

Meeting: **Employment Committee**

Date/Time: **Thursday, 15 September 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. L. Breckon JP CC (Chairman)

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

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 26 May 2022.	(Pages 3 - 8)
2. Question Time.	
3. Questions asked by members under Standing Order 7(3) and 7(5).	
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.	
5. Declarations of interest in respect of items on the agenda.	
6. Presentation of petitions under Standing Order 35.	
7. Pay Policy Statement.	Director of Corporate Resources (Pages 9 - 26)



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| 8. | Settlement Agreements. | Director of
Corporate
Resources | (Pages 27 - 30) |
| 9. | Attendance Management. | Director of
Corporate
Resources | (Pages 31 - 36) |
| 10. | Corporate Ways of Working Programme. | Director of
Corporate
Resources | (Pages 37 - 48) |
| 11. | Organisational Change Policy and Procedure:
Action Plans. | Chief Executive | (Pages 49 - 54) |
| 12. | Any other items which the Chairman has
decided to take as urgent. | | |
| 13. | Future meeting dates. | | |

The next meeting of the Committee is scheduled to be held on 8 December 2022 at 10:00am.

Future meetings will be held at 10:00am on:

- 2 February 2023
- 25 May 2023
- 21 September 2023
- 7 December 2023



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 26 May 2022.

PRESENT

Mr. P. Bedford CC
Mr. L. Breckon JP CC
Mrs. L. Broadley CC
Mr. B. Champion CC

Mr. B. Harrison-Rushton CC
Mr. D. Harrison CC
Mr. R. J. Shepherd CC

1. Appointment of Chairman.

It was moved by Mr D. Harrison CC and seconded by Mr. P. Bedford CC that Mr. L. Breckon JP CC be elected Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2023.

RESOLVED:

That Mr. L. Breckon CC be elected Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2023.

Mr. L. Breckon CC – in the Chair

2. Election of Deputy Chairman.

Nominations for the position of Deputy Chairman were sought. Mr. P. Bedford CC was nominated by Mr. R. Shepherd CC and seconded by Mr. D. Harrison CC.

RESOLVED:

That Mr. P. Bedford CC be elected Deputy Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2023.

3. Minutes of the previous meeting.

The minutes of the meeting held on 2 February 2022 were taken as read, confirmed and signed.

4. Question Time.

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

5. Questions asked by members.

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

6. Urgent items.

There were no urgent items for consideration.

7. 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.

Mrs. L. Broadley CC declared a non-registerable interest in agenda item 12 – Organisational Change, as her daughter was employed by the County Council.

8. People Strategy Update.

The Committee considered a report of the Director of Corporate Resources which provided 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 report, marked 'Agenda Item 9', is filed with these minutes.

It was noted that, when printed, page 21 of the people strategy would appear blank as interactive images would not appear.

The positive expected outcomes to arise from the delivery of the People Strategy 2020-2024 on both staff and the organisation were noted by members.

In response to questions, the following points were noted:

- i. The results of the staff survey 2021 had been positive, however, strategic work would be put into place to address areas of less positive feedback, for example, from those who felt unfairly treated in work. A dedicated business partner would be allocated to each department to carry out follow up work in relation to the survey results and to produce specific action plans to achieve improvements where they would be needed. Members were pleased to note that corporate work around equalities would be carried out, including discussions with the BAME staff network, work to improve the experience of disabled staff, and that the County Council had made a commitment to becoming an anti-racist organisation.
- ii. The People Strategy would assist managers in supporting staff and monitoring performance and productivity more effectively. Managers would use a range of methods to track the performance and wellbeing of their staff, such as regular one to one meetings, wellbeing conversations, absence score cards, customer feedback and tracking key deliverables. Staff performance would be easier to measure in areas where activities would be tracked through numerical targets, such as the Customer Service Centre, rather than in teams where project working would be more common. Managers would focus on staff morale and what is being delivered and not rely on presenteeism.
- iii. The Ways of Working Programme would support the Council's strategic direction and a fundamental part of the people strategy would be to enable managers to manage staff remotely and in the workplace. There would be an emphasis placed on communicating and engaging with staff regularly so that individuals would not feel isolated. The Ways of Working programme would deliver financial and non financial benefits to the Council and personal benefits to staff, however, if a

manager identified that hybrid working would not be appropriate for particular staff or for a service, this would be reviewed.

- iv. Attendance Management data had not been available for the meeting due to technical challenges with the database. Members were informed that some data would be available to consider at the next meeting of the Employment Committee, however, it was likely that there would be some caveats, given the need to have all individual work schedules inputted. Staff absence had generally reduced, during periods of Covid restrictions, to below the target of 7.5 days per full time equivalent employee and had since increased by up to two days which was similar to the patterns seen in other local authorities.

RESOLVED:

- a) That the work carried out to date in implementing the Council's People Strategy be noted.
- b) That officers be requested to present attendance management data at the next meeting of the Employment Committee on 15 September 2022.

9. Update on Pay Award.

The Committee considered a report of the Director of Corporate Resources which informed of the action taken by the Chief Executive to implement a pay award for NJC and JNC employees, and the Chief Executive in order to meet the requirements of nationally agreed pay awards which covered the period April 2021 to 31 March 2022. A copy of the report marked 'Agenda Item 10', is filed with these minutes.

Members were informed that:

- i. The National Joint Council has agreed to give further consideration to negotiations on term time only arrangements, homeworking, mental health support and maternity and other related leave. These had been part of the negotiations but had not been agreed.
- ii. The full cost of implementing the 2021/22 pay offer would vary depending which services are included. If Leicestershire Traded Services and maintained schools are removed from calculations, the cost would be approximately £2.8million.
- iii. The pay negotiations for 2022/23 would likely begin later in the year than usual due to the delay in agreeing and implicating the 2021/22 pay award. A range of factors would need to be considered within the 2022/23 negotiations, including increases in the national living wage, high levels of inflation, the rising cost of living and fuel prices which would have an impact on take home pay and staff household budgets. The staff side pay claim was due to be submitted in early June, and a regional pay briefing on 21 June with the National Employers would explore the claim and discuss affordability with employers. The Council has for a number of years budgeted for a 2% annual increase in pay, however, given the expected impact of national factors it was felt likely that the outcome of negotiations may lead to a higher settlement, but still falling short of increases to the cost of living.

RESOLVED:

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.

10. Implications of New Armed Forces Legislation.

The Committee considered a report of the Chief Executive which informed 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. A copy of the report marked 'Agenda Item 11', is filed with these minutes.

