

## **NOTICE OF MEETING**

**COMMITTEE : ADMINISTRATION AND REGULATION COMMITTEE**

**DATE : WEDNESDAY, 15 JULY 2020**

**TIME : 18:00**

**PLACE : VIRTUAL MEETING VIA \*SKYPE**

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<b>COUNCILLORS :</b>	<b>AKBAR (CHAIR)</b>	<b>LOVELL</b>
	<b>ABID</b>	<b>S. HUSSAIN</b>
	<b>ADREES</b>	<b>MEAD</b>
	<b>CASTLEMAN</b>	<b>WYNN</b>

**QUORUM : 3 MEMBERS**

**Contact Officer:** Eunice Lewis (01582 547149)

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[Skype Meeting Link](#)

### **INFORMATION FOR THE PUBLIC**

**PURPOSE:** Administration functions: the Committee deals with all matters relating to elections and referendums, civic and ceremonial activities, Bye-laws, the Local Government Pension Scheme, any change in the name of the Borough or the Council, conferring the Freedom of the Borough and the appointment of representatives to outside organisations relating to the Committee's work.

Regulation functions: the Committee deals with matters relating to contaminated land, pollution control, statutory nuisances, the control of street litter under the Environmental Protection Act 1990, the registration of births, deaths and marriages, Health and Safety at Work legislation and the formulation of policy guidance on all aspects of the Council's licensing functions.

**\*SKYPE:** During the Covid 19 emergency period, this meeting will take place virtually, via Skype. To access the meeting, please click on the link to the meeting above.

# AGENDA

<i>Agenda Item</i>	<i>Subject</i>	<i>Page No.</i>
1	<b>APOLOGIES FOR ABSENCE</b>	
2	<b>MINUTES</b> (TO BE SIGNED IN DUE COURSE)  <b>1. 17 June 2020</b>	4 - 7
3	<b>SECTION 106, LOCAL GOVERNMENT FINANCE ACT 1992</b> Those item(s) on the Agenda affected by Section 106 of the Local Government Finance Act 1992 will be identified at the meeting. Any Members so affected is reminded that (s)he should disclose the fact and refrain from voting on those item(s).	
4	<b>DISCLOSURES OF INTEREST</b>  Members are reminded that they must disclose both the existence and nature of any disclosable pecuniary interest and any personal interest that they have in any matter to be considered at the meeting unless the interest is a sensitive interest in which event they need not disclose the nature of the interest.  A member with a disclosable pecuniary interest must not further participate in any discussion of, vote on, or take any executive steps in relation to the item of business.  A member with a personal interest, which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest, must similarly not participate in any discussion of, vote on, or take any executive steps in relation to the item of business.  Disclosable pecuniary interests and Personal Interests are defined in the Council's Code of Conduct for Members and Co-opted members.	
5	<b>URGENT BUSINESS</b> The Chair to report on any business which is considered to be urgent and which should be discussed at the meeting in accordance with Section 100B(4)(b) of the Local Government Act 1972 and to determine when, during the meeting, any such business should be discussed.	
6	<b>REFERENCES FROM COMMITTEES AND OTHER BODIES</b>  <b>REPORTS</b>	

7	<b>MARKET SUPPLEMENTS ANNUAL UPDATE</b> (Report of the Service Director, HR and Monitoring Officer)	8 - 16
8	<b>BTS – BUSINESS DELIVERY &amp; DEVELOPMENT TEAM REVISED STRUCTURE REVIEW 2020</b> (Report of the Service Director, HR and Monitoring Officer)	17 - 24
9	<b>THE NEW CHECK-IN SCHEME IMPLEMENTATION REVIEW</b> (Report of the Service Director, HR and Monitoring Officer)	25 - 45
10	<b>BUYING ANNUAL LEAVE SCHEME</b> (Report of the Service Director, HR and Monitoring Officer)	46 - 63
11	<b>REVIEWING TUPE PLUS (TO FOLLOW)</b> (Report of the Service Director, HR and Monitoring Officer)	
12	<b>ADMINISTRATION AND REGULATION COMMITTEE WORK PROGRAMME - 2020-21</b> (Report of the Service Director, HR and Monitoring Officer)	64 - 70
13	<b>LOCAL GOVERNMENT ACT 1972, PART VA</b> To consider whether to pass a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting during consideration of any item listed above if it is likely that if members of the public were present during those items there would be disclosure to them of exempt information falling within the Paragraphs of Part1 of Schedule12A to the Local Government Act 1972.	

