

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 17 September 2020 at 10.00 am**

*Location:* **Microsoft Teams**

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

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

### **Membership**

Mr. J. B. Rhodes CC (Chairman)

Ms. L. Broadley CC   Mr. I. D. Ould OBE CC  
Ms. Betty Newton 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 6 February 2020.	(Pages 3 - 6)
4. Question Time.	
5. Questions asked by members under Standing Order 7(3) and 7(5).	
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
7. Declarations of interest in respect of items on the agenda.	
8. Covid-19 - Staff Wellbeing Update.	Director of Corporate Resources (Pages 7 - 10)



- |     |   |                                       |                 |
|-----|---|---------------------------------------|-----------------|
| 9.  | Attendance Management.  | Director of<br>Corporate<br>Resources | (Pages 11 - 16) |
| 10. | Pay Policy Statement 2021-22.   | Director of<br>Corporate<br>Resources | (Pages 17 - 34) |
| 11. | Pay Awards 2020-21.   | Director of<br>Corporate<br>Resources | (Pages 35 - 38) |
| 12. | Organisational Change Policy and Procedure:<br>Summary of Action Plans. | Chief Executive                       | (Pages 39 - 44) |
| 13. | Any other items which the Chairman has<br>decided to take as urgent.    |                                       |                 |
| 14. | Date of Future Meetings.  |                                       |                 |

The next meeting of the Committee is scheduled to be held on 3 December 2020 at 10:00am.

Future meetings will be held on:

- 4 February 2021
- 13 May 2021
- 16 September 2021
- 2 December 2021



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 6 February 2020.

PRESENT

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

Mr. J. Kaufman CC  
Mr. W. Liquorish JP CC  
Ms. Betty Newton CC

Mrs. J. Richards CC  
Mr. R. J. Shepherd CC

24. Minutes of the previous meeting.

The minutes of the meeting held on 5 December 2019 were taken as read, confirmed and signed.

25. Question Time.

The Chief Executive reported that no questions had been received under Standing Order 34.

26. 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).

27. Urgent items.

There were no urgent items for consideration.

28. Declarations of interest.

The Chairman invited members who wished to do so to declare any interest in respect of items on the agenda for the meeting.

No declarations were made.

29. Review of Delegated Powers to Heads of Departments.

The Committee considered a report of the Director of Law and Governance which sought approval for the changes made to delegations previously granted to the Director of Corporate Resources and the Director of Children and Family Services, following a review of Chief Officer delegations. A copy of the report, marked "Agenda Item 6", is filed with these minutes.

Members were informed that the changes proposed, detailed in paragraphs 9 and 10 of the report, would reflect the change in legislation and reflect current practice.

RESOLVED:

That the revised delegations set out in paragraphs 9 and 10 of the report be approved.

30. Gender Pay Gap.

The Committee considered a report of the Director of Corporate Resources regarding the Gender Pay Gap reporting for Leicestershire County Council for 2019. A copy of the report, marked "Agenda Item 7", is filed with these minutes.

Members were informed that the mean gender pay gap showed the same figure as in 2018; the median had fallen by 2%. The progress made in narrowing of the gender pay gap was due to a variety of reasons, including an increase in the number of female staff, but also as a direct result of the support measures put in place, such as the Spring Board and Spring Forward programmes.

The County Council had been nominated for the National Personnel Today Award for its policy on supporting staff through the menopause; it was the only County Council in that category.

Members commended the progress made with narrowing the gender pay gap.

RESOLVED:

That the Gender Pay Gap reporting for 2019, the good progress being made in narrowing the gap and the fact that the analysis will be published by 30 March 2020, be noted.

31. Recruitment and Retention update.

The Committee received a report from the Director of Corporate Resources which gave an update on progress made on the action taken to improve recruitment and retention, and outlined next steps, following a report to the Committee in September 2019. A copy of the report, marked "Agenda Item 8", is filed with these minutes.

