

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 26 May 2022 at 10.00 am**

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

*Contact:* **Damien Buckley (Tel: 0116 305 0183)**

*Email:* **damien.buckley@leics.gov.uk**

### **Membership**

Mr. P. Bedford CC    Mr. B. Harrison-Rushton CC  
Mr. L. Breckon JP CC    Mr. D. Harrison CC  
Mrs. L. Broadley CC    Mr. R. J. Shepherd CC  
Mr. B. Champion CC

### **AGENDA**

#### **Item**

#### **Report by**

1. Appointment of Chairman.
2. Election of Deputy Chairman.
3. Minutes of the meeting held on 3 February 2022. (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. Presentation of petitions under Standing Order 35.



- |     |  |                                       |                 |
|-----|--|---------------------------------------|-----------------|
| 9.  | People Strategy Update.  | Director of<br>Corporate<br>Resources | (Pages 7 - 32)  |
| 10. | Update on Pay Award.   | Director of<br>Corporate<br>Resources | (Pages 33 - 38) |
| 11. | Implications of New Armed Forces Legislation.                        | Director of<br>Corporate<br>Resources | (Pages 39 - 42) |
| 12. | Organisational Change Policy and Procedure:<br>Action Plans.         | Chief Executive                       | (Pages 43 - 48) |
| 13. | Any other items which the Chairman has<br>decided to take as urgent. |                                       |                 |
| 14. | Date of Next Meeting.  |                                       |                 |

The next meeting of the Committee is scheduled to be held on 15 September 2022.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 3 February 2022.

PRESENT

Mr. L. Breckon JP CC (in the Chair)

Mr. B. Champion CC  
Dr. R. K. A. Feltham CC  
Mr. T. J. Pendleton CC

Mrs B. Seaton CC  
Mr. R. J. Shepherd CC

25. Minutes of the previous meeting.

The minutes of the meeting held on 2 December 2021 were taken as read, confirmed and signed.

26. Question Time.

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

27. Questions asked by members.

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

28. Urgent items.

There were no urgent items for consideration.

29. 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.

30. Gender Pay Gap.

The Committee considered a report of the Director of Corporate Resources which presented the initial results regarding Gender Pay Gap reporting for Leicestershire County Council. The report showed results for 31 March 2021, and comparison was also made against the results for the previous three years. A copy of the report marked 'Agenda Item 7' is filed with these minutes.

An error in paragraph 14 of the report was noted; 'December 2022' should have read 'December 2021'.

In response to questions, the following points were noted:

- i. Conversations with Leicester City Council around its own Gender Pay Gap data had not taken place; however, County Council officers would liaise with the City Council to ascertain how their data had been calculated.
- ii. Detailed data which analysed the split of male and female employees at each grade was available and had been used in compiling the report presented to members. An increase in the number of female employees at grade six to eight accounted for a change in the Median Gender Pay Gap. The split between male and female employees at lower grades, particularly in part-time roles, was not untypical in Local Government organisations.
- iii. Gender Pay Gap data would be reviewed in March 2022 to evaluate progress and to understand any impacts of the COVID-19 pandemic.

RESOLVED:

That the initial results regarding Gender Pay Gap reporting for Leicestershire County Council, and the requirement to publish the data by 30 March 2022, be noted.

### 31. Becoming an Anti-Racist Organisation.

The Committee considered a report of the Director of Corporate Resources on the proposal for Leicestershire County Council to make a formal commitment to becoming an anti-racist organisation. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

In introducing the report, the Director of Corporate Resources clarified that the County Council already had a good record with regard to race relations and it was not being suggested otherwise. However, under the new proposals it was expected that the County Council would become more proactive in addressing any perceived inequalities.

Arising from discussions the following points were noted:

- i. Members expressed support for the proposal and agreed that it was important to tackle discrimination and any perception of discrimination within the County Council. Managers and staff needed to be given the confidence to challenge discrimination, bullying and harassment and there needed to be a consistent approach across the Authority. Where staff had a perception of discrimination, that perception needed to be acknowledged by managers rather than dismissed.
- ii. It would be important that the County Council dealt with these issues in an honest and transparent way.
- iii. Members noted the duty to promote anti-racism in their own roles and welcomed additional specific training on the topic where necessary.

RESOLVED:

- a) That the proposal for Leicestershire County Council to make a formal commitment to becoming an anti-racist organisation be fully supported and submitted to the County Council for approval at its meeting on 23<sup>rd</sup> February, subject to the views of the Cabinet.
- b) That the comments now made be forwarded to the Cabinet for consideration at its meeting on 11 February 2022.

### 32. Update on Pay.

The Director of Corporate Resources provided a verbal update on Local Government pay arrangements following an update from The National Employers.

Members were informed that:

- i. Negotiations for the 2021/22 Local Government pay arrangements had been ongoing since early 2021 and remained unresolved. The initial trade union request was for a 10% pay increase across the board.
- ii. In relation to the National Joint Council negotiations, the National Employers made a final offer in July 2021 of a 1.75% pay increase at pay points 2 and above, 2.75% to those on pay point .The National Joint Council offer also included offers of joint discussions on term time only arrangements, homeworking, mental health joint guidance, and maternity and other related leave. In relation to the Joint National Councils for Chief Officers and Chief Executives, a 1.5% increase was tabled.
- iii. All three union bodies (Unison, Unite and GMB) had rejected the offer and had moved to ballot their members on strike action. Unison had completed its ballot which resulted in no strike action due to less than 50% of members taking part in the ballot. Unite had an ongoing ballot. GMB had not yet started to ballot members.
- iv. The National Employers were now considering how to proceed.

It was noted that there would be a possibility for tax implications if a backdated pay award was provided in tax year 2022-23. A pay award in the next tax year would also coincide with planned changes to rates of National Insurance contribution.

The Committee would be notified when an agreement on pay arrangements had been made. In the event that a deal was accepted, or that the Council chose to implement an award to its own employees, before a meeting of the next Employment Committee, the Director of Corporate Resources would write to the Chair of the Committee and opposition party Spokesman to seek approval. A report would then be presented at the next Committee.

RESOLVED:

That the update on Local Government pay arrangements be noted.

### 33. Organisational Change Policy and Procedure: Action Plans.

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

RESOLVED:

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

34. Date of Next Meeting.

The next meeting of the Committee was scheduled to be held on Thursday 26 May 2022 at 10:00am.

10.00 - 10.45 am  
03 February 2022

CHAIRMAN



## **EMPLOYMENT COMMITTEE – 26 MAY 2022**

### **PEOPLE STRATEGY 2020-2024 - UPDATE ON PROGRESS**

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

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

1. The purpose of this report is to provide the Employment Committee with an update on the work currently undertaken to deliver the Council's People Strategy 2020-2024 following its approval by the Committee on 4 February 2021. A copy of the People Strategy has been attached as Appendix A for reference.