In a response to a question about the number of reservists working for the County Council, it was explained that the total number across the organisation was not known because those records were not kept centrally, however, in future the County Council would have the ability to record and report on this information. The Ministry of Defence would automatically notify the Council if one of their employees becomes a Reservist. This was known as Employer Notification. The Ministry of Defence would also notify the Council in advance of an employee being called for operations which would assist the Council when considering resource implications and in preparing contingency arrangements.

Members were advised that a report, to update on the implementation the Bill, including any legislative changes and of the Council's response to the implementation, would be brought to a future meeting of the Employment Committee once the Armed Forces Bill 2021/22 had been implemented.

RESOLVED:

- a) That the possible implications of new a Bill on the Council as an employer and service provider, and progress towards compliance with the Bill be noted.
- b) That officers be requested to provide a report at a future meeting of the Employment Committee once the Armed Forces Bill 2021/22 has been implemented.

11. 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 12' 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.

12. Date of Next Meeting.

RESOLVED:

That the next meeting of the Committee take place on Thursday 15 September 2022 at 10:00am.

10.00 - 11.05 am
26 May 2022

CHAIRMAN

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EMPLOYMENT COMMITTEE – 15 SEPTEMBER 2022

PAY POLICY STATEMENT 2023/24

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 2023/24, appended to this report, to the County Council for approval in December 2022.

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:
 - i. The remuneration of its chief officers;
 - ii. The remuneration of its lowest-paid employees; and
 - iii. 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 2023/24 on or before 1 April 2023.

Background

6. 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 1:7.70;
 - 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 current pay structure for all employees up to and including Grade 17 covers the period from 1 April 2021 to 31 March 2022. 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.
10. Following majority agreement on 28 February 2022, a pay award was implemented in March 2022 as follows:
 - i. With effect from 1 April 2021, an increase of 2.75 per cent on National Joint Council (NJC) pay point 1;
 - ii. With effect from 1 April 2021, an increase of 1.75 per cent on all NJC pay points 2 and above;
 - iii. Resumption of the outstanding work of the joint Term-Time Only review group. (This was established as part of the 2016-18 pay deal to undertake a joint review of term-time working to consider “an NJC approach to deliver fair, consistent and transparent contracts for school support staff and term-time only staff not employed in schools”. The review is taking much longer than originally anticipated due to the impact of the pandemic and the complex nature of the issues under discussion);
 - iv. Discussions on homeworking policies, mental health support and family friendly policies.
11. For Leicestershire County Council, this has meant that pay points 1 and 2 within grade 2 now receive the same hourly rate of pay of £9.50. A pay award of 1.75% was also made in respect of Chief Officers and Chief Executives and was also backdated to 1 April 2021.

The 2022/23 Pay Award

12. On 6 June 2022, UNISON, GMB and Unite lodged their pay claim for:
 - i. A substantial increase with a minimum of £2,000 or the current rate of RPI (whichever is greater) on all pay points;
 - ii. A COVID-19 recognition payment;
 - iii. A national minimum agreement on homeworking policies for all councils and the introduction of a homeworking allowance;
 - iv. An urgent review of all mileage rates currently applying;
 - v. A review and update of NJC terms and conditions related to family leave and pay;
 - vi. A review of term-time only contracts and consideration of retainers;
 - vii. A reduction in the working week (without loss of pay) to 35 hours (34 in London);
 - viii. One additional day of annual leave.
13. In June, councils in each of the nine English regions, Wales and Northern Ireland were consulted at virtual pay consultation briefings. The pay briefings explained the difficult decisions faced by councils when considering their response to claims by the unions. First, there is the continuing challenge of how to deal with the proximity of the National Living Wage (NLW) on the bottom of the NJC pay spine, which, on current forecasts, could increase by almost 20 per cent by April 2024. Second, the backdrop

of the wider economic situation, rising inflation and particularly increases to fuel, food and energy that are impacting employees and employers. Councils were asked for their views on the affordability of options.

14. On 25 July, the National Employers made the following one-year (1 April 2022 to 31 March 2023) final offer to the unions representing the main local government NJC workforce:
 - i. With effect from 1 April 2022, an increase of £1,925 on all NJC pay points 1 and above;
 - ii. With effect from 1 April 2022, an increase of 4.04 per cent on all allowances (as listed in the 2021 NJC pay agreement circular dated 28 February 2022);
 - iii. With effect from 1 April 2023, an increase of one day to all employees' annual leave entitlement;
 - iv. With effect from 1 April 2023, the deletion of pay point 1 from the NJC pay spine.
15. For Leicestershire County Council, this offer would achieve a bottom rate of pay of £10.50 per hour with effect from 1 April 2022 (which equates to a pay increase of 10.50% for employees on pay point 2) and 2.24% at the top of grade 17. Work is ongoing to consider the implications of the deletion of pay point 2 from 1 April 2023.
16. The trade unions are currently consulting their membership on this pay offer. The timetable for consultation for individual unions varies and it is anticipated that an outcome will be known in October 2022.
17. A similar offer of £1,925 per pay point has been made to officers on Chief Officer (JNC) and Chief Executive terms and conditions. A request to permanently align pay awards across these negotiating bodies with NJC conditions has been rejected by the national employers.

Recommendation

18. The Employment Committee is asked to:
 - a. Approve the Pay Policy Statement 2023/24 for submission to the County Council for approval at its meeting on 1 December 2022; and,
 - b. Note that, following agreement of the 2022/23 pay offer at national level, the 2022/23 pay structure incorporating the NJC 2022/23 pay award will be circulated to the Committee.

Background Papers

None.

Circulation under Local Issues Alert

None.

Equality and Human Rights Implications

19. 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.

Appendices

Appendix A - Pay Policy Statement 2023/24

Officer to Contact

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Appendix A

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Pay Policy Statement - 2023/2024

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Purpose

As a responsible employer Leicestershire County Council is committed to delivering a fair, equitable and transparent policy covering pay and other employee benefits which improves flexibility in delivering services and provides value for money.

Within the framework of its terms and conditions of employment, the Council aims to develop and maintain appropriate pay systems and benefit packages to attract and retain motivated, flexible people who take responsibility, work as a team, improve performance and acquire new skills.

This Pay Policy Statement sets out the Council's policies relating to the pay of its workforce for the period from 1st April 2022 to 31st March 2023, 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 2. 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 2021 is £ 9.50, which is equivalent to the National Living Wage rate at that date.

Pay and Grading Structure

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

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

Part of the guidance from Hay when introducing the scheme was that there should be a 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 1st April 2019, a revised pay structure was established which ensured that the provisions set out by the NJC pay award for 2019/20 were met. The Council's revised pay structure also addressed several other priorities including the introduction of meaningful progression, addressing some of the Council's recruitment and retention challenges, and some ability to accommodate future pay awards as appropriate.