In response to questions, members were informed that:

- i. The offer of a health insurance scheme was part of a range of options being developed to retain and attract staff from the private sector where such benefits were in place. This option would be used only in areas that were experiencing serious recruitment and retention problems and a robust business case, with clear evidence in support, would be needed. Despite members concerns, they agreed that officers should use this in recruitment where vacancies were hard to fill.
- ii. Running the recent jobs fair, and using alternative methods of advertising, for example Facebook, had shown the positive impact of different approaches as more than 100 people had attended. Links would be formed with local universities, in addition to schools, to promote the breadth of jobs on offer at the County Council;
- iii. The variety of measures in place to fill vacancies included improvements to the annual appraisal process, which gave an opportunity for employees to talk with their manager about opportunities for progression.

- iv. The potential to attract applicants for positions in the public sector had been adversely affected by austerity. It was hoped that developments to the website and improved marketing activity would encourage people to apply for vacancies available, although it was acknowledged that it was inevitable that people would be cautious.
- v. There were a limited number of areas where the filling of posts remained a challenge, some due to a national shortage of qualified applicants. Whilst members recognised that the County Council could not compete on salary levels with the private sector, they suggested that the many benefits to working in the public sector should be better promoted.

RESOLVED:

That the action taken so far and the future next steps outlined in the report to address the challenge of recruitment and retention, be noted.

32. Attendance Management.

The Committee considered a report from 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 2019. A copy of which, marked "Agenda Item 9", is filed with these minutes.

Arising from the discussion, the following points were raised:

- i. 50% of employees had had no sickness absence during 2019, which was something to be acknowledged and celebrated;
- ii. The Environment and Transport Department showed that the main cause for sickness absence was stress, depression and mental health; which was now higher than that for musculoskeletal;
- iii. The draft Statement of Intent, attached at the appendix to the report, had been provided to the Trade Unions and negotiations would commence later in the month. Once agreement had been reached, the Plan would be implemented and messages communicated to staff from early March onwards.

Members expressed concern that the level of sickness absence was not reducing and was predicted to be double that of the private sector. They were informed that the recent peer review had showed that the Council activity in addressing sickness absence was appropriate and there was nothing further that could be recommended. It was acknowledged that the manager's role in managing performance was vital; measures, including training, were in place to achieve consistency in approach to management of performance across the organisation and key messages regarding expectations of managers would be communicated. It was acknowledged that the manager's approach needed to be sensitive especially in cases related to stress, depression and mental health.

RESOLVED:

That the update provided on the County Council's position on sickness absence as at the end of December 2019, particularly the Intensive Support Project, the Employee Assistance Programme and the work around communication, be noted.

33. Staff Survey 2019.

The Committee considered a report of the Director of Corporate Resources which gave further detail, following the report to the Committee in December 2019, on the departmental and corporate actions taken in response to the findings of the Staff Survey 2019. A copy of the report, marked "Agenda Item 10", is filed with these minutes.

Members commended the detail provided in the report and were informed that individual departments were considering the results and prioritising those areas that needed to be addressed. There were some areas within the Council that needed a more focussed approach.

It was expected that the Work Place Strategy, which included smarter working, would impact positively on work life balance and stress related issues.

RESOLVED:

That the action being taken to address issues arising out of the 2019 Staff Survey, be noted.

34. Organisational Change Policy and Procedure: Action Plans.

The Committee considered a report of the Chief Executive which presented an update on the current Action Plans which contained provision for compulsory redundancy and details of progress with their implementation. A copy of the report, marked "Agenda Item 11", 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.

35. Date of Next Meeting.

The next meeting of the Employment Committee is scheduled to be held on 14 May 2020.

10.00 - 11.20 am  
06 February 2020

CHAIRMAN



## **EMPLOYMENT COMMITTEE: 17 SEPTEMBER 2020**

### **COVID-19 - STAFF WELLBEING UPDATE**

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

##### **Purpose of report**

1. The purpose of this report is to inform the Employment Committee of the actions taken to ensure staff wellbeing as a result of the impact of the coronavirus pandemic.

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

2. Staff wellbeing is a key part of the Council's People Strategy 2017-2020.

##### **Background**

3. In March 2020, the UK was placed in 'lockdown' due to the spread of coronavirus (or Covid-19). Following Government advice that people 'must' stay at home and certain businesses must close, the Council ensured that everyone who could work from home was able to do so. Staff safety and wellbeing remained a high priority and keeping workplaces secure ensured that services were still delivered to residents.