**ADMINISTRATION AND REGULATION COMMITTEE****17 JUNE 2020 AT 6.00 P.M.**

**PRESENT:** Councillors Akbar (Chair), Adrees, Castleman, Lovell, S. Hussain, Mead and Wynn

**20. MINUTES (REF: 2.1)**

**Resolved:** That the minutes of the meeting held on the 9 April 2020 be approved as a true and correct record of the meeting and the Chair be authorised to sign the minutes in due course.

**21. VOLUNTARY SEPARATION SCHEME – REINTRODUCING THE LOCAL SCHEME (REF: 7)**

The HR Business Manager presented the report (Ref: 7), advising the Committee of the Council's intention to re-introduce the Voluntary Separation Scheme (VSS) from August 2020, if not a little earlier, and for the foreseeable future, until rescinded in line with section 1.2 of the scheme

She reminded Members that the VSS was not a policy or procedure, but a local scheme, which had been in operation from 2010 until rescinded in 2019. The committee was advised the scheme was rescinded in February 2019 on the understanding that it be could be re-introduced at any time in the future if necessary.

Under the scheme employees could seek voluntary redundancy, provided they could meet three tests, detailed in the report and summarised as follows:

- **Redundancy Test** - Deletion of the post would be in accordance with the statutory definition of redundancy
- **Financial Tests** - The cost of redundancy could be recouped within one year under normal circumstances
- **Service Test** – The proposal would not lead to the loss of key skills / experience

She said that details of how the financial test would work were set out in the report (page 19 of the pack). If the post in question was redundant, the employee would leave under voluntary redundancy.

She added that the number of voluntary redundancies under the scheme had been low during the period of its operation and there had been none in the previous year, as the scheme was out of action anyway.

She further said that the scheme could be re-instated from 14 July, when full Council would be setting its emergency budget to deal with the cost of the Covid-19

pandemic. The options for the committee was to approve to bring the scheme back for a prescribed period, leave it open ended or not to bring it back with reasons. Without the scheme, compulsory redundancies would be the only option for the council unless employees volunteered for redundancy to facilitate the implementation of any organisational change processes.

The HR Business Manager went on to advise that trade unions had agreed to the scheme as it was before being rescinded, but had requested that the financial test be reviewed when the scheme was re-introduced, as it had led to disappointments previously. She said discussion would continue with the trade unions and Finance, as careful consideration was needed if changes to the scheme would be more costly, given the current situation the council faced with its finances.

Members discussed the proposal and concluded that they were not content to approve to bring back the scheme, as there was no trade union agreement yet. They would wish to see written trade unions' agreement, given that the council was facing having to cut over 300 jobs.

The HR Business Manager said there was trade union agreement for the financial test in the current scheme, before it was rescinded, which could be re-instated while the financial test was further discussed and reviewed with Finance and the trade unions. She suggested she could then bring a report back to committee on 17 July.

Members were still not content that trade unions were not fully happy with the financial test. A member moved that the current scheme be re-instated for 3 months, which was seconded and approved by the committee. The HR Business Manager was requested to hold discussion with Finance and the trade unions on the financial test and report back to the committee in 3 months' time – provisionally committee 2<sup>nd</sup> November 2020.