Annual pay awards for all employees except Centrally Employed Teachers and those employed on Soulbury Committee conditions will be agreed by Employment Committee having regard to any agreement reached by the relevant national negotiating bodies. The current pay award for all employees up to and including Grade 17 follows the national award made by the National Joint Council for Local Government Employees and covers the period up to 31 March 2022.

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.

Details of senior management remuneration are published annually on the Council's website as part of this Pay Policy Statement ([Click here](#)) and in the [Council's Statement of Accounts](#). A copy of the information for 2020/2021 contained in the Pay Policy Statement is attached at [Appendix A](#).

The 'pay multiple' - the ratio between the highest paid full-time equivalent (FTE) salary (Grade 22) and the median average salary of the Council's workforce - is 1:7.7 (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 1st September each year until they reach the maximum for the grade of their job.

Other Employees

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

Career Graded Posts

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

Additional Payments

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

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

Employees in posts graded 1-9 who work additional hours are eligible to receive payment at plain time rate for hours worked; employees in Grades 10-14 who work additional hours are not eligible to be paid, but may receive time off in lieu (other than in exceptional circumstances, as set out in the Council's Smarter Working Policy); and for employees in Grades 15 and above, there is no entitlement to pay or time off in lieu for working additional hours. Details of these provisions are set out in the Council's Pay Arrangements Policy.

Employees required to "sleep in" on the premises receive an allowance as agreed by the National Joint Council for Local Government Services.

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

Other Allowances

All senior officers on grade 18 and above receive allowances as detailed in the Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities and the Joint Negotiating Committee for Local Authority Chief Executives. However, where these conditions are silent, or do not cover an allowance or process, the Chief Executive and senior officers receive the same as those employees covered by the National Joint Council for Local Government Services.

A copy of the School Teachers' Pay and Conditions document can be found on the [Department for Education's website](#). Copies of the conditions of service for all other employees covered by this statement can be requested from the [Local Government Employers](#).

Professional Fees

The Council reimburses annual registration or comparable fees to employees who are unable to practise their professions unless such fees are paid. Professional fees are also paid to employees who are being sponsored to undertake training leading to a professional qualification. However, once the qualification has been gained, the individual will become responsible for paying their own professional fees.

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 car benefit salary sacrifice scheme, open to all eligible employees.

First Aid Allowances

Employees who are classified as a 'designated first-aider' are eligible to receive an allowance.

All designated first-aiders (but not appointed persons) will receive an allowance of 1% of the salary for pay point 5, pro rata to hours worked. The allowance will not be used in calculating any enhancements.

Bonus Payments

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

Pension Benefits

Centrally Employed Teachers

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

Other Employees

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

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

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

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

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

Honoraria

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

Salary Protection

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

Special Severance Payments

Special severance payments (additional, discretionary sums paid on top of statutory and contractual redundancy or severance terms including any payments reached under a settlement agreement and certain pay in lieu of notice payments) of £100,000 and above must be approved by a vote of full council.

Special severance payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service, with a clear record of the Leader's approval and that of any others who have signed off the payment.

Special severance payments below £20,000 must be approved according to the Council's scheme of delegation as detailed in the Council's Special Severance Payments Policy.

Re-Engagement of Employees

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

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

The above restriction does not apply where an employee was dismissed on the grounds of voluntary redundancy but without an entitlement to a redundancy 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 2021/2022

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 2021/22. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2021/22.

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

Post title	Total Pay £'000
Chief Executive's Department	
Chief Executive	211
Director of Law and Governance	136
Assistant Chief Executive	100
Head of Regulatory Services	75
Head of Law	85
Head of Democratic Services	61
Head of Members Services	61
Head of PHNE	72
Head of Communities, Policy and Resilience	72
Head of BI	66
Head of the Growth Service	72
Public Health	
Director of Public Health	141
Corporate Resources	
Director of Corporate Resources – S151 Officer	141
Assistant Director - Corporate Services	124
Assistant Director – IT, Comms, Commercial & Customer Services	118
Assistant Director – Finance, Strategic Property & Commissioning	113
Children and Family Services	
Director of Children & Family Services	141
Assistant Director - Targeted Early Help and Children's Social Care	124
Assistant Director – Education and SEND	100
Adults and Communities	
Director of Adults and Communities	141
Assistant Director - East	100
Assistant Director - Strategy	100
Assistant Director - Access Integration and Prevention	88

Environment and Transportation	
Director of Environment and Transportation	141
Assistant Director - Development and Growth	108
Assistant Director - Highways and Transport Operations	100
Assistant Director - Environment and Waste Management	100
Eastern Shires Purchasing Organisation (ESPO)	
Director of ESPO	141
Assistant Director - Procurement & Compliance	100
Assistant Director - Operations	100

Appendix B - Pay and Grading Structure

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	£9.59
	4	£18,354	£9.51	£18,678	£9.67
4	5	£18,564	£9.62	£18,891	£9.78
	6	£18,750	£9.71	£19,080	£9.88
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	£10.38
	10	£20,094	£10.41	£20,448	£10.59
7	11	£20,496	£10.62	£20,856	£10.80
	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	£11.46
8	15	£22,185	£11.49	£22,575	£11.69
	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	£13.43
	20	£25,992	£13.46	£26,448	£13.70
	21	£27,045	£14.01	£27,519	£14.25
	22	£27,666	£14.33	£28,152	£14.58
10	23	£28,704	£14.87	£29,208	£15.13
	24	£29,811	£15.44	£30,333	£15.71
	25	£30,978	£16.05	£31,521	£16.33
	26	£32,241	£16.70	£32,808	£16.99
11	27	£32,979	£17.08	£33,558	£17.38
	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	£19.96
	33	£39,132	£20.27	£39,819	£20.62
	34	£40,491	£20.97	£41,202	£21.34
13	35	£41,820	£21.66	£42,552	£22.04
	36	£43,200	£22.38	£43,956	£22.77
	37	£44,649	£23.13	£45,432	£23.53
	38	£46,203	£23.93	£47,013	£24.35
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	£26.85
	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	£30.65
	46	£60,123	£31.14	£61,176	£31.69
16	47	£62,520		£63,615	£32.95
	48	£65,070		£66,210	£34.29
	49	£67,797		£68,985	£35.73
	50	£70,815		£72,057	£37.32
17	51	£73,956		£75,252	£38.98
	52	£77,247		£78,600	£40.71
	53	£80,703		£82,116	£42.53
	54	£84,327		£85,803	£44.44

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EMPLOYMENT COMMITTEE – 15 SEPTEMBER 2022

SETTLEMENT AGREEMENTS

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to provide the Employment Committee with an overview of the approval process for Settlement Agreements required by the introduction of statutory guidance in May 2022 on the making and disclosure of Special Severance Payments by local authorities.