##### **Progress to date**

4. A number of key pieces of work and decisions were taken in conjunction with the Health and Safety team to ensure that workplaces were Covid-19 secure. These have included:
  - i. Changes to the layout of and accessibility to buildings (including corridors, lifts and stairwells) to ensure that social distancing can take place. Monitoring visits have then taken place to ensure compliance.
  - ii. Staff can only enter a workplace where they have permission from their Head of Service and they can only work at the desk that has been allocated to them. A refreshed induction programme was also created for those who needed to return to work to ensure that these new processes were understood.
  - iii. Meeting rooms are not available unless prior permission has been obtained.
  - iv. Limited seating has been made available in the food court to allow staff to eat away from the office. Additional seating has also been made available to provide more areas for staff breaks.
  - v. As evidence emerged suggesting certain demographic factors that could affect people's vulnerability or 'risk factors' in relation to Covid-19 health outcomes, a personal risk assessment tool was created to help identify and support individuals who may be at greater risk.

5. A staff wellbeing survey was launched in May to help understand and assess the impact that coronavirus and the lockdown was having on employees. The results from over 3,000 responses demonstrated that staff had several concerns over the economic impact of the outbreak, the health of their friends and family, plus practical issues such as the provision of technology and equipment to assist staff with working from home. These results were fed into the general recovery plans with the following specific actions being undertaken:
  - i. A one-off working from home payment of up to £200 has been made available for the purchase of necessary office equipment. This has enabled staff to continue to work from home safely.
  - ii. Over 1,000 suggestions from staff on how to help wellbeing have been shared with their colleagues. These have been pulled together into a Book of Wellbeing, which is combined with other ideas, tips, stories, quotes, images and videos and is available on the intranet for staff to access at any time.
  - iii. A Managers' Charter was developed to demonstrate how managers will support their teams, especially while working remotely, and the charter has also been embedded into Learning and Development activities.
6. Regular communications on wellbeing have been issued and shared with all staff. These have included suggestions on how to work safely from home, guidance on the potential impact of Ramadan, and they have also raised awareness of initiatives such as active travel and volunteer's week. The wellbeing support available from the Council's counselling service has also been promoted, including the network of trained Mental Health First Aiders that is available across the Council. Other wellbeing support that has been provided for staff over the last few months has included testing for essential workers.
7. In recognising the impact that Covid-19 and the lockdown has had on staff, a large variety of development sessions have been created to support the wellbeing of staff. Due to the restrictions on face-to-face meetings, virtual sessions have been delivered on topics such as managing change, resilience, mindfulness and physical activity, alongside the promotion of national NHS guidance.

### **Next steps**

8. Wellbeing will continue to be a key focus for the Council, and its importance will be reflected within the new People Strategy. This will ensure the delivery of programmes based on 8 themes; (1) stress management, (2) bereavement, (3) anxiety, (4) depression, (5) sleep, (6) physical activity, (7) mindfulness, and (8) resilience.
9. The wellbeing survey has also now been re-launched and is due to close in October. This will enable the Council to monitor the impact of the support that has been provided to date and assess what further assistance may be required.
10. These programmes of work will build upon the current activities that are already in place to reduce sickness absence and will also ensure that support is available for those staff who are required to work from home for extended periods of time.
11. Future updates on wellbeing will be included within the regular absence management reports that are presented to the Employment Committee.



### **Resource Implications**

12. The additional activity to support the wellbeing of staff has and will be delivered within current resources, without additional cost.

### **Conclusions**

13. A variety of activities have been undertaken recently to enhance the level of support that is available for staff and the management of their wellbeing. This has included the provision of safe workplaces and individual risk assessments, equipment and furniture, and virtual development sessions. Plans are also in place to ensure that this excellent work is continued, and that staff wellbeing remains a key focus throughout the Council.

### **Recommendations**

14. The Employment Committee is asked to consider and note both the actions taken so far and future next steps outlined in the report to support staff wellbeing during the Covid-19 pandemic.