**Resolved:** (i) That the updates to the Voluntary Separation Scheme to take account of changes to team titles and post titles be noted;

(ii) That the updated current Voluntary Separation Scheme be reintroduced

(ii) That the Service Director HR and Monitoring Officer be requested to report back to the committee in 3 months' time, to report on progress following discussion with Finance and the trade unions on the financial test.

## **22. UPDATE ON EXIT INTERVIEWS (REF: 8)**

The Service Director HR and Monitoring Officer presented the report (Ref: 8), informing the committee of the outcomes of the review of exit interviews conducted between the period April 2018 and April 2020 and actions taken to address issues raised.

She said the report was for information and noting, as Members wanted to know why people were leaving the council. All those leaving were requested to complete an online exit interview form, with no manager's involvement, but employees could request a meeting with HR if required.

The HR Business Manager added that it was important to review and analyse the completed online forms, which was done on a monthly basis to look for any issues that needed attention. The reviews were also considered in the longer terms for trend analysis.

He said turnover was below local authorities' average, except for a spike due to a TUPE exercise. He added there was, however, a concern in relation to the high turnover for employees with under 2 years' service, which required more work to address.

Dealing with a question on the high turnover for employees with under 2 years' service, he said one of the issues could be to do with managers not following up to ensure employees were 'bedded in' after induction. A skill audit was required to see how employees could progress and get locked into the council. A lot had been done in terms of training and development, apprenticeship scheme and management training.

A Member praised the officer for a good and interesting report and was pleased there were other reasons why people left, other than pay and conditions.

Responding to a question on ethnicity monitoring, the HR Business Manager said work was underway to add more equality questions, as currently there was a restriction in the number of fields available on the on-line form.

On comparison with other local authorities, he added focus was on Luton, but local authority trends were also looked to ensure Luton was not out of line. Turnover was in line with other councils, but further workforce analysis was needed to see why turnover was focused at the lower pay grades. More work was needed to encourage young people to join and stay beyond 2 years, as the council had an ageing workforce. Information available seems to indicate the current pay and benefits structure is out of line with what younger employees are looking for. The good pension scheme was of more interest to older employees. He said this was a national issue.

Dealing with another question on dismissals, the officer went on to explain the figures provided in the report, which included people coming to the end of their fixed contracts. There was a spike in sickness dismissals following disciplinary processes, as the council was dealing with long term sickness absences. Sickness figures had improved resulting in less formal action being taken leading to compulsory dismissal.

The Chair moved that the recommendation to note the report be approved, which was agreed.

**Resolved:** That the report on the update on exit interviews of employees conducted between the period April 2018 and April 2020 and action taken be noted.

## **23. REVIEWING TUPE PLUS (Ref: 9)**

This item was withdrawn from the agenda.

## **24. ADMINISTRATION AND REGULATION COMMITTEE WORK PROGRAMME 2020-21(REF: 10)**

The Service Director, HR and Monitoring Officer presented the report (Ref: 10) in relation to the committee's future work programme.

She said the TUPE Plus item was withdrawn from the meeting's agenda (minute 23 above refers) and listed for 15 July 2020 as more work was required.

She informed the committee that a number of Organisational Change Assessments (OCAs) were expected to be programmed for the next few meetings.

A Member suggested that the Revised Market Supplements Policy and Annual Update and the Travel Assistance OCA from the 15 July agenda be more delayed until the September meeting.

The Service Director said the Market Supplements item was a backward looking report and would not address any climate friendly issues. In relation to the Travel Assistance OCA, she added that there was community trust issue, as the team re-structure affected transport of special education needs children and the elderly. She added it had already been moved from the April 2020 meeting and would prolong the uncertainty.

It was agreed to keep the Market Supplement item in the work programme for the 15 July, but postpone the Travel Assistance OCA until the 7 September meeting. (Note: Now taken out of work programme until further notice)

The committee also agreed to consider the VSS report on 2 November 2020.

