---------------------------------------|-----------------|
| 8. | Recruitment and Retention Update. | Director of
Corporate
Resources | (Pages 9 - 12) |
| 9. | Attendance Management. | Director of
Corporate
Resources | (Pages 13 - 20) |
| 10. | Pay Policy Statement 2020/21. | Director of
Corporate
Resources | (Pages 21 - 36) |
| 11. | Organisational Change Policy and Procedure. | Chief Executive | (Pages 37 - 42) |
| 12. | Any other items which the Chairman has decided to take as urgent. | | |
| 13. | Dates of Future Meetings. | | |

Future meetings of the Employment Committee will be held at 10.00am on the following dates:

- 5 December 2019
- 6 February 2020
- 14 May 2020
- 17 September 2020
- 3 December 2020



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 28 February 2019.

PRESENT

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

Ms. L. Broadley CC
Mr. T. Gillard CC

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

41. Minutes of the previous meeting.

The minutes of the meeting held on 6 December 2018 were taken as read, confirmed and signed.

42. Question Time.

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

43. 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).

44. Urgent items.

There were no urgent items for consideration.

45. 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.

46. Attendance Management

The Committee considered a report of the Director of Corporate Resources which provided an update on the County Council's overall position on sickness absence as at the end of December 2018. A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

Arising from discussion, the following points were raised:-

- i. Latest data for January 2019, showed an improvement in the levels of sickness absence; all Departments had shown significant reductions with the exception of Public Health, which showed a similar level to that recorded for December 2018.

Members were informed that this was due to the calculation of sickness absence over a 12 month rolling period and, as such, the high sickness levels recorded in January 2018 had been removed from the calculation. Members recognised the positive picture, but acknowledged that there was still much to do in order to reach the corporate target of 7.5 days per Full Time Equivalent (FTE);

- ii. The greatest percentage of time lost was due to 'Stress/depression/mental health', which continued to rise. Members were informed that it was felt that the fact that people were more confident about talking about mental health, both at the County Council and in society generally, had contributed to the rise, rather than there being an increase in illness. Levels of absence due to 'cough, cold, flu' had reduced and it was felt that the Council's flu vaccination programme had contributed to this;
- iii. In terms of the percentage split of absence due to short or long term illness, both Public Health and the Children and Family Services department had experienced a higher level of long term absence than short term. Focused intensive support was provided by Human Resources to support managers in addressing cases of long term absence. In response to questions, members were informed that there was a misconception that absence was due to work related issues, whereas anecdotally it was known that this was not always the case. It was planned to undertake a survey with staff who worked in the Children and Family Services and Adults and Communities departments who had been absent in 2018 due to stress, depression or mental health, to determine whether their absence was caused by personal or work related issues, whether the level of support received was helpful and what measures could have been put in place to support an earlier return to work. This survey would be anonymous and voluntary and officers had worked in partnership with Trade Unions. Members supported the establishment of Mental Health First Aiders across all departments;
- iv. A variety of measures had been employed in order to reduce the levels of sickness absence. The intensive support provided by Human Resources staff focused on specific departments, and supported managers with specific cases. The Employee Assistance programme, with a 24 hours a day seven days a week helpline, had been introduced for 12 months from April. It was hoped that this confidential service would be an initial step before people accessed the Wellbeing Service, which was a face-to-face service and for which there was high demand;
- v. Members were informed that it was recognised that the County Council was an excellent employer with a range of support measures in place to support both staff in managing and preventing illness and managers in managing cases of sickness, especially long term absence. Members were keen that short term absences should also be addressed;
- vi. Whilst members recognised the work of officers in addressing the high levels of sickness absence, it was acknowledged that there was more to do in order to meet the corporate target of 7.5 days per FTE.

RESOLVED:

That the update on the County Council's position on sickness absence as at the end of December 2018 be noted.