### **Background papers**

15. None.

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

16. None.

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

17. An Equality and Human Rights Impact Assessment will be carried out for specific policies and procedures where appropriate.

### **Officer to Contact**

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## EMPLOYMENT COMMITTEE – 17 SEPTEMBER 2020

### 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 2020.

#### Background

2. On 6 February 2020, the Committee considered the Council's absence position as at the end of December 2019.

#### Sickness absence – current position

3. The table below details the end of year sickness absence levels of the previous 6 years and the latest position end of quarter 1 2020/21.

Department	14/15	15/16	16/17	17/18	18/19	19/20	20/21 Q1 Jun 20	Total FTE days lost 01/07/19 – 30/06/20	Total cost of absence 01/07/19 – 30/06/20
Chief Executive's	5.55	6.99	6.03	6.38	7.60	5.38	5.28	1,223	£141,692
Environment & Transport	8.23	8.80	9.68	10.09	9.16	8.88	8.46	6,711	£605,402
Children & Family Services	10.37	10.06	10.05	10.25	10.55	11.12	10.60	10,701	£1,240,948
Corporate Resources	7.86	6.95	7.94	8.12	7.39	9.39	8.25	9,754	£878,630
Adults & Communities	12.24	11.31	12.57	11.26	10.02	11.74	11.41	14,177	£1,351,832
Public Health	9.14	7.84	7.43	6.49	8.57	7.12	6.19	585	£74,427
<b>LCC total</b>	<b>9.83</b>	<b>9.32</b>	<b>10.01</b>	<b>9.73</b>	<b>9.18</b>	<b>10.08</b>	<b>9.48</b>	<b>43,152</b>	<b>£4,292,166</b>
ESPO	12.07	10.88	9.75	11.70	9.55	7.20	6.80	1,431	£123,685
EMSS	6.65	6.69	9.27	7.42	7.54	9.69	9.26	2,229	£201,808

4. All departments made reductions during quarter 1, 2020/21. The Chief Executive's department and Public Health have met the corporate target of 7.5 days per FTE.

### 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	2018/19 Dec 2018 Q3	2018/19 Mar 2019 Q4	2019/20 June 2019 Q1	2019/20 Sept 2019 Q2	2019/20 Dec 2019 Q3	2019/20 Mar 2020 Q4	2020/21 Jun 2020 Q1
Stress/depression, mental health	28.5%	29.9%	29.9%	30.5%	<b>29.7%</b>	<b>29.2%</b>	<b>28.5%</b>
Other musculo-skeletal	17.1%	16.6%	16.5%	14.8%	<b>13.0%</b>	<b>13.1%</b>	<b>11.4%</b>
Gastro-stomach, digestion	8.3%	8.2%	8.6%	8.2%	<b>8.4%</b>	<b>8.4%</b>	<b>7.2%</b>
Cancer	3.4%	4.4%	5.5%	6.2%	<b>6.3%</b>	<b>6.3%</b>	<b>7.0%</b>
Back & neck	4.6%	4.9%	5.0%	5.5%	<b>5.3%</b>	<b>5.3%</b>	<b>5.5%</b>
Cough/cold/flu	7.8%	6.2%	6.0%	5.8%	<b>6.0%</b>	<b>5.9%</b>	<b>5.0%</b>
Neurological	4.4%	4.9%	4.9%	5.1%	<b>4.8%</b>	<b>5.0%</b>	<b>4.8%</b>
Chest, respiratory	4.8%	4.2%	4.0%	4.1%	<b>5.0%</b>	<b>5.4%</b>	<b>4.6%</b>
Viral infection, not cough/cold/flu	5.4%	5.1%	4.9%	4.5%	<b>4.7%</b>	<b>4.8%</b>	<b>4.4%</b>
Eye, ear, nose, mouth/dental	3.8%	3.7%	3.6%	4.1%	<b>4.5%</b>	<b>4.4%</b>	<b>4.3%</b>
<i>Not disclosed</i>	<b>2.5%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.7%</b>	<b>3.9%</b>	<b>4.1%</b>	<b>3.6%</b>

6. Stress/depression, mental health continues to be the highest reason for lost time due to sickness. There is however a reduction in the percentage of time lost due to this reason, over the last 3 quarters.