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

2. The Council's People Strategy (2020 – 2024) was approved by the Employment Committee on 4 February 2021. In summary, the purpose of the strategy which has been developed to support the Council's Strategic Plan, is to set out a work plan to assist in the Council's: overall performance and productivity; to ensure that the workforce has access to necessary and optional learning and development opportunities; set a clear support framework for wellbeing and mental health; and ensure that the council is able to attract and retain a committed public service workforce which understands and works to its values to support Leicestershire communities.
3. At the meeting of the Employment Committee on 4 February 2021, there was a particular focus on the smart targets that had been set to measure the overall performance of the Delivery Plan. It is the work undertaken to achieve these, so far, which provides the information for this update report.

#### **Background**

4. The People Strategy (2020-2024) was developed following an evaluation exercise which took place on the previous Strategy (2017-2020). This was an extensive piece of work which involved discussions with all departments to determine workforce needs and priorities over the short and medium term.
5. The information was then categorised into three themes:
  - i. Performance Management.
  - ii. Leadership.
  - iii. Workplace and Culture.

Although there are several overlaps between them, each theme has a number of projects designed to achieve the outcomes the council requires.

6. It is important to note that the impact of Covid-19 on how the Council's workforce needed to work then, and the council's expectations for future service delivery, has also been considered from the point of view of meeting health, safety and wellbeing requirements. This is therefore a key feature throughout all delivery plans.
7. As part of the current Ways of Working programme, two departments (Adults & Communities and Environment & Transport) are taking part in a model office pilot scheme. It has been implemented to lead the way on how the Council's workforce can work in the future, including how the Council will manage its property estate and roll out supporting information technology. As part of this report, it is noted that the people aspect of this programme is being supported by a number of the projects within the People Strategy.

#### **Update on the Work to Deliver the People Strategy**

8. The following table captures the current position of what has been achieved to date.



### **Smart targets set for years' 1 and 2 of the People Strategy 2020-2024 and Outcomes to Date.**

9. For Years' 1 and 2 of the People Strategy a work programme was put in place. For each of the projects listed below there is a comprehensive project plan that contains all the activities that are required for successful delivery. Officers monitor performance on a fortnightly basis.

#### **Year 2 2021 – 2022**

<b>Project</b>	<b>Benefit</b>	<b>Target</b>	<b>Measurement</b>	<b>Outcomes to Date</b>
Executive Coaching	Senior leaders' leadership capability will be developed to effectively lead and manage through change.	An increase in confidence and level of skill in the ability to lead through change increased from start of programme.	Programme will be formally evaluated which will include participants to score their confidence and skills prior to undertaking the programme and on completion.	Results obtained from the first cohort and evaluated. Clear and beneficial outcomes obtained for each of the individuals. Programme is now part of L&D's leadership offering. The second cohort has now also commenced.
Leading through Innovation	Managers will be developed to be more confident and capable in managing smarter teams which includes remote working and managing through outcomes that maintain or increase productivity, whilst also understanding the importance of innovation in their ways of working.	An increase in confidence and level of skill particularly in relation to managing the performance of remote teams. An ability to apply in practice what has been learnt regarding innovation.	Programme will be formally evaluated which will include participants to score their confidence and skills prior to undertaking the programme and on completion.	Tools, resources and videos have been developed and are hosted on the Learning Hub. These have also been shared with partners. Two training sessions on Innovation have been held with good feedback. More sessions have been arranged but in addition to these, a number of lunch and learn sessions have put in place to run throughout the remainder of the year. At the end of the year a Recognition Event is being planned to celebrate innovative work
Aspiring	There is a clear development	Confidence to	50% of attendees	45 employees are on the first cohort with a

<b>Project</b>	<b>Benefit</b>	<b>Target</b>	<b>Measurement</b>	<b>Outcomes to Date</b>
Managers	pathway for aspiring managers that enables the organisation to 'grow its own' and supports recruitment and retention priorities.	apply for management roles (including the management of people) increased from start of programme.	go on to apply for a management position.	second cohort commencing this month. Feedback and evaluation results have been positive and two individuals from the first cohort have secured promotions into a line manager role.
Supervisor Development	Supervisors are accessing learning appropriate to their roles, that increases their confidence and capability.	Increase in uptake from supervisors in accessing appropriate Learning and Development.	Report via learning hub to understand number of supervisors who have accessed which- resources	Two bespoke programmes have been developed for two departments with a third in progress. Feedback extremely positive and the plan is to roll out this offer to all departments.
Leadership Management Framework	Managers at all levels are aware and understand what the council requires from its leadership and management and know what relevant leadership development is available to acquire the necessary skills.	Look at the various ways to assess performance and productivity – This will include the results on balanced scorecards and from the Staff Survey.	Managers at all levels are accessing and using appropriate learning resources via the Learning Management System. Reports to be obtained to demonstrate if this is the case.	Mapping exercise has commenced using the Leadership Behaviours Framework as the guide. Therefore, the levels that will be used are Foundation, Experienced and Strategic. A basic People Management course is being piloted in A&C with a view to this being rolled out to other departments. This will be complementary to the Managers' Induction course. The new upgrade of the Learning Management System (LXP) will have improved functionality, including making the searchers for learning and development resources far easier.

Project	Benefit	Target	Measurement	Outcomes to Date
Mental and Physical Wellbeing	Reduction of sickness absence, staff clearly understand where they can access help when it is required, good wellbeing practice is embedded with managers and in the council's culture, support for those staff who are required to work remotely for extended periods of time and support with recruitment and retention.	Sustained and maintained progress towards the target 7.5days per FTE	Staff and Wellbeing Surveys. Leavers questionnaire data - new data from Oct 2020	Sickness absence figures are unavailable at present.  Corporate Wellbeing Group in place who are actioning a detailed plan of mental health and wellbeing activity
Recruitment, Retention and Redeployment	<ol style="list-style-type: none"> <li>1. A new recruitment process which is streamlined and encourages applicants to apply and therefore enables managers to appoint candidates quicker.</li> <li>2. Recruit to hard to fill posts as a result of the recruitment incentives policy, better 'branding' and more effective recruitment practices.</li> <li>3. Enhanced communication over the benefits and rewards of working for the council</li> <li>4. A redeployment process that minimises redundancies and retains skills</li> <li>5. The council to be regarded as a place where people want to work.</li> </ol>	To be able to attract high calibre candidates to all vacant posts to work for the council and retain for a period of over 3 years	Periodically review the recruitment process – its overall efficiency and turnover rates. Increase the numbers of staff who may be redeployed into other posts within the council	<p>Implementation work has commenced on a new recruitment system – ORC. Implementation date – August 2022.</p> <p>Recruitment Incentives Policy being more widely applied where there is an agreed business case that it will increase the number of job applications and lead to longer retention periods.</p> <p>A new Benefits package has been implemented – ICOM - which gives employees a range of discounts. Currently also considering what advice and support can be offered through the scheme on financial management</p>