Policy Framework and Previous Decisions

2. On 12 May 2022, the Department for Levelling Up, Housing and Communities (DLUHC) published statutory guidance on the making and disclosure of Special Severance Payments by local authorities. This has been issued as part of the best value regime for local authorities in England.

Background

3. In November 2020, the government introduced a statutory exit cap on payments, limiting these to a maximum of £95,000 on exit payments for public sector authorities.
4. In February 2021, the government announced that the regulations relating to the cap would be revoked with effect from March 2021 as there was a disproportionate impact on workers who were over 55 and who had provided long service. This was an unintended outcome of the regulations.

Recent guidance

5. The Guidance issued by DLUHC in May 2022 states:

‘1.5 This guidance is issued under section 26 of the 1999 Act, the purpose of which is to:

- Set out the Government’s view that Special Severance Payments do not usually represent value for money and should only be considered in exceptional circumstances,

- Set out the criteria employers should consider in the exceptional circumstances in which it may be appropriate to make a Special Severance Payment,
 - Give examples of the exceptional circumstances in which Special Severance Payments may be appropriate,
 - Clarify the disclosure and reporting requirements for Special Severance Payments.’
6. A Special Severance Payment is any payment made to employees as an additional, discretionary sum paid on top of statutory and contractual redundancy or severance terms. It includes any payments reached under a settlement agreement and certain Pay in Lieu of Notice Payments.
 7. Redundancy payments, pension strain cost (where a member’s retirement benefits become immediately payable without reduction), payments made as part of an ACAS early conciliation procedure and payments ordered by a court or tribunal or agreed as part of a judicial or non-judicial mediation are not to be treated as Special Severance Payments and are excluded from the definition.
 8. The guidance requires the Council to consider:
 - a) The economic rationale behind a proposed Special Severance Payment (value for money);
 - b) How the public will perceive it;
 - c) What alternative uses could be made of the expenditure;
 - d) Precedent;
 - e) Evidence of additionality, i.e., that those offered Special Severance Payments would not have been willing, under any circumstances, to leave with their statutory and contractual benefits alone.
 9. The guidance notes that even in cases where a commercial settlement is possible, which would save the authority money compared to the cost of defending litigation, it might still be the case that continuing to defend the case at the extra cost would be appropriate in order to discourage vexatious claims.

Approval process

10. The guidance requires that an approval process is put into place, as follows:
 - a) Special Severance Payments of £100,000 and above must be approved by a vote of Full Council;
 - b) Special Severance Payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service; with a clear record of the Leader’s approval and that of any others who have signed off the payment,
 - c) Special Severance Payments below £20,000 must be approved according to the local authority’s scheme of delegation. It is expected that local authorities should publish their policy and process for approving these payments.

11. The S151 Officer and where appropriate, the Monitoring Officer, are expected to take a close interest in, and be able to justify, any Special Severance Payments that are made by the authority and in particular any payments made that are not consistent with the content of the guidance.

Legal issues

12. The guidance amplifies the existing common law duty that payments should only be made where there is a convincing case that they are in the interests of taxpayers.
13. The Council is required to pay regard to and to follow statutory guidance unless it can justify departure from it for a good reason.

Current Progress and proposed next steps

14. In order to implement the guidance issued by DLUHC, which came into immediate effect on its introduction in May 2022, an approval process needs to be developed to enable the Council to show that it has considered the relevant criteria, that payments are approved at the correct level and to ensure that appropriate records are created and kept showing compliance with the guidance and best value duties. Officers are currently developing this process.
15. There will be a need to amend the Council's Constitution, to reflect the decision-making process required within the guidance, and this will be considered as part of the annual review of the Constitution which will be presented to Full Council for approval in due course.

Recommendations

16. The Employment Committee is asked to note the overview provided on the development of an approval process for Settlement Agreements as required by the statutory guidance issued in May 2022 on the making and disclosure of Special Severance Payments by local authorities.

Circulation under Local Issues Alert

17. None.

Equality and Human Rights Implications

18. There are no equality and human rights implications arising from this report. However, these will be considered as the new policy is developed and an Equality and Human Rights Impact Assessment carried out as part of that process.

Background Papers

Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England:

<https://www.gov.uk/government/publications/special-severance-payments/statutory-guidance-on-the-making-and-disclosure-of-special-severance-payments-by-local-authorities-in-england>

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EMPLOYMENT COMMITTEE – 15 SEPTEMBER 2022

ATTENDANCE MANAGEMENT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to update the Employment Committee on the Council's overall position on sickness absence, as at the end of June 2022.

Policy Framework and Previous Decisions

2. The Attendance Management Policy supports this report. No changes to this policy are proposed.

Background

3. On 16 September 2021, the Committee considered the Council's absence position as at the end of March 2021. The long gap in reporting has been due to a number of issues needing to be resolved following a change to the HR/payroll system.

Sickness absence – current position

4. The table below details the end of year sickness absence levels of the previous six years, and Quarter 1 2022/23.

Department	16/17	17/18	18/19	19/20	20/21	21/22	22/23 Q1 Jun 22	Total FTE days lost 01/07/21– 30/06/22	Total cost of absence 01/07/21– 31/06/22
Chief Executive's	6.03	6.38	7.60	5.38	4.41	3.13	3.76	949.37	£ 137K
Environment & Transport	9.68	10.09	9.16	8.88	7.04	8.34	9.73	7904.67	£ 784K
Children & Family Services	10.05	10.25	10.55	11.12	7.94	10.44	11.23	12667.05	£ 1683K
Corporate Resources	7.94	8.12	7.39	9.39	5.54	9.92	9.74	12806.26	£ 1175K
Adults & Communities	12.57	11.26	10.02	11.74	10.18	8.24	9.33	10604.41	£ 1168K
Public Health	7.43	6.49	8.57	7.12	5.08	5.65	6.19	1037.37	£ 105K
LCC total	10.01	9.73	9.18	10.08	7.51	8.87	9.55	45969.13	£5052K
ESPO	9.75	11.70	9.55	7.20	6.80	8.64	9.36	2895.99	£248K
EMSS	9.27	7.42	7.54	9.69	9.26	9.10	8.31	1128.53	£112K

5. At the end of Quarter 1 2022/23 the Chief Executive's and Public Health departments were below the corporate target of 7.5 days per FTE. The trend across all departments has been varied but across the Council since the end of 2020/21 the levels of sickness absence have been increasing.