47. NJC Pay Award 2019/20.

The Committee considered a report of the Director of Corporate Resources concerning the consultation related to the NJC Pay Award for 2019/20 and seeking endorsement for implementation of the Award from 1 April 2019. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

Arising from discussion, the following points were raised:-

- i. In developing the revised pay scales, consultation had been undertaken with staff and Trade Unions and agreement had been reached with all parties on the proposed NJC Pay Scale for 2019/20 set out in the appendix to the report. Members commended officers in reaching an agreement on the pay scales from all parties involved;
- ii. The Pay Scale 2019/20 had been developed within a tight financial envelope. The model developed, attached at the appendix to the report, had been developed to take account of such potential future changes over the next few years. It was predicted that pay points at the lower grades may be lost in future should the minimum living wage increase;
- iii. As the proposed model had revised and removed some pay points, the remaining pay points had been renumbered. Members were assured that this did not mean that pay points had been downgraded; staff at all grades would see an increase in salary as a result of the revised model.

RESOLVED:

That the update provided on the consultation related to the 2019/20 NJC Pay Award be noted and the implementation of the 2019/20 NJC Pay Award with effect from 1 April 2019 be endorsed.

48. Gender Pay Gap Reporting.

The Committee considered a report of the Director of Corporate Resources which presented the results of the Gender Pay Gap reporting for Leicestershire County Council for the year to 31 March 2018. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Arising from discussion, the following points were raised:-

- i. There had been a significant improvement in the gender pay gap results compared to the previous year, with an increasing number of females progressing through the grades. Whilst there were many reasons for this, it was highlighted that the Springboard management programme had contributed to this change;
- ii. The initial comparison to those councils which had already published their results showed that the County Council was broadly comparable; the intention was that further comparisons would be made once the results from other councils was published;
- iii. As the workforce was predominantly female, and the fact that 65% of staff at Grades 10 and above were female, it was recognised that the reporting of the data

could go the other way in the future should this progression continue. Members were informed that some councils had reported a negative Gender Pay Gap.

RESOLVED:

That the report regarding the initial results of the Gender Pay Gap reporting for 31 March 2018 and the comparison with the results which were published as at 31 March 2017, be noted.

49. Apprenticeships.

The Committee considered a report of the Director of Corporate Resources concerning the progress made with the County Council's apprenticeship scheme following the introduction of the Government's Apprenticeship Levy in 2017. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Arising from discussion, the following points were raised:-

- i. The choice of qualifications available for apprenticeships was increasing; qualifications available ranged from level 2 to level 7, which was masters degree level. The qualifications delivered at the Council also supported professional roles. The number of apprenticeships being undertaken at the Council had increased from when the report had been written and was now 220;
- ii. The County Council was the first local authority to take part in the social work apprentice scheme, with apprentices placed in both the Adults and Communities and the Children and Family Services Departments. This was a joint initiative with Leicester City Council and a new cohort was expected every 12 months;
- iii. Under the County Council's corporate parenting responsibilities, officers were working with the Virtual School to offer apprenticeship opportunities to care leavers; the target of six placements had been reached and further opportunities would be offered. A mentoring scheme would be developed to support them in their roles and with functional skills;
- iv. As at the end of March, a comparison with other County Councils regarding the percentage of employees who were apprentices showed that the Council was the second best performing local authority nationally;
- v. 45% of the Levy paid by the Council was currently being spent on apprenticeships. Members were informed that plans were currently being developed to promote the opportunities available to young people at schools and colleges across the county in order to grow the Scheme further.

Members commended officers for the success of the apprenticeship scheme and agreed that this success should be promoted externally. Officers agreed to consider options, especially during National Apprenticeship Week in March.

RESOLVED:

That the report regarding the apprenticeships scheme, detailing progress achieved to date and the approach that is being taken to further develop apprenticeships within the Council, be noted.

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

The Committee considered a report of the Chief Executive which presented an update of the current Action Plans which contained provision for compulsory redundancy and details of progress in their implementation. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

RESOLVED:

That the update on the current Action Plans which contain provision for compulsory redundancy and details of progress in their implementation be noted.

51. Date of Next Meeting.

The next meeting of the Employment Committee is scheduled to be held on Thursday 27 June 2019.