Project	Benefit	Target	Measurement	Outcomes to Date
Diversity and Inclusion	1. Any potential discrimination is eradicated. 2. The council's reputation as an excellent employer (both internally and externally) is promoted 3. Reduction in staff turnover 4. Greater development of skills and insights, resulting in increased productivity 5. Continued development and representation of Workers Groups (BAME, DWG, LGBT+)	Increase in the% declaring characteristics.  Increase in the % of the diversity of the workforce at G13 and above.  Achievement of accreditation status i.e., Stonewall, Disability Confidence and Race equality standard	Workforce data reports to be produced from Oracle on a quarterly basis and discussed at Departmental Management Team Meetings	The council has retained its status to be an employer in the top 100 in the Stonewall Index and the council also received a Gold Award for its submission. Disability Confident Status – we have retained our Level 2 status with work underway to achieve Level 3. The council has signed up to the Race Equality Charter and the standard will assist in developing our work in this area and finally, a new set of guidance has been implemented on Representative Interview Panels which has been widened to include other protected characteristics
The Way We Work	1. Managers lead their teams into new ways of working, resulting in high levels of productivity, and ensuring that their staff have the equipment and skills they need. 2. Managers are enabled to adopt positive changes in behaviour and challenge current ways of working so that they can successfully embed a new working culture, which fosters a climate of trust for them and their staff. 3. LCC encourages employees to	Targets are still being worked on due to the links with the Ways of Working Programme	The different ways in which this can be measured are currently being assessed	A new intranet page has been developed which contains information on smarter working with links to relevant policies and guidance. A series of Organisational Development sessions have been held to support managers in being able to manage hybrid teams and also for all staff on managing their time to maximise productivity. An IT programme has been developed and delivered to support our staff in being able to use the technology that is made available to them – such as the use of Teams and Sharepoint

Project	Benefit	Target	Measurement	Outcomes to Date
	<p>be innovative, flexible and drive positive change within the organisation. As a result, staff are change-ready and have the proactive mindset, skills and tools to work in new ways.</p> <p>4. Staff are multi skilled and can work flexibly across a variety of teams.</p>			
Attendance Management and Capability	<p>1. Improved levels of attendance and performance</p> <p>2. Improved management of probationary periods</p> <p>3. More appropriate and effective use of the capability process</p> <p>4. An improved performance management culture.</p>	<p>Improved levels of attendance and performance</p> <p>2. Improved management of probationary periods</p> <p>3. More appropriate and effective use of the capability process</p> <p>4. An improved performance management culture.</p>	<p>Oracle data for attendance reports to Corporate Management Team and Employment Committee</p> <p>HR data from the database to track probation and capability cases.</p>	<p>Sickness absence data for the council was not available at the time of writing this report but the attendance management project has continued to work closely with managers in departments to support cases of attendance, capability and performance to achieve good and appropriate outcomes</p>
APR and Supervision	<p>1. More effective APR process and improved interface with supervision.</p>	<p>Supervision received by all 90% of staff to</p>	<p>APR compliance data from Oracle, and Staff Survey</p>	<p>New guidance for APR and Supervision has been developed and launched</p>

Project	Benefit	Target	Measurement	Outcomes to Date
	2. Greater levels of compliance with APR and supervision completion rates	have received APR within a 12 month period recorded within Oracle	information	
Values and Behaviours	Greater understanding of the values and behaviours which provide more cohesion to the council and underpin our identity as an employer.	Each of the people strategy projects have values and behaviours integrated.	Values and behaviours statement for each project to be developed and put in place	All People Strategy projects for Year 2 have the council's Values and Behaviours integrated into them – with specific reference being given in, for example, the council's new Corporate Induction Programme
Performance Management Framework	Clearly understood management expectations which managers are held accountable to.	Performance management framework is understood and being utilised	Survey to take place 6 months after the launch of the project	The Performance Management Framework has been re-worked and designed to become the Leadership Behaviours Framework. This is due to be launched in the early Summer 2022
Performance Management Information – Efficiency and Productivity	Managers have access to a range of tools to enable them to manage their teams efficiently and effectively. A review of workforce data dashboards to take place to also assist managers in making decisions on resourcing.	All managers understand what is required of them regarding performance management and they also utilise people data in this process.	To be discussed with Managers at supervision and APR sessions	Work has commenced on scoping out this project and it is noted that it will utilise any relevant findings from the evaluation of the Ways of Working Pilot. Work has also commenced on the development of a set of workforce data which will be available from the council's Oracle Fusion system. This will be a key source of data for performance management, together with a recommended Balanced Scorecard approach, where appropriate, for our services.

### **Resource Implications**

10. As set out in the reports to the Employment Committee on 3 December 2020 and 4 February 2021, the implementation of the People Strategy 2020-2024 will form a fundamental part of the general work programme for People Services, supported in its delivery by colleagues in other support service functions, such as the Communications Team and the Transformation Unit. Additional HR resources have been requested and agreed to ensure timely delivery.

### **Recommendations**

11. It is recommended that the Employment Committee note the work achieved to date in implementing the Council's People Strategy.

### **Background Papers**

12. Report to the Employment Committee on 3 December 2020  
Report to the Employment Committee on 4 February 2021 – People Strategy 2020-2024

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

13. None.

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

14. An Equality and Human Rights Impact assessment has been undertaken on the Strategy and subsequent ones will also be undertaken where the need arises to comply with the legislation in this area.

### **List of Appendices**

Appendix A - People Strategy 2020-2024

### **Officer to Contact**

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# People Strategy 2020-2024





**Byron Rhodes**  
Chairman,  
Employment Committee,  
Leicestershire County Council

## Foreword

The context around our last People Strategy in 2017, was about us facing unprecedented financial and service challenges. We talked about the significant change we were facing, alternative delivery models, a 'digital first' approach, and our strength in partnership working.

As we look back on the first half of 2020 we've had to face a new set of financial and social challenges due to coronavirus. Our focus during the pandemic has been on supporting our workforce through these significant challenges so that we can continue to deliver quality services. Going forward, our focus is to build back stronger – to a new way of working rather than a direct return to business as usual.

Staff wellbeing has become even more important in the last few months – we've put a wide range of supportive measures in place, as well as ensuring that managers have signed up to our managers' charter with its focus on 'keeping in touch'.

What hasn't changed is that it is our people who continue to drive the council's success, through their day-to-day effort, creativity, determination and commitment to the people of Leicestershire, to help us achieve our aims through these challenging times.

It's arguably a good time to create and launch a new People Strategy - whilst much of our focus over the last few months has been on the immediate and short-term, it's important that the council moves forward positively in the medium and long-term.

We've evaluated the impact of the previous People Strategy and the results have helped to shape our ongoing priorities. We'll focus on three key themes – performance management, leadership, and workforce and culture. We base our culture on a clear set of values and behaviours for everyone, and expectations for our leaders and managers.