Reasons for sickness absence

6. Displayed in order of highest percentage of time lost, the table below details the top ten reasons for absence, plus the 'not disclosed' category.

Percentage of FTE days lost 12 months cumulative	2020/21 Dec 2020 Q3	2020/21 Mar 2021 Q4	2021/22 Jun 2021 Q1	2021/22 Sept 2021 Q2	2021/22 Dec 2021 Q3	2021/22 Mar 2022 Q4	2022/23 Jun 2022 Q1
Stress/depression, mental health	28.7%	30.4%	27.6%	30.1%	30.3%	28.4%	26.7%
Covid-19	8.5%	11.5%	9.7%	9.0%	11.4%	14.7%	16.8%
Other musculo-skeletal	11.2%	11.5%	11.7%	11.0%	9.2%	8.8%	8.5%
Gastro-stomach, digestion	5.7%	4.8%	5.9%	5.6%	5.5%	6.1%	5.8%
Cough/cold/flu	4.7%	3.0%	4.7%	4.0%	5.0%	5.0%	4.9%
Cancer	8.2%	8.5%	3.4%	4.8%	4.8%	4.7%	4.2%
Neurological	5.5%	5.2%	5.4%	6.4%	5.1%	4.6%	4.2%
Eye, ear, nose & mouth/dental & throat	3.6%	3.5%	2.9%	3.0%	3.8%	4.3%	4%
Back and neck	5.4%	5.1%	4.6%	4.4%	4.2%	4.1%	3.9%
Viral infection, not cough/cold/flu	4.5%	4.3%	5.2%	3.5%	2.9%	2.2%	2.4%
<i>Not disclosed</i>	3.3%	2.8%	6.5%	6.0%	5.8%	5.7%	6.8%

7. Stress/depression/mental health has continued to be the highest reason for lost time due to sickness. Covid-19 has increased in the percentage of time lost; this is due to Covid-19 illness being more common and causing short periods (typically five to ten days) of absence. The Council currently has 11 employees who are on long term sickness leave due to Covid-19; 1 of which have been absent for a year.

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 as at the end of June 2022.

2022/23 as at end of June 2022						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	501.96	53.4%	29	437.52	46.6%	129
Environment and Transport	4322.61	54.5%	159	3615.68	45.6%	960
Children and Family Services	8608.09	66.7%	224	4296.21	33.3%	925
Corporate Resources	7978.68	62.5%	318	4790.73	37.5%	1647
Adults and Communities	6441.33	63.0%	756	3779.73	37.0%	902
Public Health	540.20	53.0%	14	479.05	47.0%	119

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

Service level data

9. The table below provides details of the days lost per FTE at the end of the last six years and at the end of Quarter 1, 2022/23 for service areas by department.

Department	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Days per FTE	Year end	Year end	Year end	Year end	Year end	Year end	Q1
12 months cumulative	(Mar 17)	(Mar 18)	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Jun 22)
Chief Executive's	6.03	6.38	7.6	5.38	4.41	3.13	3.76
Planning and Historic and Natural Environment	3.81	4.04	14.92	9.57	0.79	0.71	1.01
Regulatory Services	6.95	4.87	6.2	7.24	6.30	6.74	9.00
Strategy and Business Intelligence	6.28	8.04	6.93	4.26	3.86	1.87	1.73
Democratic Services	10.69	8.91	14.81	6.70	1.07	2.67	2.69
Legal Services	3.01	4.02	5.48	3.63	5.82	3.05	3.83
Environment and Transport	9.68	10.09	9.16	8.88	7.04	8.34	9.73
Highways and	10.38	10.62	8.96	9.30	3.99	9.40	12.21

Department	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Days per FTE	Year end	Year end	Year end	Year end	Year end	Year end	Q1
12 months cumulative	(Mar 17)	(Mar 18)	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Jun 22)
Transport							
Environment and Waste Management	4.85	7.98	10.07	12.65	7.68	7.54	6.70
Children and Family Services	10.05	10.25	10.55	11.12	7.95	10.44	11.23
Education and SEND	9.13	9.28	8.42	11.55	7.57	12.24	11.47
Children's Social Care & Targeted Early Help	11.90	11.62	14.18	10.54	9.15	10.11	12.02
Corporate Resources	7.94	8.12	7.41	9.39	5.45	9.92	9.74
Finance, Strategic Property & Commissioning	4.89	4.25	6.63	9.67	2.88	3.99	4.19
Corporate Services	4.68	5.88	4.18	4.84	4.07	7.83	5.96
IT, Comms & Digital, Commercial and Customer Services	10.55	10.04	8.91	11.14	6.77	11.69	12.02
Adults and Communities	12.57	11.26	10.02	11.74	10.18	8.24	9.33
East care pathway	n/a	11.06	9.51	11.32	9.59	9.68	n/a
West care pathway	n/a	13.16	12.01	12.84	9.45	11.36	n/a
Operational commissioning	n/a	n/a	n/a	n/a	n/a	n/a	1.13*
Integration, access & prevention	n/a	n/a	n/a	n/a	n/a	n/a	2.05*
Commissioning and Quality	n/a	8.01	8.02	7.46	4.66	11.90	20.48
Promoting Independence	12.26	15.11	13.26	11.88	11.91	6.11	6.77
Personal Care and Support	15.62	11.99	13.86	18.10	21.15	7.07	7.15
Communities and Wellbeing	7.67	7.98	6.97	8.73	4.65	5.38	5.38
Public Health	7.43	6.49	8.57	7.12	5.80	5.65	6.19

*Due to changes in the Oracle team structure following structural changes in A&C the 12-month FTE figure will appear low until the new structure has been reported on for 12 months.

Recommendations

10. The Committee is asked to note the update provided on the Council's overall position on sickness absence as at the end of June 2022.

Background papers

11. Report to the Employment Committee 16 September 2021 – Attendance Management.

Circulation under the Local Issues Alert Procedure

12. None.

Equality and Human Rights Implications

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

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EMPLOYMENT COMMITTEE – 15 SEPTEMBER 2022

CORPORATE WAYS OF WORKING PROGRAMME

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to provide the Employment Committee with an update on the Council's Ways of Working programme, and to share the recommendations from the Scrutiny Task and Finish Group which met in December 2021.

Policy Framework and Previous Decisions

2. The Council's Ways of Working programme was discussed at Employment Committee on 2 December 2021, following agreement of a revised business case in the light of the impact of the pandemic, the acceleration of the programme and the opportunities afforded.