### **Covid-19**

7. Absence due to Covid-19 had a small impact on the overall level of FTE days lost at the end of June 2020. Discounting the Covid-19 absence the total would have been 9.13 FTE days lost rather than the actual 9.48 FTE days lost.

## Long and Short-term absence split

8. The table below details the number of FTE days lost due to absence and the percentage split of FTE days lost at the end of quarter 1 2020/21.

<b>20/21 as at end of Quarter 1, June 2020</b>						
<b>12 months cumulative</b>						
<b>Department</b>	<b>Long term</b>			<b>Short term</b>		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	598.59	49.0%	24	624.39	51.0%	210
Environment and Transport	3,615.56	53.9%	99	3,095.84	46.1%	848
Children and Family Services	7,119.80	66.5%	178	3,581.10	33.5%	1,041
Corporate Resources	7,113.19	66.5%	181	4,072.20	33.5%	1,597
Adults and Communities	9,202.60	64.9%	267	4,974.52	35.1%	1,409
Public Health	327.03	55.9%	13	258.20	44.1%	80

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

## Service level data

9. The table below provides details of the days lost per FTE at the end of 2016/17, 2017/18, 2018/19, 2019/20 and at the end of Quarter One 2020/21, for service areas by department.

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Days per FTE</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>End of Q1</b>
<b>12 months cumulative</b>	<b>(Mar 17)</b>	<b>(Mar 18)</b>	<b>(Mar 19)</b>	<b>(Mar 20)</b>	<b>(Jun 20)</b>
<b>Chief Executive's</b>	6.03	6.38	7.6	5.38	5.28
Planning and Historic and Natural Environment	3.81	4.04	14.92	9.57	9.46
Regulatory Services	6.95	4.87	6.2	7.24	7.03
Strategy and Business Intelligence	6.28	8.04	6.93	4.26	4.98
Democratic Services	10.69	8.91	14.81	6.70	4.97
Legal Services	3.01	4.02	5.48	3.63	3.28

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Days per FTE</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>End of Q1</b>
<b>12 months cumulative</b>	<b>(Mar 17)</b>	<b>(Mar 18)</b>	<b>(Mar 19)</b>	<b>(Mar 20)</b>	<b>(Jun 20)</b>
<b>Environment and Transport</b>	9.68	10.09	9.16	8.88	8.46
Highways and Transport	10.38	10.62	8.96	9.30	9.32
Environment and Waste Management	4.85	7.98	10.07	12.65	11.27
<b>Children and Family Services</b>	10.05	10.25	10.55	11.12	10.60
Education and SEND*	9.13	9.28	8.42	11.55	11.45
Children's Social Care and Targeted Early Help**	11.90	11.62	14.18	10.54	10.45
<b>Corporate Resources</b>	7.94	8.12	7.41	9.39	8.25
Strategic Finance and Assurance	4.89	4.25	6.63	9.67	8.37
Corporate Services	4.68	5.88	4.18	4.84	4.45
Commercial and Customer Services	10.55	10.04	8.91	11.14	9.72
<b>Adults and Communities</b>	12.57	11.26	10.02	11.74	11.41
East care pathway	n/a	11.06	9.51	11.32	10.96
West care pathway	n/a	13.16	12.01	12.84	12.41
Commissioning and Quality	n/a	8.01	8.02	7.46	7.30
Promoting Independence	12.26	15.11	13.26	11.88	10.99
Personal Care and Support	15.62	11.99	13.86	18.10	18.76
Communities and Wellbeing	7.67	7.98	6.97	8.73	7.69
<b>Public Health</b>	7.43	6.49	8.57	7.12	6.19

\*from 1<sup>st</sup> April 2020 Education & Early Help changed to Education and SEND

\*\*from 1<sup>st</sup> April 2020 Children's Social Care changed to Children's Social Care and Targeted Early Help

## **Attendance Management Intensive Support Project**

10. In the last report to the Committee, details of the extension to funding, and a change to the model for Attendance Management Intensive Support were explained. The new model broadens the scope of the project across the whole of the Council and will provide more intensive HR support for the most complex performance management cases, which will include the areas of: attendance, probation and capability.
11. The new model of Performance Management Intensive Support, was implemented on 1 September 2020 and will remain under review to ensure the resources are targeted in the most effective way and there is clear evidence that it is having a positive impact on improving performance.