A 'digital first' approach to delivering our services has become even more important over the last few months – driven by the needs of our community and customers.

All of this cannot be achieved without the dedication of our employees – and we'd like to thank every member of our staff for their continued work in providing quality services to the people of Leicestershire.

A handwritten signature in black ink, reading 'Byron Rhodes'. The signature is fluid and cursive, with the first name 'Byron' being more prominent.

## Our Vision

Leicestershire County Council is a values led organisation that people are PROUD to work for.

## Our Objectives

### Leicestershire County Council....



...is a place where people want to work



...has a diverse workforce where everyone can be themselves



...has a confident, capable and engaged workforce



...promotes a culture of mental and physical wellbeing



...nurtures growth, talent and development



Positivity



Trust and respect



Flexibility



Openness and transparency

## Building back stronger

The effects of coronavirus on our work and workforce are far reaching – but in order to build back stronger, we will:

### Support our leaders and managers



We want to support our leaders to be the best they can be – innovative, continuously improving and trying new ways of delivering services.

Through workplace culture we'll harness enthusiasm and a desire to achieve results. We'll make sure we are achieving great feedback from the people we serve – and when we don't, we'll listen, so that we can improve.

We'll also continue to focus on our Managers' Charter, prioritising communication and engagement.

### Continue with efficient ways of working



We want to be efficient and effective in how we work – with increased levels of performance and productivity at the heart of this.

We'll focus on our offices and buildings as a resource and think about how we use them in the best way. We'll continue to encourage working from home and supporting a greater work/life balance for our staff with employee health and wellbeing at the forefront.

### Secure financial stability



Even before the coronavirus crisis hit, rising demand for services was already piling pressure on our budget – and a budget gap of £40m by 2024.

Thanks to taking tough decisions since 2010, we're in a good position compared to other local authorities, but the effects of coronavirus on our finance are far reaching.

We can get through this if we take action quickly – but this means managers will need to drive efficiency in the way we work.

### Be carbon neutral by 2030



Our goal is for the council's operations to be carbon neutral by 2030. That means that it is everyone's responsibility to consider the negative impact that they have on the environment – whether as an individual or as part of the service they deliver. We need to change how we do things – reducing travel for work, going paperless, reducing or reusing waste before recycling. We also need to focus on the bigger impacts that we have – our property, services and day to day operations.

### Think digital first



In 2020 we've embraced technology more than ever before. We continue to improve our digital literacy and technology available to staff, together with ensuring improved accessibility to new ways of working and services to our staff and residents.

We need to think digital first when delivering our services, and ask ourselves what the digital solution is, so that we can be more cost effective and maximise all the benefits that technology brings.

## Our People Strategy is about...



Click on each topic to see the videos of what our employees are saying

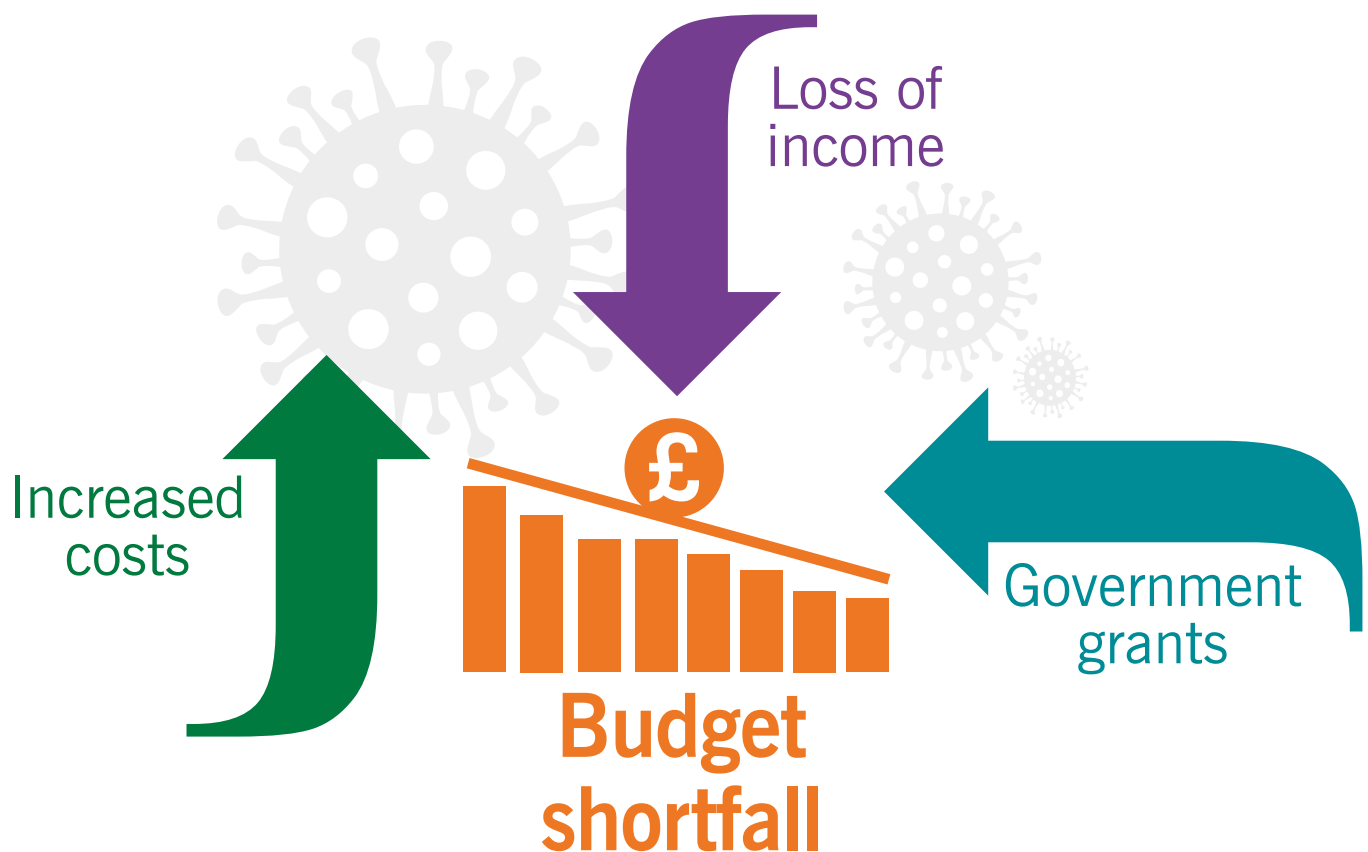
## Financial context

The County Council has been operating in an extremely challenging financial environment following a decade of austerity and spending pressures.

This has more recently been compounded by the impact of COVID-19. Short term this had the impact of increasing costs whilst reducing sources of income. Going forwards the financial position is uncertain but with Government debt at a record high the prospects are not promising. Effective financial planning and control has helped to mitigate the impact of the wider financial environment where possible. Therefore, despite being one of the lowest funded councils in the country, relative to a lot of local authorities we are well-positioned to continue to provide crucial services going forwards.