Background

3. The Council's original workplace programme was paused in March 2020 due to the onset of the COVID-19 pandemic. This led to an immediate shift in how and where people were working and created the opportunity for a wholesale rethink of how departments, services and teams needed to work in the long-term, retaining a higher degree of flexibility, with more remote working that originally thought possible. The workplace programme was reshaped into the Ways of Working programme, with a refreshed and revised business case.

Current activity

4. Following the refresh of the business case, a number of key pieces of activity are underway:
 - County Hall room 700 model office pilot – shared space between Adults & Communities and Environment & Transport teams, trialling more modern ways of working utilising new IT equipment and new office layout configurations which includes different kinds of furniture to support the creation of collaboration space and hot desking facilities. Results of the pilot are due in October 2022 and will inform further rollout. Following the postponement of a planned tour of room 700 for members, due to unforeseen electrical works earlier in the year, a revised date for this to take place will be scheduled.
 - Facilitation of the take-up of new leases by tenants, together with exploring and negotiating future tenants, utilising space in the County Hall campus that is set

aside for this purpose. The commercial sensitivity involved in this exploration should be noted, however, this is becoming a successful income stream.

- Work has commenced with the next group of services to ascertain space needed and to ensure office and meeting space is appropriately configured.
- Organisational development support has been afforded to many teams (staff and managers) to ensure an appropriate fit for purpose culture and a shared understanding of objectives, practicalities and benefits.
- A project is underway to look at productivity, to ensure that leaders and managers are equipped to manage and drive this when working with remote and hybrid teams.

Scrutiny Panel recommendations

5. An action plan, produced as a result of the Scrutiny Task and Finish Group meetings in December 2021, is attached for information at Appendix A. The Panel was made up of members. The action plan was presented to the Scrutiny Commission by the Chairman of the Panel in early 2022.
6. The plan is split into three key areas – challenges and risks, assurance provided and recommendations. The latter have been incorporated into the Ways of Working roll out plans with a major focus on service outcomes, productivity, wellbeing, skills of managers and safe systems of work.

Recommendations

7. The Committee is asked to note the report and the progress being made towards the Council's Ways of Working programme.

Background papers

8. Report to the Employment Committee 2 December 2021 – Ways of Working Update: <https://politics.leics.gov.uk/documents/s165399/Employment%20Committee%20-%20Ways%20of%20Working%20Update%20Dec%202021.pdf>

Circulation under the Local Issues Alert Procedure

9. None.

Equality and Human Rights Implications

10. There are no equalities and human rights implications arising directly from this report, but an Equalities and Human Rights impact assessment is being finalised for the programme and will be published.

Appendices

Appendix A - Corporate Ways of Working Task and Finish Group

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Corporate Ways of Working Task and Finish Group

Challenges, risks and recommendations

Challenges / Risks	Assurance provided	Recommendations
A whole Council approach		
<ul style="list-style-type: none"> • Being mindful that flexibility might not be suitable for all jobs. The Council employs more than 6200 people in a variety of jobs, undertaking a wide range of duties, providing services to residents, communities and elected members. Clearly communicating to all staff about what hybrid means and how it may apply differently to different jobs, and how it may not apply to some at all will be essential. • The Authority has many staff who are not, and were not pre-Covid, office based and there is a risk through its delivery that the Programme becomes too County Hall focused. Whilst it is accepted those who are currently office based, largely at County Hall, might be most affected, it should not be forgotten that the Programme will affect all staff to some degree or another, even those working in the localities. 	<ul style="list-style-type: none"> • Planned roll out of new ways of working, including hybrid working, across all office bases, including locality offices. • Supporting communication and culture change work will be in place. • Ways of Working action plans at service level undertaken to capture individual and team requirements in relation to new ways of working. 	<ul style="list-style-type: none"> (a) That all communications relating to the Programme be sense checked to ensure they are not unfairly and unnecessarily addressed to those that are predominantly office based, unnecessarily referencing County Hall. (b) That additional communications be provided to those staff that already work remotely, in the localities or on the front line, to ensure they too are adequately accounted for and understand how the Programme might affect them.

Challenges / Risks	Assurance provided	Recommendations
Service outcome prioritisation		
<ul style="list-style-type: none"> • Allowing choice and flexibility will need to be accompanied by clear parameters or principles that will enable staff to understand how this will apply to them and their teams. • Providing flexibility whilst ensuring access to services is not reduced could be a difficult balance for managers to strike. • A move away from 9 to 5 working should not be at the expense of service accessibility during those times. • Flexible arrangements need to be mutually acceptable within teams (e.g. a manager may work late, but an officer may not feel comfortable or may not be able to contact them past 6pm). • A move away from a 9 to 5, Monday to Friday approach, may impact back office services. For example, will IT support be made available to staff choosing to work outside those traditional office hours. 	<ul style="list-style-type: none"> • The Programme clearly sets out that service needs remain the first priority and should form the foundation for any new flexible arrangements agreed by managers. • By way of the action planning exercise all managers have begun to discuss and identify with their teams what their service needs are, when an officer presence (whether at home or in an office) will be required, and how they might shape their flexible working arrangements around that. • Clear guidance and policies in place. • New IT service delivery commitment and revised SLAs to be launching in early 2022 that will ensure all staff and managers are aware of the fastest route to achieve IT support in the future – including chatbot function, and faster solutions for replacement devices/repairs. 	<ul style="list-style-type: none"> (c) That Service Heads be requested to review their action plans as their teams’ working arrangements evolve, to ensure that core requirements (service to the customer) are captured and met. (d) That communications be provided to managers to emphasise the need to access: <ul style="list-style-type: none"> (i) ongoing support available around Organisation Development, Leadership and culture to support them and their teams to identify the best way of working; (j) training on how to best utilise technology and workplaces to drive the best outcomes for staff and customers.
Communication and collaboration		
<ul style="list-style-type: none"> • Creating the right working cultures to support good collaboration, communication, and 	<ul style="list-style-type: none"> • Technology has and will continue to be rolled out to staff which supports new and alternative 	<ul style="list-style-type: none"> (e) That information be regularly shared with all staff around new and creative ways to come together either