## **Recommendations**

12. The Committee is asked to note the update provided on the County Council's overall position on sickness absence as at the end of June 2020, particularly the update on the new Performance Management Intensive Support Project.

## **Background papers**

13. Report to the Employment Committee 6 February 2020 – Attendance Management.  
<http://politics.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=6184&Ver=4>

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

14. None.

## **Equality and Human Rights Implications**

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

## **Officer to Contact**

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## **EMPLOYMENT COMMITTEE – 17 SEPTEMBER 2020**

### **PAY POLICY STATEMENT 2021/22**

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

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

1. The purpose of this report is to seek approval for the submission of the Council's Pay Policy Statement for 2021/22, attached at the Appendix, to the County Council for approval in December 2020.

##### **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 2021/22 on or before 1 April 2021.
6. Due to the impact of the Coronavirus (COVID-19) pandemic, the National Joint Council (NJC) pay agreement for 2020/21 was not announced until 24 August 2020. For this reason, the 2019/20 pay structure remains in place at the time of writing.
7. The Employment Committee will be advised of the 2020/21 pay structure, incorporating the NJC pay award, before the meeting of the full Council in December 2020.

##### **Background**

8. The proposed Pay Policy Statement attached sets out:
  - i. The Council's approach to job evaluation and grading of posts;

- ii. Additional payments that employees are eligible to receive, such as night enhancement, overtime;
  - iii. 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 1:9.41;
  - iv. That there is no distinction between chief officers and other employees in relation to pension entitlements and severance payments;
  - v. The Council's approach to the re-engagement of former employees.
9. The most recently revised pay structure took effect from 1 April 2019, which ensured that the provisions set out by the NJC pay award for 2019/20 were met. Due to the ongoing impact of the Covid-19 pandemic, the 2019/20 pay structure remains in place at the time of writing. Future revisions of the 2020/21 pay structure will incorporate retrospective payments once implemented.
10. 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 was also agreed for employees on Joint Negotiating Committee (JNC) terms and conditions for Chief Officers and Chief Executives. These conditions remain in place until further notice.
11. The 2020/21 pay structure, incorporating the JNC and NJC 2020/21 pay awards, will be circulated to Committee members prior to the meeting of the County Council in December 2020.

### **Recommendations**

12. The Committee is asked to approve the Pay Policy Statement 2021/22 for submission to the County Council for approval at its meeting in December 2020.

### **Background Papers**

None.

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

None.

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

13. 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.

### **List of Appendices**

Appendix – Pay Policy Statement 2021/22

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## Appendix A

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### Pay Policy Statement - 2021/2022

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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.

Due to the ongoing impact of the Coronavirus (COVID-19) pandemic, the 2019/20 pay structure remains in place at the time of writing. Until such time that this pay policy can be updated, 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 2019 to 31<sup>st</sup> March 2020, 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 2019 is 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 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 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 awards made by the NJC. From 1<sup>st</sup> 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 was agreed for employees on Joint Negotiating Committee (JNC) terms and conditions for Chief Officers, and JNC terms and conditions for Chief Executives.

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

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

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 2019/2020 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 1:9.41 (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 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 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 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](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

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 Employees<sup>1</sup>.

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

<sup>1</sup> 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 2019/2020

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 2019/20. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2019/20.