10.00 - 11.00 am
28 February 2019

CHAIRMAN

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EMPLOYMENT COMMITTEE – 26 SEPTEMBER 2019

RECRUITMENT AND RETENTION

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to:
 - i) provide the Employment Committee with an overview of the issues and challenges facing the County Council in relation to recruitment and retention; and
 - ii) provide the Employment Committee with information on the progress made on the work undertaken so far and to outline the next steps.

Background

2. Recruitment and retention is one of the key projects to support the implementation of the Council's People Strategy 2017-2020. Several issues have been identified, both locally and nationally, which need to be addressed for the Council to be able to continue to recruit and retain a high performing workforce. These include:
 - i. Posts which are difficult to recruit to due to market forces. These include, amongst others: Social Workers, Engineers and Solicitors;
 - ii. A need to update the Council's branding in the job market so it can attract a diverse workforce and ensure it retains a competitive edge;
 - iii. The recruitment process is outdated and requires modernisation; and
 - iv. A perceived or actual lack of opportunity for employees, in a number of areas, to be able to progress their careers which has led to some leaving the organisation.

Progress to date

3. A number of key pieces of work have already been completed. These include:
 - i) Conducting some research into why people join, stay and leave the Council which has been used, together with some national research to inform our decision making on what needs to happen;
 - ii) A revised employment offer has been implemented for Children and Families Social Workers which has resulted in the number of vacancies reducing from 37 to 14 (between October 2018 and March 2019);
 - iii) Market premia payments, which is an increasing trend for a number of Councils, is in place for some posts in the Council and has assisted in both attraction and retention of staff and reduced turnover;
 - iv) An Incentives Policy, which has the support of the trade unions and has been approved, will provide a more flexible approach to attracting and retaining key staff. New initiatives include: golden hellos, retention payments and additional annual leave, which are in line with the offer from a number of other Councils;
 - v) A successful recruitment open day for Environment and Transport jobs was held, which was attended by 199 people and, to date, has resulted in 11 vacancies being filled. Therefore, the intention is to support other departments in holding these;
 - vi) A successful pilot within Environment and Transport which trialled the use of CVs and 'Flexible Hiring'. These will now be introduced for use in the following months; and
 - vii) A new recruitment website, which effectively promotes the Council as an 'Employer of Choice' has been designed and will be launched in December 2019.

Next steps

4. The following work is in progress and a further update will be provided in due course:
 - i) Pay - a piece of research work is underway to ascertain the importance of pay in the overall Council's employment package, taking into consideration the other benefits which working for the Council gives to prospective and current employees;
 - ii) Review of assessment and selection methodology - research indicates that a good selection process does not just hinge on

conducting an interview and a test. There are other methods the Council could consider which would support the organisation in selecting the best candidates to work for them;

- iii) Career grade guidance – feedback from the Council’s staff survey and other data surveys that have been sourced indicate that job candidates together with current employees are in favour of having the opportunity of being able to progress their careers through a career graded scheme. Having these in place, where appropriate and viable, would assist the Council in being able to retain good staff. There may also be a further opportunity to link these to an apprenticeship offer and these will, of course, also support the Council in its succession planning;
- iv) Hard to recruit posts – in the same way the Children and Families department have developed an employment offer for Social Workers, there are several other posts in the Council that are hard to recruit to, mainly due to external market conditions. The plan is to review these to determine what the Council’s employment offer could be to attract and retain staff in these areas; and
- (v) Corporate induction – a new modern induction programme will be devised which will capture and engage all new starters. It will include, for example, our values and behaviours, expectations regarding performance, the support on offer for learning and development, smarter working opportunities and staff benefit scheme.

Recommendations

- 5. The Employment Committee is asked to consider and note the contents of the report.

Background Papers

None.

Circulation under the Local Issues Alert Procedure

None.

Equality and Human Rights Implications/Other Impact Assessments

Equality and Human Rights Impact Assessments will be carried out in relation to specific policies and procedures where appropriate.

Officer to Contact

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EMPLOYMENT COMMITTEE – 26 SEPTEMBER 2019

ATTENDANCE MANAGEMENT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to update the Employment Committee on the County Council's overall position on sickness absence as at the end of June 2019.

Background

2. On 28 February 2019, the Committee considered the Council's absence position as at the end of December 2018.

Sickness absence – current position

3. The table below details the end of year sickness absence levels of the previous 4 years together with last four quarters, including Q1 2019/20.