Challenges / Risks	Assurance provided	Recommendations
<p>connections between staff both within individual teams and across the organisation, in all the different places and ways they might now work.</p> <ul style="list-style-type: none"> • Ensuring informal conversations held in corridors, outside of meetings are not lost, as the soft information shared in this way is critical to the smooth operation of the Council. • Building staff knowledge and confidence on how they might use new forms of technology to communicate and collaborate effectively. • Ensuring officers feel comfortable with the new workplace arrangements so they are used to their full potential as a place where collaboration and communication can thrive. Confidence coming back into an office environment will likely be affected post Covid, particularly as this will look and feel very different. 	<p>approaches to collaboration and communication. The Programme continues to invest in IT skills training – in particular Microsoft teams, SharePoint, and new workplace technology to allow hybrid meetings.</p> <ul style="list-style-type: none"> • Pulse surveys to be considered which could capture views on what’s working in terms of collaboration etc. • The Council’s offices and workplaces will be altered in ways that will support the new ways of working and this will include technology to allow for hybrid meetings to take place. • Specific collaboration workspaces will be created through the ‘property’ workstream such as booths, pods, collaboration areas. These will be trialled as part of a pilot to be run in Room 700 of County Hall in early 2022. • The pilot will ensure staff have a better understanding of the new office model and are able to input and contribute into that process (as different offices are changed there will be engagement with staff that occupy and use that space). Once the findings from this pilot are understood, it is then proposed that this model will be rolled out across the organisation for the benefit of all service areas, subject to any lessons learnt from the pilot. 	<p>in person, utilising the new office model to its full potential, or digitally using any new technology rolled out, including sharing lessons learnt across the organisation and from other organisations that have been hybrid working for some time.</p> <p>(f) That communications be developed to go out to all staff to alert them to the planned pilot to be run in room 700, with regular updates across the pilot period.</p>

Challenges / Risks	Assurance provided	Recommendations
Team cohesion and support		
<ul style="list-style-type: none"> • Informal, unplanned, social and work-related interactions within a team can be hard to replicate digitally and there is a risk that this can negatively affect team relationships. • Support networks can be lost reducing morale and motivation and increasing stress. • Staff health and wellbeing issues could be more difficult to spot when connecting remotely by both managers and peers and so risk going unnoticed. • Teams working in different locations, perhaps with different flexible hours, could become disjointed and therefore operate less effectively. 	<ul style="list-style-type: none"> • A key part of the 'people' workstream will be to help officers and managers reshape why and how they come together to collaborate. Teams will seek out solutions that work for whole teams or services for a range of reasons, whether this be teambuilding, team meetings, collaboration, problem solving or general networking / wellbeing. This might involve meeting in a workplace, council building, external sites where appropriate, and of course virtually. • As detailed above, specific workspaces will be created to support alternatives ways for people to communicate and come together through the 'property' workstream. 	<p>(g) That the use of the APR process and one to ones be extended to ask softer questions around the adequacy of peer support and connectivity and around health and wellbeing matters.</p>
Learning and development of new officers		
<ul style="list-style-type: none"> • It can be difficult for new staff to build relationships with their team and managers remotely. • There is a risk of missing out on 'on the job learning' within an office environment - new officers often learnt from observing their peers and listening in to conversations and discussions. • Ensuring new staff develop a sense of the 	<ul style="list-style-type: none"> • Learning and development and induction processes had been developed and expanded to support smarter and remote working options. • Managers will consider the optimum ways of recruiting and inducting new staff – the latter often being best conducted face to face. • Corporate and local induction programmes are 	<p>(h) That managers be alerted to the need, as part of the refreshed induction process, to induct new staff into their base location and ways of working.</p>

Challenges / Risks	Assurance provided	Recommendations
<p>organisation they work for, its ethos and values and build relationships with peers, both within their team and more widely across the organisation.</p>	<p>being reviewed. Refresh of the managers charter to ensure staff wellbeing and new starters communication is robust</p>	
<p>Staff Wellbeing</p>		
<ul style="list-style-type: none"> • During 2020 staff proved they are highly adaptable and able to continue to perform well working remotely despite the difficult circumstances. However, this has given rise to wellbeing and physical, mental and emotional health issues. • Home/work boundaries can become blurred, new team members might feel inadequately supported, the loss of personal social interaction and support from colleagues can all add to feelings of stress and pressure. • Poor workforce health and wellbeing can threaten business continuity and impact organisational stability and performance. • How can managers ensure staff 'switch off' by taking regular breaks and finishing work at reasonable times when they are less visible in an office environment? • How can managers ensure staff take adequate time off when ill? There might be the temptation to continue working from home but perhaps in a less productive way and this might not be 	<ul style="list-style-type: none"> • Staff bulletins had been circulated regularly during the height of the pandemic with information and practical advice on what staff could do to support their health and wellbeing and limit stress. This signposted staff to the Council's wellbeing service where further support could also be obtained. • Managers already undertake discussions with staff around illness and any sickness absence or adjustments required to their work as a result. Those discussions will continue and vary according to individual circumstances. The attendance management policy reflects the opportunity to consider home working if someone is well enough to do this 	<ul style="list-style-type: none"> (i) That health and wellbeing bulletins for staff be refreshed and reenergised as part of the roll out of the Programme. (j) That advice be developed for managers on how to raise and question issues about health, wellbeing and stress through regular one to ones and the APR process.

Challenges / Risks	Assurance provided	Recommendations
<p>appropriate for the service or beneficial to the employee.</p>		
<p>Wider staff impacts</p>		
<ul style="list-style-type: none"> • Avoiding staff feeling pressured to work from home as the Programme is rolled out. • There is a risk that staff may feel like they are out of pocket working from home e.g. due to increased heating costs, increased broadband costs, installation of blinds or changes to lighting, increased wear and tear on flooring caused by office chairs. • There is a risk that working from home could impact not only the health and wellbeing of officers themselves but also their family and domestic life. There might be a risk that the Council's responsibility as a corporate employer begins to encompass some negative impacts on an individual's domestic residence caused by them working from home. 	<ul style="list-style-type: none"> • The position imposed on officers to work from home as a result of Covid was <i>not</i> flexible. However, the Programme was not seeking to replicate how the Council operated during the pandemic and did not require people to work from home. • No contracts were being changed to designate anyone as a 'home worker' as it was accepted that this would not encourage the new ways of working and flexibility the Programme aimed to achieve. • Officers were being advised, through discussions with their managers as part of the action planning process that the intention would be to provide flexibility that best suited the needs of the team and the individual (having regard first and foremost to service needs). If an officer preferred to work in an office base, had to for health and wellbeing reasons, or because their home environment was not suitable, this would always be accommodated. • During 2020 officers had received an (up to) £200 allowance which enabled them to 	<ul style="list-style-type: none"> (k) That, whilst addressed through the action planning process, it be reiterated by managers and via communications at a corporate level that the Programme does not impose an expectation that the position under Covid will continue – remote working will not be imposed. (l) That communications, guidance and support be provided to staff on how to claim any tax benefit related to working from home from HMRC.