**Resolved:** That the following changes be made to the Work Programme 2020-21:

- Move 'Travel Assistance Team OCA' from 15<sup>th</sup> July 2020 to 7 September 2020 (Author: Sally Cartwright)  
(Note: Following the meeting, it was established that the Travel Assistance OCA had now been taken off the work programme until further notice)
- Include 'Voluntary Separation Scheme – Reintroducing the Local Scheme' in the work programme for 2 November 2020 (Author: Anne Davies)

**(Note: The meeting ended 18:46 pm)**

**COMMITTEE:** ADMINISTRATION AND REGULATION

**DATE:** 15<sup>TH</sup> JULY 2020

**SUBJECT:** REVISED MARKET SUPPLEMENTS POLICY – UPDATE

**REPORT BY:** SERVICE DIRECTOR,  
HUMAN RESOURCES AND MONITORING OFFICER

**CONTACT OFFICER:** ANNE DAVIES 01582 546330  
HR BUSINESS MANAGER, STRATEGY

**IMPLICATIONS:**

LEGAL	✓	COMMUNITY SAFETY	
EQUALITIES	✓	ENVIRONMENT	
FINANCIAL	✓	CONSULTATIONS	✓
STAFFING	✓	OTHER	

**WARDS AFFECTED: NONE**

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### **PURPOSE**

1. In accordance with the market supplement policy, to provide the Administration and Regulation Committee with an annual update on the market supplements currently in place.
2. To review the effectiveness of the policy following amendments agreed from 1<sup>st</sup> April 2019.

### **RECOMMENDATIONS**

3. Administration and Regulation Committee is recommended to note the report and to be advised that a further report will be scheduled following the review of market supplements which are due to expire on 31<sup>st</sup> March 2021.



## **BACKGROUND**

4. The council introduced market supplements in April 2013. The policy and procedure has been amended a number of times. The latest revised Market Supplement Policy and Procedure was agreed at Administration and Regulation Committee on 29<sup>th</sup> January 2019. It became effective from 1<sup>st</sup> April 2019.
5. There were a number of significant changes agreed from 1<sup>st</sup> April 2019.
  - Agreements span 2 years (April 2019 to March 2021) rather than 1 year as previously
  - Employees can choose to receive their payments annually in advance or monthly with their usual salary
  - Repayment terms for leaving the council before the expiry of the 2 year agreement encourage retention for the full 2 year period
  - Pay Panel membership streamlined
  - Reduced administrative burden on managers when payments are reviewed
  - Agreements run with financial years to assist in budgetary planning, rather than July to June as previously
6. All current agreements are due to expire on 31<sup>st</sup> March 2021, apart from the new market supplements recently agreed for nurses within Adult Social Care whose agreements run from 8<sup>th</sup> April 2020 until 31<sup>st</sup> March 2022.
7. When the new scheme started last year it was agreed to review all payments between November 2020 and March 2021, that is before the end of the current agreements. Preparatory work is underway to conduct the review.
8. As the majority of market supplements are awarded to social care posts, these have been prioritised for review to assist in recruitment. New starters at this point can be guaranteed a pro rata payment only until 31<sup>st</sup> March 2021, in line with agreements issued to existing staff. It is more attractive for applicants to be assured of their income longer term, and to know that their market supplement will be guaranteed from April 2021 until March 2023.

## **REPORT**

9. **Appendix A** shows all agreed market supplements. New payments were agreed for Lead Community Learning Disability Nurse and Community Learning Disability Nurses effective from 8<sup>th</sup> April 2020. The scheme allows new 2 year agreements to be introduced in line with financial years and therefore these payments were agreed to expire 31<sup>st</sup> March 2022.