In such an environment we are even more dependent on effective leadership and our highly effective workforce. It is vital that we continue to invest in our staff to ensure the workforce is adaptable and continues to be flexible to accommodate future changes that will need to be made to our service delivery models.

This People Strategy will put in place a clear framework of actions and activities to support this.



## Our culture

We are a values-based organisation and we strive to bring our values to life in everything we do

We are a great organisation to work for – in our staff survey, our staff said...

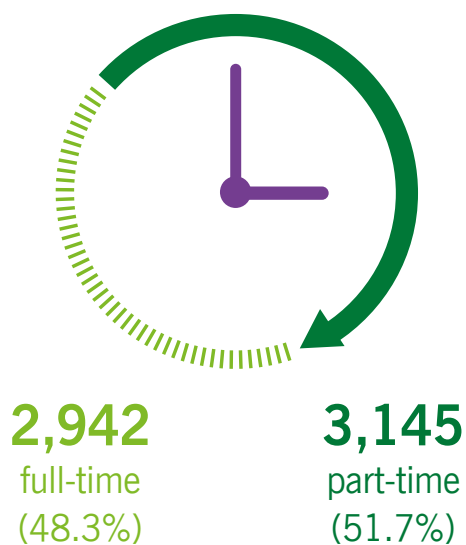


- **Ways of Working** – Meeting our customer requirements is our key priority, and we aim to equip our staff with the technology they need to be able to work when, where and how they need to meet the needs of their service users. This might include working from home, or from a different location or at a time of day that suits them and the work they do. This supports our employees in achieving a positive work/life balance that in turn supports their wellbeing.
- **The Learning and Development** offer to all employees is truly blended. It utilises Digital solutions and provides bespoke, curated content on our Learning Management System, whilst also supporting more traditional classroom learning.
- **Annual Performance Reviews** – Everyone is entitled to an appraisal; this provides an opportunity for you and your manager to reflect on and support your performance, potential and development needs.
- **We know that people perform better when they can be themselves**, so we take pride in creating a work environment where people can be open with colleagues and comfortable and confident in being themselves to work.
- **We value our workers' groups** – for BAME, disabled, LGBT+ staff and those who are carers outside of work – and encourage staff to be involved. These groups have been instrumental in helping us to develop and implement good working practices that reflect the diverse nature of our residents and customers.
- **We have good working relationships with our Trade Unions** who provide valuable support and constructive feedback.
- **Wider collaboration and partnership working** with external organisations is also key to the continuing development of our services.

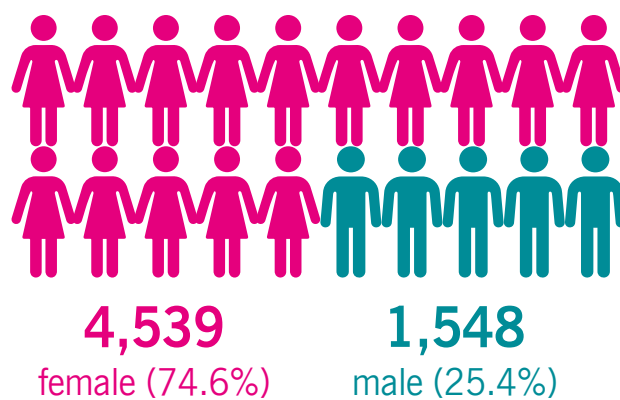
## Our workforce (2020 figures)



### Working hours

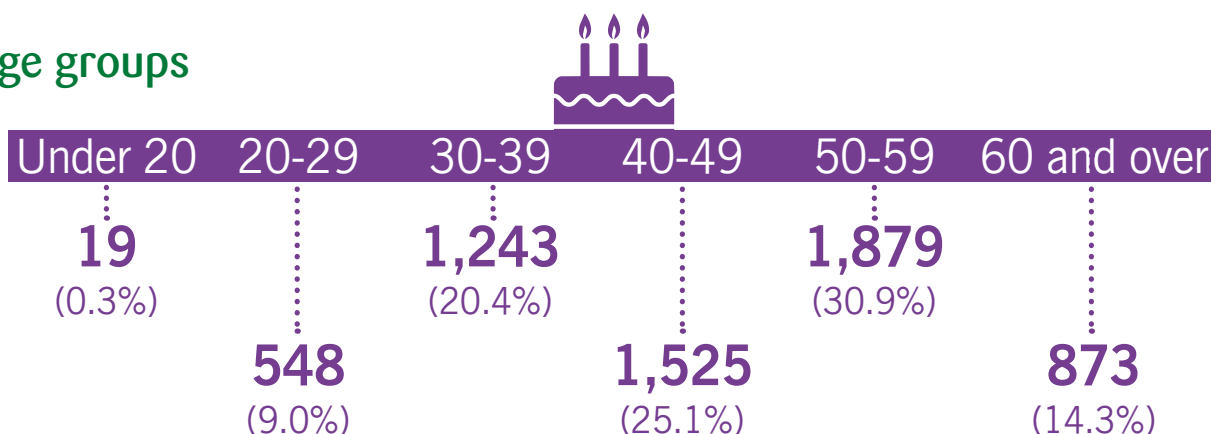


### Gender



We also collect data on the gender identity of our staff (for those who wish to disclose), such as recording non-binary identities and asking staff (through our staff survey) if they identify as the same gender as they were assigned at birth. We first published a Trans Equality Policy to support our trans colleagues and their managers back in 2018