Challenges / Risks	Assurance provided	Recommendations
	<p>purchase equipment necessary to work safely from home.</p> <ul style="list-style-type: none"> • The tax benefit of homeworking could be reclaimed from HMRC. • Like all employers, the Council’s responsibility is to its employees and it therefore has to ensure its staff are risk assessed and provided with appropriate PPE to enable them to undertake their jobs safely. Such arrangements were not affected by Covid or the Programme and would continue as business as usual. 	
The critical role of managers		
<ul style="list-style-type: none"> • Managers will be responsible for embedding the hybrid approach and ensuring their team flourish under the new flexible arrangements which will require new people management skills and a new attitude to performance and productivity management. • A manager’s role will likely be more complex as they will need to manage different working patterns and practices, and geographically dispersed teams. • Supporting a hybrid working team (both practically and emotionally) will likely be more time-consuming and therefore increase a manager’s own, already heavy, workload. • There is a need to monitor and measure the 	<ul style="list-style-type: none"> • Managers themselves will all undertake an APR and have regular one to one meetings with their own manager, through which performance in delivery of the programme within their teams will be discussed, as will any specific work pressures arising from this. • Managerial support is being actively addressed through the new Managers Charter and performance management framework. • Significant guidance has been and will continue to be issued and made available which are aimed to help managers develop the new skills required to manage a remote/hybrid workforce. • Balanced scorecards, customer service metrics, 	<p>(m) That communications be provide to managers to emphasise the need to access and take advantage of the support, guidance and training available to support culture change and skills in managing hybrid and remote teams.</p>

Challenges / Risks	Assurance provided	Recommendations
<p>fundamental role of managers delivery of the Programme.</p>	<p>and staff survey results will continue to be used to measure effective implementation.</p>	
<p>Confidentiality</p>		
<ul style="list-style-type: none"> Ensuring confidentiality is maintained, both in terms of overhearing meetings and telephone conversations, the use of display screens and the storage of documents will be difficult for managers to monitor remotely, particularly if staff choose to work in public places access public Wi-Fi. 	<ul style="list-style-type: none"> Guidance around how to maintain confidentiality has already been provided to managers and all staff. Assurance had been provided by the Council's ICT services that use of public Wi-Fi did not raise security issues if people chose to work in a public location for a period, e.g. a library or coffee shop. 	<ul style="list-style-type: none"> (n) That storage solutions and guidance be reviewed for remote working. (o) That managers and staff be reminded to continue to follow information governance and keeping data safe mandatory training.
<p>Health and Safety</p>		
<ul style="list-style-type: none"> Ensuring staff are working safely at home and undertake, for example, their display screen equipment (DSE) assessments for the different places and ways they will be working. How will managers and health and safety teams satisfy themselves that individual officers' remote working environments are safe and appropriate, particularly for those with disabilities. This will inevitably be more difficult to determine when they are working from home and therefore their arrangements are less visible. 	<ul style="list-style-type: none"> Information had been made available to advise and guide managers and staff on Health and Safety matters. The Health and Safety Team provide an online DSE assessment. Alerts are sent to staff and managers when this becomes due. It is incumbent on staff to undertake this both for their home and office workstation. The results of the assessment are referred to managers when action is required. Health and safety policies around electrical and fire safety, and display screen equipment have 	<ul style="list-style-type: none"> (p) That further reassurance be sought that the Council's approach is considered sufficient in the face of potential legal action if an employee is injured whilst working from home and whether the Council's insurance might be affected. (q) That further and ongoing reassurance/visibility of health and safety at home be provided through communications and engagement with staff and managers – with particular focus on relevant worker groups e.g. Disabled Workers Group.

Challenges / Risks	Assurance provided	Recommendations
	<p>been refreshed to address remote working options.</p> <ul style="list-style-type: none"> Refreshed “keeping safe when working from home” guidance produced to support managers and staff with ongoing health and safety 	
Equality		
<ul style="list-style-type: none"> Ensuring inclusion and fairness was not negatively impacted and that groups with protected characteristics who might already be affected by being less visible within the organisation (i.e. parttime workers who are predominantly female, BAME employees) are not disadvantaged. Ensuring access to learning and career progression opportunities, for example, are not be made worse for such officers through remote working. 	<ul style="list-style-type: none"> As the Programme is rolled out there will be a push to move away from a culture of presenteeism to performance management and so implementation of the Programme should provide benefits in this regard. Equality impact assessments will form an intrinsic part of the delivery of the Programme. 	
Productivity and Performance Management		
<ul style="list-style-type: none"> Moving to a different type of performance 	<ul style="list-style-type: none"> Work around performance management and 	(r) That an update be provided to members of the Group

Challenges / Risks	Assurance provided	Recommendations
<p>management culture with less emphasis on presenteeism and time spent working, and more focussed on effort contributed and outcomes achieved.</p> <ul style="list-style-type: none"> Where staff are working from home, it can be challenging for managers to ensure that domestic expectations (e.g. dependents at home) do not impact an officer's work and productivity. 	<p>measuring productivity and outcomes will begin in 2022.</p> <ul style="list-style-type: none"> Working from home will not be a requirement imposed on any officers and therefore where such circumstances arose the officer could still choose (or the manager could request if it was impacting performance) to come into the office. 	<p>on the outcome of work undertaken to introduce new performance management arrangements and measures.</p>

EMPLOYMENT COMMITTEE – 15 SEPTEMBER 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 A – Summary of Current Action Plans - Implementation Completed.

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

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EMPLOYMENT COMMITTEE – 15 SEPTEMBER 2022

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
Adults & Communities - Coalville Resource Day Centre	14/05/2022	10 compulsory redundancies
Adults & Communities - Adult Learning - Phase 2	27/05/2022	4 compulsory redundancies
Chief Executives - Strategy & Business Intelligence Service - Corporate Business Intelligence Team	27/02/2022	1 compulsory redundancy
Children & Families - Wellbeing Practitioners	31/01/2022	1 compulsory redundancy
Eastern Shires Purchasing Organisation - IT Services - ESPO	01/03/2021	3 compulsory redundancies
Eastern Shires Purchasing Organisation - Procurement - Car Lease Admin	07/06/2022	1 compulsory redundancy

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EMPLOYMENT COMMITTEE – 15 SEPTEMBER 2022
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
Adults & Communities - LALS Business Support	06/03/2020	Due to go to DMT in March, final planning stages	Launch 25/5/2022	2 redundancies
Adults & Communities - Charnwood Supported Living Services	15/03/2022	Issuing of redundancy notice and amendments to contracts	Proposed launch on the 29/3/22	1 redundancy
Adults & Communities - Timber Street CLC Services	19/05/2022	End of consultation 30 June 2022	2 staff will be made redundant from 26 September, 1 member of staff was made redundant from 3 July, so 3 staff in total were made compulsory redundant.	3 redundancies

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