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	205
Director of Law and Governance	119
Assistant Chief Executive	96
Head of Regulatory Services	66
<b>Public Health</b>	
Director of Public Health	136
<b>Corporate Resources</b>	
Director of Corporate Resources – S151 Officer	127
Assistant Director - Corporate Services	119
Assistant Director - Commercial & Customer Services	96
Assistant Director - Strategic Finance & Property	88
Chief Digital & Information Officer	98
<b>Children and Family Services</b>	
Director of Children & Family Services	127
Assistant Director - Targeted Early Help and Children's Social Care	108
Assistant Director – Education and SEND	96
<b>Adults and Communities</b>	
Director of Adults and Communities	133
Assistant Director - East	96
Assistant Director - Strategy	102

Assistant Director - West	96
<b>Environment and Transportation</b>	
Director of Environment and Transportation	127
Assistant Director - Development and Growth	108
Assistant Director - Highways and Transport Operations	84 <sup>2</sup>
Assistant Director - Environment and Waste Management	96
<b>Eastern Shires Purchasing Organisation (ESPO)</b>	
Director of ESPO	131
Assistant Director - Finance	82
Assistant Director - Procurement & Compliance	88
Assistant Director - Operations	92

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<sup>2</sup> This post commenced in June 2019, with no previous incumbents. The annualised salary is £92k

## Appendix B - Pay and Grading Structure

### Leicestershire County Council Grade Structure

April 2019 – March 2020

Grade	Pay Point 1 April 2019	Salary from 1 April 2019	Hourly Rate 1 April 2019
2	1	£17,367	£9.00
	2	£17,538	£9.08
3	3	£17,712	£9.17
	4	£17,862	£9.25
4	5	£18,066	£9.36
	6	£18,246	£9.45
5	7	£18,426	£9.54
	8	£18,795	£9.74
6	9	£19,173	£9.93
	10	£19,554	£10.13
7	11	£19,947	£10.33
	12	£20,346	£10.54
	13	£20,751	£10.75
	14	£21,168	£10.96
8	15	£21,591	£11.18
	16	£22,464	£11.64
	17	£22,911	£11.87
	18	£23,838	£12.35
9	19	£24,801	£12.85
	20	£25,296	£13.10
	21	£26,319	£13.63
	22	£26,925	£13.95
10	23	£27,936	£14.47
	24	£29,013	£15.03
	25	£30,147	£15.62
	26	£31,377	£16.25
11	27	£32,094	£16.62
	28	£32,883	£17.03
	29	£33,732	£17.47



	<b>30</b>	<b>£34,653</b>	<b>£17.95</b>
<b>12</b>	<b>31</b>	<b>£35,727</b>	<b>£18.51</b>
	<b>32</b>	<b>£36,867</b>	<b>£19.10</b>
	<b>33</b>	<b>£38,085</b>	<b>£19.73</b>
	<b>34</b>	<b>£39,405</b>	<b>£20.41</b>
<b>13</b>	<b>35</b>	<b>£40,701</b>	<b>£21.08</b>
	<b>36</b>	<b>£42,042</b>	<b>£21.78</b>
	<b>37</b>	<b>£43,452</b>	<b>£22.51</b>
	<b>38</b>	<b>£44,964</b>	<b>£23.29</b>
<b>14</b>	<b>39</b>	<b>£46,413</b>	<b>£24.04</b>
	<b>40</b>	<b>£47,952</b>	<b>£24.84</b>
	<b>41</b>	<b>£49,584</b>	<b>£25.68</b>
	<b>42</b>	<b>£51,351</b>	<b>£26.60</b>
<b>15</b>	<b>43</b>	<b>£53,016</b>	<b>£27.46</b>
	<b>44</b>	<b>£54,768</b>	<b>£28.37</b>
	<b>45</b>	<b>£56,601</b>	<b>£29.32</b>
	<b>46</b>	<b>£58,512</b>	<b>£30.31</b>
<b>16</b>	<b>47</b>	<b>£60,846</b>	
	<b>48</b>	<b>£63,327</b>	
	<b>49</b>	<b>£65,982</b>	
	<b>50</b>	<b>£68,919</b>	
<b>17</b>	<b>51</b>	<b>£71,976</b>	
	<b>52</b>	<b>£75,180</b>	
	<b>53</b>	<b>£78,543</b>	
	<b>54</b>	<b>£82,068</b>	

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## **EMPLOYMENT COMMITTEE – 17 SEPTEMBER 2020**

### **PAY AWARDS 2020/21**

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

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

1. The purpose of this report is to seek approval from the Employment Committee for the implementation of the 2020/21 Pay Awards for staff on NJC terms and conditions, Chief Officers and Chief Executives.