Department	14/15	15/16	16/17	17/18	18/19 Q2	18/19 Q3	18/19 Q4 end of year	19/20 Q1	Total FTE days lost 01/07/18 – 30/06/19	Total cost of absence 01/07/18 – 30/06/19
Chief Executive's	5.55	6.99	6.03	6.38	8.47	9.12	7.60	6.98	1,574	£170,922
Environment and Transport	8.23	8.80	9.68	10.09	9.98	9.90	9.16	8.77	6,671	£573,642
Children and Family Services	10.37	10.06	10.05	10.25	11.00	11.07	10.55	10.00	9,947	£1,182,945
Corporate Resources	7.86	6.95	7.94	8.12	7.51	7.64	7.39	7.85	8,815	£765,592
Adults and Communities	12.24	11.31	12.57	11.26	10.40	10.30	10.02	10.72	13,332	£1,266,139
Public Health	9.14	7.84	7.43	6.49	7.55	8.65	8.57	8.45	780	£100,644
LCC total	9.83	9.32	10.01	9.73	9.59	9.65	9.18	9.26	41,119	£4,059,884
ESPO	12.07	10.88	9.75	11.70	10.48	9.72	9.55	9.52	3,017	£244,741
EMSS	6.65	6.69	9.27	7.42	7.62	8.22	7.54	7.30	1,098	£84,076

4. By the end of June 2019, although most departments have made reductions, only the Chief Executive's department and EMSS are below the corporate target of 7.5 days per FTE. Therefore, further action is required to continue to address levels of sickness absence across all departments.

Reasons for sickness absence

5. Displayed in order of percentage of time lost (greatest first), the table below details the top 10 reasons for absence, plus the 'not disclosed' category.

Percentage of FTE days lost 12 months cumulative	2017/18 March 2018 Q4	2018/19 June 2018 Q1	2018/19 Sept 2018 Q2	2018/19 Dec 2018 Q3	2018/19 Mar 2019 Q4	2019/20 June 2019 Q1
Stress/depression, mental health	26.3%	26.8%	27.2%	28.5%	29.9%	29.9%
Other musculo-skeletal	16.6%	17.0%	17.6%	17.1%	16.6%	16.5%
Gastro-stomach, digestion	8.1%	7.8%	8.4%	8.3%	8.2%	8.6%
Cough/cold/flu	7.5%	7.9%	8.0%	7.8%	6.2%	6.0%
Cancer	2.8%	3.0%	3.0%	3.4%	4.4%	5.5%
Back & neck	4.9%	4.9%	4.4%	4.6%	4.9%	5.0%
Viral infection, not cough/cold/flu	6.1%	5.8%	5.7%	5.4%	5.1%	4.9%
Neurological	4.3%	4.2%	3.8%	4.4%	4.9%	4.9%
Chest, respiratory	4.6%	4.8%	4.9%	4.8%	4.2%	4.0%
Eye, ear, nose, mouth/dental	3.8%	3.9%	4.1%	3.8%	3.7%	3.6%
<i>Not disclosed</i>	4.9%	4.0%	3.5%	2.5%	2.5%	2.5%

Short and long term absence split

6. The tables below detail the number of FTE days lost due to absence and the percentage split of FTE days lost at the end of quarter 4 2018/19 and quarter 1 2019/20.

2018/19 as at end of Quarter 4/March 2019						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	755.1	50%	16	753.9	50%	247
Environment and Transport	4,439	57.2%	106	3,136.5	42.8%	821
Children and Family Services	6,914.7	68%	162	3,255.1	32%	1001
Corporate Resources	4,823.7	53.8%	171	4,138	46.2%	1670
Adults and Communities	7,2878.5	60%	211	4,864.2	40%	1573
Public Health	484.0	63.6%	13	280.5	36.4%	100

2019/20 as at end of Quarter 1/June 2019						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	729.2	52.2%	20	668.8	47.8%	236
Environment and Transport	3,341.8	54.7%	96	2,767.3	45.3%	840
Children and Family Services	6,408.28	65.5%	151	3,381.1	34.5%	1028
Corporate Resources	5,362.9	56.5%	174	4,135.5	43.5%	1715
Adults and Communities	7,900.3	61.1%	240	5,032.9	38.9%	1593
Public Health	486.1	62.8%	16	288.41	37.2%	96

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, 2017/18, 2018/19 and at the end of quarter 1 2019/20, for service areas by department.