### Age groups

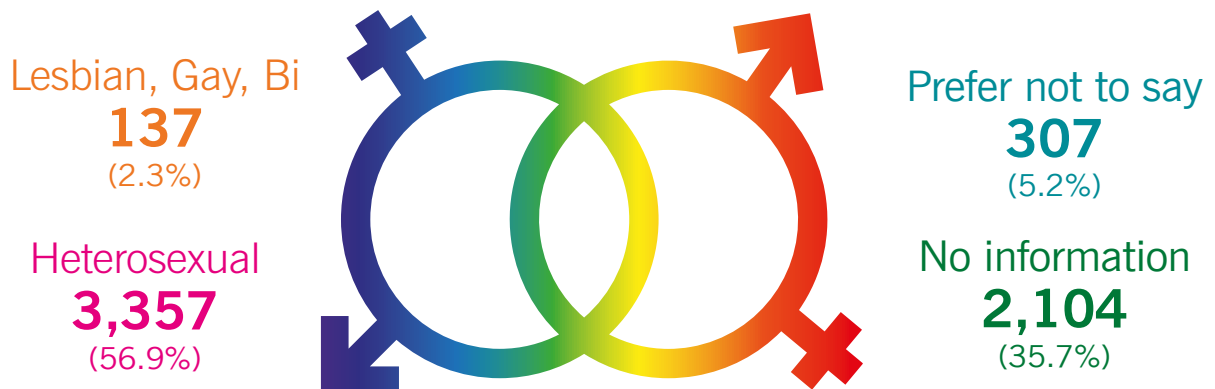




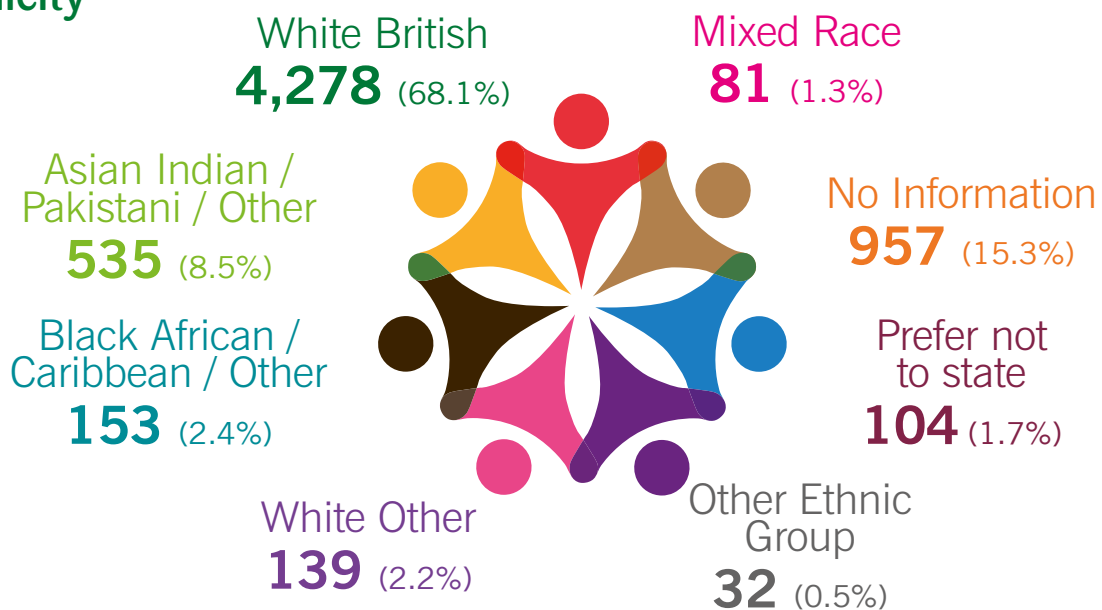
## Disability



## Sexual Orientation



## Ethnicity



# Our themes and the outcomes we are striving to achieve

## Leadership and management – outcomes

- Leaders and managers are clear on their responsibilities and are using products that help them to manage performance and fulfil their responsibilities effectively
- Senior leaders are accessing executive coaching that further develops their leadership capability and supports leadership through change
- Managers at all levels understand what relevant leadership development is available to them
- There is a clear development pathway that aspiring managers are accessing
- Managers are able to effectively lead their teams/ services through a period of uncertainty and change while providing a clear vision for the future.
- Supervisors are accessing appropriate learning relevant to their roles
- Managers are confident and capable in managing, communicating and engaging with smarter teams, managing through outcomes while supporting individual and team wellbeing

## Leadership and management – how we will achieve these outcomes

- Implement a new Aspiring Managers Programme that provides a clear development pathway and enables us to 'grow our own'.
- Launch bespoke Supervisor Development Programmes that support supervisors across the organisation.
- Establish an Executive Coaching approach for our senior leaders that further develops their ability to lead through a period of substantial change.
- Develop learning and support resources for managers that encourage innovation, enabling them to be confident and capable in both managing smarter teams and managing through outcomes.
- Design and develop a clear Leadership & Management Framework on the Learning Hub ensuring that managers at all levels are clear what development is available to them .
- 





## Workplace and culture – outcomes

- We are known as a progressive employer due to our public service ethos, flexibility and inclusivity with a confident, capable and engaged workforce
- We are viewed as a place where people want to work, with roles that provide meaning and purpose.
- We attract, develop and retain a diversity of people who feel welcomed and supported and reflect our values
- We provide fair and competitive benefits and rewards for our employees with workplace benefits reflecting the culture of the organisation
- We encourage employees to be innovative, flexible and drive positive change within our organisation
- The mental and physical wellbeing of our employees is a priority and is embedded into our culture through our policies and practices.

## Workplace and culture – how we will achieve our outcomes

- Review and improve current recruitment methods with a focus on hard to recruit to posts
- Improved 'branding' of the county council as an employer, including enhanced communication over the benefits and rewards of working for us
- A redeployment process that minimises redundancies and retains key skills
- Good wellbeing practice is embedded with managers and our culture and staff know where they can access help when it is required
- A reduction of sickness absence and support for those staff who are required to work from home for extended periods of time
- External accreditation of our approach to diversity and inclusivity

## Performance management – outcomes

- Our managers are self-reliant – consistently managing performance to acceptable and sustainable levels
- Organisational expectations of Performance Management are clear and visible, owned and embodied by all managers
- Performance is owned and led from the top, with full transparency, inclusivity and engagement with senior leaders and managers
- Managers are able to drive performance by having a clear understanding of what they need to, supported by a robust framework, tools and network that are future proof
- Organisational values and behaviours are integrated and visible within all aspects of performance management

## Performance management – how will we achieve our outcomes

- Further embedding our values and behaviours across the organisation
- Review and improve the performance management cycle of APR and supervision
- Review, improve and embed the performance management framework
- Drive improvements in attendance, capability and probation management
- Review the best use of information for performance management



**To succeed and to ensure that these actions are embedded, all this has to be underpinned by strong and clear communication and engagement within and across the organisation**

## Our people strategy is underpinned by...

### Wellbeing

Supporting our colleagues with their health, safety and wellbeing is one of our key priorities and through conducting our staff surveys and most recently, two wellbeing surveys, we have identified a number of things we can do to provide support on those things that matter to our staff.

A comprehensive package of support with mental health and wellbeing is on our intranet – we are working to raise awareness of this and make access to it simple.

Needing to work from home so we could continue to deliver our services during the pandemic brought a number of challenges for individuals. Extensive flexibility was given to existing working arrangements to support those with home schooling, caring and work life balance. This had a number of direct positive impacts. Work in this area will continue as the Council does not wish to lose the benefits it has gained.



### WORKPLACE WELLBEING

We have a Mental Health First Aid programme which develops the knowledge and skills to help staff and managers to spot early signs of issues which may be impacting on colleagues' wellbeing and then to give the confidence to speak to them and to offer advice and support.

Other professional support is provided by the Council's in-house wellbeing service and an Employee Assistance Programme that offers telephone support on a 24/7 basis.





## Diversity and Inclusion

We want to improve as an organisation so we are open to listening and further learning, in particular about those equality and diversity issues that have a negative impact on our employees. As a council, we remain committed to making changes which will allow all of our workforce to flourish, develop and to ensure that all colleagues feel part of an inclusive approach.