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

2. This report relates to Item 10 - Pay Policy Statement on the agenda for this meeting.

##### **Background**

3. Whilst the Council has adopted local rather than national pay scales, it has remained part of the national pay bargaining machinery and is committed to applying National Joint Council (NJC) pay awards to employees on grades 2 to 17 and Joint Negotiating Committee (JNC) pay awards to employees on grades 18 to 22 inclusive. In order to implement these, it is necessary to seek approval from the Employment Committee.

##### **NJC Pay Award**

4. The NJC pay award for the period 1 April 2020 to 31 March 2021 has now been agreed nationally and comprises the following elements:
  - i. An award of 2.75% has been agreed on all spinal column points, with effect from 1 April 2020 and a revised local pay spine is being prepared. This will be available by the date of the Committee's meeting.
  - ii. An agreement to enter into discussions nationally to examine all options for ensuring the sector – and the NJC pay spine - can meet the challenge of the Government's target for the National Living Wage in the coming years.

- iii. An agreement that from 1 April 2020, minimum annual leave will increase from 21 to 22 days for employees with less than five years' service. The minimum annual leave for employees of the County Council is 24 days and exceeds the new minimum.
- iv. An agreement that the Joint Secretaries will begin discussions on "a comprehensive joint national review of the workplace causes of stress and mental health".

#### **Chief Executives' and Chief Officers' Pay Awards**

- 5. The JNC for Chief Officers has announced agreement on the pay award to be increased by 2.75% with effect from 1 April 2020.
- 6. The JNC has also agreed to conduct a joint survey of all local authorities in order to establish the extent of the gender pay gap among Chief Officers, after which they will agree a joint approach on how to remove any such gender pay gap.
- 7. The JNC has further agreed to enter into discussions to agree a new package to improve Chief Officers' work-life balance.
- 8. The JNC for Chief Executives has also agreed an increase of 2.75% with effect from 1 April 2020.

#### **Consultation**

- 9. Local Trade Union representatives have been advised of the award and will be consulted on the draft pay spine.

#### **Resource Implications**

- 10. An estimate of the financial impact of these awards is under preparation and will be provided to the Committee, but provision has been made in the Medium-Term Financial Strategy as this level of increase was anticipated.

#### **Recommendations**

- 11. It is recommended that the Committee approve the implementation of the 2020/21 pay awards for NJC staff, Chief Officers and the Chief Executive and note the additional actions to be taken by the national negotiators in addition to the agreements on pay.

#### **Background Papers**

- 12. None.

**Circulation under the Local Issues Alert Procedure**

13. None.

**Equality and Human Rights Implications/Other Impact Assessments**

14. None.

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## **EMPLOYMENT COMMITTEE – 17 SEPTEMBER 2020**

### **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 relation to any particular Action Plan, if they have not already done so.

##### **Recommendations**

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

##### **Background Papers**

7. None.

**Circulation under the Local Issues Alert Procedure**

8. None.

**Equality 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 A – Summary of Current Action Plans - Implementation Completed.

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

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**EMPLOYMENT COMMITTEE – 17 SEPTEMBER 2020**

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

<b>Action Plan</b>	<b>Date Approved</b>	<b>Outcome</b>
Adults & Communities - Communities and Wellbeing Review 2019	22/01/2020	20 compulsory redundancies
Chief Executives - Planning, Historic and Natural Environment	03/02/2020	1 compulsory redundancy
Corporate Resources - Music Service	10/10/2019	4 compulsory redundancies
Corporate Resources - Multi Agency Travellers' Unit	03/02/2020	1 compulsory redundancy

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**EMPLOYMENT COMMITTEE – 17 SEPTEMBER 2020**  
**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY**

<b>Action Plan</b>	<b>Date Approved</b>	<b>Current Position</b>	<b>Next Steps</b>	<b>Max Compulsory Redundancies</b>
There are no Action Plans currently ' <i>Underway</i> ' which involve compulsory redundancies.				

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