Department	2016/17	2017/18	2018/19	2019/20	July 18 – June 19
Days per FTE	Year end	Year end	Year end	End of Q1	Individual occurrences
12 months cumulative	(Mar 17)	(Mar 18)	(Mar 19)	(Jun 2019)	
Chief Executive's	6.03	6.38	7.6	6.98	264
Planning and Historic and Natural Environment	3.81	4.04	14.92	11.42	24
Regulatory Services	6.95	4.87	6.2	6.73	44
Trading Standards	8.76	9.65	7.24	9.33	41
Strategy and Business Intelligence	6.28	8.04	6.93	6.23	83
Democratic Services	10.69	8.91	14.81	15.17	32
Legal Services	3.01	4.02	5.48	4.38	39
Environment and Transport	9.68	10.09	9.16	8.77	983
Highways and Transportation	10.38	10.62	8.96	8.30	721
Environment and Waste Management	4.85	7.98	10.07	10.91	190
Children and Family Services	10.05	10.25	10.55	10	1,203
Education and Early Help	9.13	9.28	8.42	8.40	796
Children's Social Care	11.90	11.62	14.18	13.24	390
Corporate Resources	7.94	8.12	7.41	7.79	1961
Strategic Finance and Assurance	4.89	4.25	6.63	8.63	140

Department	2016/17	2017/18	2018/19	2019/20	July 18 – June 19
Days per FTE	Year end	Year end	Year end	End of Q1	Individual occurrences
12 months cumulative	(Mar 17)	(Mar 18)	(Mar 19)	(Jun 2019)	
Corporate Services	4.68	5.88	4.18	3.9	260
Commercial and Customer Services	10.55	10.04	8.91	9.32	1,381
Adults and Communities	12.57	11.26	10.02	10.72	1,872
East care pathway	n/a	11.06	9.51	10.53	302
West care pathway	n/a	13.16	12.01	12.23	228
Commissioning and Quality	n/a	8.01	8.02	7.69	167
Departmental Support Services	n/a	9.46	0.99	2.89	1
Promoting Independence	12.26	15.11	13.26	13.43	276
Personal Care and Support	15.62	11.99	13.86	15.73	486
Communities and Wellbeing	7.67	7.98	6.97	7.58	369
Public Health	7.43	6.49	8.57	8.45	114

Employee assistance programme

8. To strengthen the Council's current wellbeing support offer, an Employee assistance programme (EAP), via the council's occupational health provider, was launched in April 2019 as a 12-month pilot. This is a confidential telephone counselling and self-help resource package which is in addition to the in-house counselling service.
9. Despite a promotion campaign, the first quarter reports show a relatively low take up of the service with 27 employees contacting the helpline. The expectation is that usage may rise over the next few months as it becomes more established through its continued promotion.
10. The Occupational Health contract is due to be retendered, and bidders will be asked to submit (optional) details of EAP provision. The pilot outcome will be used to inform any ongoing need.

Peer review

11. A peer review was conducted by senior Human Resources staff from North Yorkshire County Council in early August 2019. This was a combination of a desktop review of policies, initiatives and our communication channels, and one day on-site interviewing a selection of managers, HR colleagues and trade union representatives.
12. The review covered the following:
 - i. Analysis of current policy and effectiveness of policy implementation;
 - ii. Analysis of supporting initiatives in place and used to used;
 - iii. Review of the effectiveness of the Intensive Support service, including commentary on return on investment;
 - iv. Review of the effectiveness of management training;
 - v. Analysis of the ownership of the issues within departments, including whether the right culture around attendance and absence is evident;
 - vi. Review of the extent of the wellbeing offer;
 - vii. Impact of communication/key messages;
 - viii. Analysis of any gaps.
13. At the time of writing, the formal report is awaited, and the Committee will receive an update on the main findings at the next meeting on 5 December 2019.