This will include:

- Seeing an increase in satisfaction rates from staff in our surveys
- Continued development and representation of Workers Groups (BAME, DWG, LGBT+)
- Develop an action plan to improve recruitment, retention and progression to Grade 13+ of BAME employees
- Promote self-declaration of protected characteristics amongst staff
- Promote the completion of equalities training
- Completion of an Equal Pay audit, including areas such as Gender Pay Gap and Race Pay Gap





### Communications and engagement

We consciously plan our communication so it is timely, brief, factual, honest and clear. It is designed to make our workforce feel engaged and that everyone is in a position to be able to ask questions and seek further information.

**“....our people continue to drive the council’s success, through their day-to-day effort, creativity, determination and commitment to the people of Leicestershire, to help us achieve our aims through these challenging times.”**

### Conclusion

This strategy is supported and driven by a set of detailed plans which will be refreshed annually. We will carefully monitor progress and evaluate the impact of our actions and the initiatives to ensure that the strategy continues to provide the right solutions and outcomes for the council.



Find us on:







## **EMPLOYMENT COMMITTEE – 26 MAY 2022**

### **PAY AWARDS 2021/22** **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

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

1. The purpose of this report is to:
  - i. Inform the Employment Committee of the action taken by the Chief Executive to implement a pay award for employees on grades 2 – 17 inclusive, in order to meet the requirements of the nationally agreed National Joint Council (NJC) pay award which covers the period 1 April 2021 to 31 March 2022, and,
  - ii. Inform the Committee of the action taken by the Chief Executive to implement the nationally agreed Joint Negotiating Committee (JNC) pay award for Chief Executives covering the same period.

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

2. The Chief Executive agreed, following consultation with the Chairman and Spokesmen of the Employment Committee, to exercise delegated powers in the event of matters of urgency to enable the pay award for 2021/22 to be implemented for NJC and JNC employees, and the Chief Executive. This allowed employees to receive the appropriate pay increase within their March 2022 salary, backdated to 1 April 2021. When action is taken under these powers, details must be reported at the next meeting of the Employment Committee.

#### **Background**

3. The County Council's current grade structure was implemented in 2002 in conjunction with the Hay Job Evaluation Scheme. At that time, it was agreed that the Council, through the Employment Committee, would decide a level of pay award locally which would be based on the national pay award for Local Government Employees.
4. The previous pay award for Council employees on grades 2 – 17 covered the period from 1 April 2020 to 31 March 2021 and comprised a 2.75% increase across the board.

#### **Key Points – NJC award**

5. The pay award for employees on grades 2 – 17, covering the period from 1 April 2021 to 31 March 2021, comprises the following elements:
  - An increase of 2.75% on pay point 1 of the national pay scale (equivalent to pay point 1 in Grade 2 of the Council's pay scale).
  - An increase of 1.75% on pay point 2 (Grade 2) to pay point 54 (Grade 17) inclusive.
  - The NJC has agreed to recommence the review of Term-Time Only working arrangements, which was paused at the outbreak of the COVID-19 pandemic.
  - The NJC has also agreed to enter discussions on homeworking policies, mental health support and maternity / paternity leave.
6. It should be noted that the NJC pay award was agreed by two unions, Unison and GMB. Unite currently hold the position that they remain in dispute.
7. The application of these increases to the Council's local pay scale has resulted in the same salary (£18,342) being allocated to pay points 1 and 2 (Grade 2). A similar situation occurred in 2018/19 when pay points 2 and 3 (Grade 2) and pay point 4 (Grade 3) had the same salary. This was the outcome of several bottom-loaded pay awards in previous years and led to the restructuring of the national NJC pay scale and the Council's local pay scale in April 2019.
8. In addition, pay point 2 is now equivalent to the National Living Wage of £9.50 per hour.
9. Pay briefings for 2022/23 are underway and the national employers anticipate that employees will lodge their pay claim during May 2022, which is later than usual due to the protracted negotiations on the 2021/22 pay award. The National Employers are due to meet on 9 May and a verbal update will be provided to the Committee on 26 May.

#### Key Points - JNC and Chief Executives Award

10. The national pay award for Chief Officers on grades 18 - 22 inclusive was agreed on 3 February 2022 and covers the period 1 April 2021 to 31 March 2022. It comprises a 1.5% increase on all pay points.
11. The national pay award for Chief Executives was agreed on 3 February 2022 and covers the period from 1 April 2021 to 31 March 2022. It comprises a 1.5% increase on all pay points.

#### Resource Implications

12. The cost to the pay bill for 2021/22 is not known at this time.

#### Recommendations

13. It is recommended that the action taken in respect of the implementation of the pay awards for NJC and JNC employees, and the Chief Executive for the period 1 April 2021 to 31 March 2022 be noted.

### **Background Papers**

14. The Revised pay scales are attached at Appendix A.

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

15. None

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

19. There are no equality or human rights implications arising from this report.

### **List of Appendices**

Appendix A: Leicestershire County Council Grade Structure April 2021-March 2022

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## Leicestershire County Council Grade Structure

**April 2021 - March 2022**

Grade	Pay Point	Salary from 1 April 2020	Hourly Rate 1 April 2020	Salary from 1 April 2021	Hourly Rate 1 April 2021
2	1	£17,850	£9.25	£18,342	£9.50
	2	£18,021	£9.33	£18,342	£9.50
3	3	£18,201	£9.43	£18,522	£9.60
	4	£18,354	£9.51	£18,678	£9.68
4	5	£18,564	£9.62	£18,891	£9.79
	6	£18,750	£9.71	£19,080	£9.89
5	7	£18,933	£9.81	£19,266	£9.98
	8	£19,314	£10.00	£19,653	£10.18
6	9	£19,701	£10.20	£20,046	£10.39
	10	£20,094	£10.41	£20,448	£10.60
7	11	£20,496	£10.62	£20,856	£10.81
	12	£20,907	£10.83	£21,273	£11.02
	13	£21,324	£11.05	£21,699	£11.24
	14	£21,750	£11.27	£22,131	£11.47
8	15	£22,185	£11.49	£22,575	£11.70
	16	£23,082	£11.96	£23,487	£12.17
	17	£23,541	£12.19	£23,955	£12.41
	18	£24,495	£12.69	£24,924	£12.91
9	19	£25,485	£13.20	£25,932	£13.44
	20	£25,992	£13.46	£26,448	£13.70
	21	£27,045	£14.01	£27,519	£14.26
	22	£27,666	£14.33	£28,152	£14.59
10	23	£28,704	£14.87	£29,208	£15.13
	24	£29,811	£15.44	£30,333	£15.72
	25	£30,978	£16.05	£31,521	£16.33
	26	£32,241	£16.70	£32,808	£17.00
11	27	£32,979	£17.08	£33,558	£17.39
	28	£33,789	£17.50	£34,383	£17.81
	29	£34,662	£17.95	£35,271	£18.27
	30	£35,607	£18.44	£36,231	£18.77
12	31	£36,711	£19.02	£37,356	£19.35
	32	£37,881	£19.62	£38,544	£19.97