Recommendations

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

Background papers

15. Report to the Employment Committee 28 February 2019 – attendance management.
[http://cexmodgov1.ad.leics.gov.uk:9075/ieListDocuments.aspx?CId=212&Mid=5851&Ver=4&\\$LO\\$=1](http://cexmodgov1.ad.leics.gov.uk:9075/ieListDocuments.aspx?CId=212&Mid=5851&Ver=4&LO=1)

Circulation under the Local Issues Alert Procedure

16. None.

Equality and Human Rights Implications

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

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EMPLOYMENT COMMITTEE – 26 September 2019

PAY POLICY STATEMENT 2020/21

**REPORT OF THE
DIRECTOR OF CORPORATE RESOURCES**

Purpose of the Report

1. The purpose of this report is to seek approval for the County Council's Pay Policy Statement for 2020/21 (attached at the Appendix) prior to forwarding to the County Council for approval in December 2019.

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 2020/21 on or before 1 April 2020.

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 and 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 1:9.70;
 - That there is no distinction between chief officers and other employees in relation to pension entitlements and severance payments;
 - The Council's approach to the re-engagement of former employees.
7. From 1 April 2019, a revised pay structure was established, which ensured that the provisions set out by the National Joint Council (NJC) pay award for 2019/20 were met. Therefore, the current pay award for all employees up to and including Grade 17 covers the period from 1 April 2019 to 31 March 2020. A pay award covering the same period has also been agreed for employees on Joint Negotiating Committee (JNC) Terms and Conditions for Chief Officers and Chief Executives. No national pay awards beyond the end of March 2020 have yet been agreed.

Recommendations

8. The Committee is asked to approve the Council's Pay Policy Statement 2020/21 for submission to the County Council and recommend its approval by the Council on 4 December 2019.

Background Papers

9. None.

Circulation under the Local Issues Alert Procedure

10. None.

List of Appendices

Appendix – Pay Policy Statement 2020/21

Equality and Human Rights Implications/Other Impact Assessments

12. The grading of all posts in the Council, except Centrally Employed Teachers, is determined using the nationally recognised Hay Job Evaluation Scheme. This is 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.

Officer to Contact

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Appendix A

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Pay Policy Statement - 2020/2021

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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 benefits packages to attract and retain motivated, flexible people who take responsibility, work as a team, improve performance and acquire new skills.

This Pay Policy Statement sets out the Council's policies relating to the pay of its workforce for the period from 1st April 2020 to 31st March 2021, and in particular the:

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

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

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

Scope

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

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

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

Definitions

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

Remuneration

This includes three elements:

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

Chief Officers

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

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

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

Definition of a Day's Pay

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

Lowest Paid Employees

This refers to employees on Grade 2, Pay Point 1. 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 2020 will be at least £9.00, which exceeds the projected 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 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 minimum of 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 had a substantial impact upon the Council's pay structure, in particular the lowest pay grades. This was further compounded by the implementation of subsequent pay awards which followed the national pay award made by the NJC. From 1st April 2019, a revised pay structure was established which ensured that the provisions set out by the NJC pay award for 2019/20 were met. The Council's revised pay structure also addressed several other priorities including the introduction of meaningful progression, addressing some of the Council's recruitment and retention challenges, and some ability to accommodate future pay awards as appropriate.

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 2020.

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 2020 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.

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 2020/2021 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 1:9.70 (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 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 is given the opportunity to consider salary packages over £100,000 before new posts are established and advertised.

Market Premia

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

Incremental Progression

Centrally Employed Teachers

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

Soulbury Employees

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

Other Employees

Subject to one year's satisfactory service in the grade, employees are eligible to receive annual increments on 1st April each year until they reach the maximum pay point for the grade of their job. Where circumstances warrant, accelerated increments may be granted by a Chief Officer.

Career Graded Posts

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

Additional Payments

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

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

Employees in posts graded 1-9 who work additional hours are eligible to receive payment at plain time rate for hours worked; employees in Grades 10-14 who work additional hours are not eligible to be paid, but may receive time off in lieu (other than in exceptional circumstances, as set out in the Council's 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 for employees who undertake business travel which due to the benefit in kind taxation arrangements is currently under review.

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 5, pro rata to hours worked. The allowance will not be used in calculating any enhancements.

Bonus Payments

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

Pension Benefits

Centrally Employed Teachers

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

Other Employees

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

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

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

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

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

Honoraria

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

Salary Protection

Details of the Council's salary protection provisions that apply to employees who are redeployed into a new post because 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 because 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

Where employees have left the Council's employment due to voluntary redundancy (with or without release of pension benefits) or settlement agreement within the last 12 months, re-engagement will only be considered in exceptional circumstances where there is a business-critical reason. Details can be found in the Council's Policy on the Re-Engagement of Former Employees¹.

The above restriction does not apply where an employee was dismissed on the grounds of voluntary redundancy but without an entitlement to a redundancy

¹ Please note that the term voluntary redundancy does not apply to those employees who have volunteered to be made compulsorily redundant.

payment and/or pension benefits, or where an employee was made compulsorily redundant.

Where it is agreed that a former employee should be offered re-employment with the Council during the 12 month non-re-engagement period, the individual will be required to repay either all or a proportion of the severance payment received from the Council. The amount to be recovered will depend on the time that has elapsed since they received the payment. The individual must be advised of this requirement when they are provisionally offered 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 2018/2019

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 2018/19. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2018/19.

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

Post title	Total Pay
	£'000
Chief Executive's Department	
Chief Executive	199
Director of Law and Governance	111
Assistant Chief Executive	93
Head of Regulatory Services	62
Public Health	
Director of Public Health	133
Corporate Resources	
Director of Corporate Resources – S151 Officer ²	126
Assistant Director - Corporate Services	117
Assistant Director - Customer Services and Operations	117
Assistant Director - Strategic Finance & Property	83
Chief Digital & Information Officer	94
Children and Young People's Service	
Director of Children & Family Services ³	61
Assistant Director - Children's Social Care	93

² The previous director left post in April 2018. The current director was appointed to in March 2018, overlapping with the previous director. The annualised salary for the current director is £120k.

³ An interim director was employed via an agency prior to September 2018, at which point the 'Director of Children & Family Services' was appointed. The annualised salary for this post is £120k.

Assistant Director - Education and Early Help ⁴	50
Adults and Communities	
Director	133
Assistant Director - East	94
Assistant Director - Strategy	98
Assistant Director - West	94
Environment and Transportation	
Director	120
Assistant Director - Development and Growth	104
Assistant Director - Environment and Waste Management	90
Eastern Shires Purchasing Organisation (ESPO)	
Director	124
Assistant Director - Finance	81
Assistant Director - Procurement & Compliance ⁵	65
Assistant Director - Operations	87

⁴ The 'Assistant Director – Education and Early Help' left post in September 2018 and was replaced in March 2019. The annualised salary for this post is £88k.

⁵ An 'Assistant Director - Procurement & Compliance' was appointed to in July 2018. The annualised salary for this post is £88k.