	33	£39,132	£20.27	£39,819	£20.63
	34	£40,491	£20.97	£41,202	£21.35
13	35	£41,820	£21.66	£42,552	£22.05
	36	£43,200	£22.38	£43,956	£22.77
	37	£44,649	£23.13	£45,432	£23.54
	38	£46,203	£23.93	£47,013	£24.36
14	39	£47,691	£24.70	£48,528	£25.14
	40	£49,272	£25.52	£50,136	£25.97
	41	£50,949	£26.39	£51,843	£26.86
	42	£52,764	£27.33	£53,688	£27.81
15	43	£54,474	£28.22	£55,428	£28.71
	44	£56,274	£29.15	£57,261	£29.66
	45	£58,158	£30.12	£59,178	£30.66
	46	£60,123	£31.14	£61,176	£31.69
16	47	£62,520		£63,615	£32.96
	48	£65,070		£66,210	£34.30
	49	£67,797		£68,985	£35.74
	50	£70,815		£72,057	£37.33
17	51	£73,956		£75,252	£38.98
	52	£77,247		£78,600	£40.72
	53	£80,703		£82,116	£42.54
	54	£84,327		£85,803	£44.45



## **EMPLOYMENT COMMITTEE – 26 MAY 2022**

### **ARMED FORCES COVENANT & ARMED FORCES BILL 2021/22**

#### **REPORT OF THE CHIEF EXECUTIVE**

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

1. The purpose of this report is to inform the Employment Committee of the implications of the new Armed Forces Bill 2021/22 (the Bill), and the delivery of the wider Armed Forces Covenant (AFC) pledge by the Council.

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

2. The Council's Reserve Forces Policy was reviewed in July 2021 and was confirmed to be compliant with the Bill and therefore continues to be fit for purpose with no amendments needed at this time.

##### **Background**

3. The AFC is a promise by the nation to those who serve or who have served in the armed forces, and their families, that they are treated fairly and with respect, and that they "should face no disadvantage compared to other citizens in the provision of public and commercial services. In June 2018 the Council voluntarily agreed to extend the scope of the AFC pledge by including a commitment to be a "forces family friendly" service provider and employer.
4. The Bill requires specified public bodies to have due regard to the principles of the AFC in the areas of housing, education, and healthcare. The expectation is that this will operate in the same manner as the Public Sector Equality Duty (PSED) so requires evidence-based policy making. Additional areas will be introduced in due course through secondary legislation, and these are expected to be social care related (adult and children).
5. The Bill also specifically refers to enabling flexible working for Reserve personnel.
6. The Bill gained Royal Assent in December 2021 with the new duty expected to come into force in June 2022. The actual implementation date is still to be released, and guidance is still being produced by the Ministry of Defence (MOD).
7. The wider AFC pledge remains in addition to specific areas specified in the Bill.

8. In 2020 the Council was awarded the MOD Employee Recognition Gold Award in recognition of the support provided to the Armed Forces (AF) communities and employees. The Council is one of only 58 councils in the UK and 25 organisations in the East Midlands to hold the award. The current status will stand for 5 years after which time the Council will need to submit new evidence of our AF support activities to the MOD for assessment. The Council seeks to maintain this gold level of award through continued commitment and advocacy.
9. The Government also published:
  - a. In 2018, a new strategy for veterans “Valued. Contributing. Supported” and,
  - b. In May 2021, Reserve Forces Review 2030 “Unlocking the reserves’ potential to strengthen a resilient and global Britain”.
10. The implications for the Council of the above policy developments are that there is:
  - a. increased scrutiny on work of public bodies on the support provided to AF communities.
  - b. an increased AF population accessing council services as military personnel and families move into communities rather than on bases.
  - c. an expected growth in Reserve Forces as the percentage of full-time AF personnel reduces.

### **Progress**

11. A cross Council officer task and finish group has been established, with relevant representatives from across the Authority, to oversee the work necessary to implement the Bill.
12. A baseline assessment against the requirements of the Bill has been undertaken and an implementation plan has been developed. The plan includes:
  - a. Checking current policies and procedures for compliance.
  - b. Reviewing current software to enable data to be captured and recorded on the AF community (e.g., First contact plus, social care, Oracle).
  - c. Exploring pathways of service users across the Authority.
  - d. Assessing training requirements for front line service providers and managers on supporting forces families as service users and employees.
13. A number of actions have already been undertaken and completed, such as:
  - Relevant Policies relating to flexibility for reservists have been checked and deemed to be compliant.
  - The Council’s Oracle HR system has been amended to enable an employees reservist status to be recorded under their employee details.



- The MOD Employee Recognition Gold Award logo has been added to relevant recruitment pages and the Council's websites to show Forces Friendly status to potential employees.
  - The relationship with MOD Career Transition Service has been maintained.
14. A Business Partner in the Communities Team, Chief Executives Department, acts as Covenant Officer as part of their role. They continue to be part of regional and national groups helping to develop guidance and working together to ensure consistency of implementation of the Bill.

### **Resource Implications**

15. The MOD assess the Bill as placing no additional burdens therefore no additional funding has been provided for implementation. Any assessed commitments will be met through existing resources.

### **Recommendations**

16. It is recommended that the Committee:
- (a) Note the possible implications of new Bill on the Council as an employer and service provider, and,
  - (b) Note progress towards compliance with the Bill.

### **Background Papers**

17. None.

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

18. A copy of this report will be circulated to all members of the County Council.

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

19. There are no equality or human rights implications arising from this report.

### **Officer to Contact**

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**EMPLOYMENT COMMITTEE – 26 MAY 2022****ORGANISATIONAL CHANGE POLICY AND PROCEDURE****SUMMARY OF ACTION PLANS****REPORT OF THE CHIEF EXECUTIVE****Purpose of Report**

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

**Policy Framework and Policy Decisions**

2. At its meeting on 11 February 2010 the Committee approved a new Organisational Change Policy and Procedure (replacing the 'Policy in the Event of Redeployment and Redundancy') together with revised arrangements through which the Committee would exercise its oversight of the implementation of that procedure. In accordance with that decision, summaries of current Action Plans are attached to this report.

**Background**

3. Following the decisions made on 11 February 2010, the 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 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 MAY 2022

## SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
Corporate Resources - Head of Service LTS and Country Parks	01/12/2021	1 compulsory redundancy
Corporate Resources - Soft FM Team	06/03/2022	1 compulsory redundancy

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**EMPLOYMENT COMMITTEE – 26 MAY 2022**  
**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>
Adults & Communities - LALS Business Support	06/03/2020	Due to go to DMT in March, final planning stages	Launch 25/05/2022	4.3 redundancies
Adults & Communities - Coalville Resource Day Centre	14/05/2022	Live - Mid consultation	End of consultation	11 redundancies

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