Appendix B - Pay and Grading Structure

Leicestershire County Council Grade Structure

April 2018 - March 2020

Grade	Pay Point 18/19	Salary from 1 April 2018	Hourly Rate 1 April 2018	Pay Point 19/20	Salary from 1 April 2019	Hourly Rate 1 April 2019
2				1	£17,367	£9.00
	3	£16,401	£8.50	2	£17,538	£9.08
3	4	£16,401	£8.50	3	£17,712	£9.17
	5	£16,500	£8.55	4	£17,862	£9.25
4	6	£16,626	£8.61			
	7	£16,776	£8.69	5	£18,066	£9.36
	8	£16,989	£8.80	6	£18,246	£9.45
5	9	£17,007	£8.81			
	10	£17,076	£8.84	7	£18,426	£9.54
	11	£17,394	£9.01	8	£18,795	£9.74
6	12	£17,790	£9.21			
	13	£18,165	£9.41			
	14	£18,543	£9.60	9	£19,173	£9.93
	15	£18,849	£9.76	10	£19,554	£10.13
7	16	£19,299	£10.00	11	£19,947	£10.33
	17	£19,728	£10.22	12	£20,346	£10.54
	18	£19,959	£10.34	13	£20,751	£10.75
	19	£20,544	£10.64	14	£21,168	£10.96
8	20	£21,144	£10.95	15	£21,591	£11.18
	21	£21,762	£11.27	16	£22,464	£11.64
	22	£22,404	£11.60	17	£22,911	£11.87
	23	£23,112	£11.97	18	£23,838	£12.35
9	24	£23,868	£12.36	19	£24,801	£12.85
	25	£24,660	£12.77	20	£25,296	£13.10
	26	£25,500	£13.21	21	£26,319	£13.63
	27	£26,397	£13.67	22	£26,925	£13.95
10	28	£27,387	£14.19	23	£27,936	£14.47
	29	£28,443	£14.73	24	£29,013	£15.03
	30	£29,556	£15.31	25	£30,147	£15.62
	31	£30,762	£15.93	26	£31,377	£16.25

11	32	£31,464	£16.30	27	£32,094	£16.62
	33	£32,238	£16.70	28	£32,883	£17.03
	34	£33,069	£17.13	29	£33,732	£17.47
	35	£33,972	£17.60	30	£34,653	£17.95
12	36	£35,025	£18.14	31	£35,727	£18.51
	37	£36,144	£18.72	32	£36,867	£19.10
	38	£37,338	£19.34	33	£38,085	£19.73
	39	£38,631	£20.01	34	£39,405	£20.41
13	40	£39,903	£20.67	35	£40,701	£21.08
	41	£41,217	£21.35	36	£42,042	£21.78
	42	£42,600	£22.07	37	£43,452	£22.51
	43	£44,082	£22.83	38	£44,964	£23.29
14	44	£45,501	£23.57	39	£46,413	£24.04
	45	£47,010	£24.35	40	£47,952	£24.84
	46	£48,612	£25.18	41	£49,584	£25.68
	47	£50,343	£26.08	42	£51,351	£26.60
15	48	£51,975	£26.92	43	£53,016	£27.46
	49	£53,694	£27.81	44	£54,768	£28.37
	50	£55,491	£28.74	45	£56,601	£29.32
	51	£57,363	£29.71	46	£58,512	£30.31
16	52	£59,652		47	£60,846	
	53	£62,085		48	£63,327	
	54	£64,686		49	£65,982	
	55	£67,566		50	£68,919	
17	56	£70,563		51	£71,976	
	57	£73,704		52	£75,180	
	58	£77,001		53	£78,543	
	59	£80,457		54	£82,068	

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EMPLOYMENT COMMITTEE – 26 SEPTEMBER 2019

ORGANISATIONAL CHANGE POLICY AND PROCEDURE

SUMMARY OF ACTION PLANS

REPORT OF THE CHIEF EXECUTIVE

Purpose of the 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 Previous 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. None.

Circulation under the Local Issues Alert Procedure

8. None.

Equalities and Human Rights Implications/Other Impact Assessments

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.

List of Appendices

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

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

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EMPLOYMENT COMMITTEE – 26 SEPTEMBER 2019

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
Adults and Communities - Assistive Technology Team	29/11/2018	1 compulsory redundancy
Chief Executives - Admin Review	20/10/2018	1 compulsory redundancy
Environment and Transport - Highways Delivery	08/01/2018	1 compulsory redundancy
Public Health - Public Health Team	20/12/2018	4 compulsory redundancies
Corporate Resources - Beaumanor Hall and County Hall Catering	06/02/2019	1 compulsory redundancy

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EMPLOYMENT COMMITTEE – 26 SEPTEMBER 2019
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
Children and Families - Inclusion Service	26/06/2019	Action Plan live from 28 June 2019. Consultation extended to mid-September to allow for term time staff.	Consider Voluntary Redundancies	2 redundancies
Corporate Resources - Adaptations/Site Maintenance Team	14/05/2019	All staff were at risk of redundancy,	As consultation opened management agreed to make staff comparable to Grade 7 and Grade 8 roles.	3 redundancies

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