10. **Employees who receive a market supplement payment**  
There are 205 employees (195.5 FTEs) who currently receive a market supplement. This represents approximately 6.5% of the workforce. This compares to 177 employees (168 FTEs and 5.8% of the workforce) when last reported to committee in January 2019. Therefore, over the last 18 months, these payments have attracted 28 extra recruits into posts that are difficult to fill and retain.
11. **Are market supplement payments achieving their aim?**  
Of the current total, 171 employees occupy social care roles. This is an increase from 148 employees who occupied social care roles receiving market supplements in January 2019. The current total includes 4 community learning disability nurses who now receive payments following the introduction of a market supplement to these roles in April 2020. Overall this is an increase of 23 employees to strengthen the council's social care workforce compared to January 2019 – an increase of 15.5%.
12. Appendix B show the comparative data for post occupancy – comparing June 2019 to June 2020. Data highlighted in green shows increased numbers compared to a year ago. Red highlights show where staff numbers have fallen in those posts. There have been some notable increases in the workforce both in adults and children's social care. The payments agreed for the Planning service are also beginning to show an effect. Across all other posts, market supplement payments appear to be helping to maintain a 'steady state'.
13. **Starters and Leavers since April 2019** – Since the new policy was put in place 30 employees have left posts which attracted payments under this policy. Of these, 19 (63% of leavers) worked in Children's social care, 7 (23%) worked in Adult social care – a mixture of social workers and occupational therapists and 4 (13%) from Place and Infrastructure – public protection, procurement and planning.
14. Reasons for leaving vary from better prospects elsewhere, to moving out of the area through to probationary dismissal and retirement.
15. Over the same period there have been 50 new recruits into posts which attract market supplements.
16. **How do employees prefer to be paid their market supplement?** – A key feature of the new policy and procedure was to allow employees a choice about how they received their payments. The option to receive an annual payment, 'up front', has been very popular with 67% of employees currently opting to be paid in this way.
17. Considering the information above – some 'churn' yet an overall net

increase in staff occupying posts which attract these payments - it appears that employees who occupy these posts are still in demand in their particular employment sphere and can move easily out of the council's workforce. However, the council appears to be making progress in filling and retaining its workforce in these key areas.

18. Market supplement payments work alongside other initiatives such as state of the art recruitment processes, attractive employee benefits, thorough induction, caseload monitoring, support and training towards career development and flexible working, in persuading employees to join and stay within the workforce.
19. In summary, the application of market supplements is helping to stabilise post occupancy levels in most job groups, and is proving a key tool to increase staff in others.
20. The payments are due to be reviewed shortly. The council's financial situation is challenging, and any movement in the level of payments agreed for the forthcoming 2 years (2021 – 2023) must balance affordability with the risk of undoing some of the service benefits that these payments are beginning to yield.

### **PROPOSAL/OPTION**

21. That the committee note the report and will receive a further update in due course, following the outcomes of the 2020 Market Supplement review.

### **LEGAL IMPLICATIONS**

22. There are no direct legal implications to this report, however there is potential for equal pay disputes to arise from this process. This is minimised by having a robust independent review mechanism that forms part of the policy and procedure.
23. This report has been cleared by Jasbir Josen in Legal Services on 29<sup>th</sup> June 2020.

### **FINANCIAL IMPLICATIONS**

24. There are no direct financial implications to this report. Appendix A shows the market supplement payments currently agreed, headcount and FTE for June 2019. Appendix B shows the headcount and FTE of those currently in post and receiving payments.
25. The total annual cost in 2019/20 for market supplement payments was £1,007,300 including National insurance at 13.8% and employer's pension contributions at 19.5 %.

26. One of the aims in applying market supplements is that vacancies will be filled and employees will be retained, thereby reducing agency costs.
27. There is sufficient budget in 2020/21 to cover the costs for payments due this year. The panel that reviews these payments includes the Service Director, Finance and Audit or his representative.
28. This report has been cleared by the Dev Gopal, Service Director, Finance and Audit on 30<sup>th</sup> June 2020.

### **STAFFING IMPLICATIONS**

29. This report has implications for a number of posts, employees and the Council's recruitment and retention policies and strategies.
30. This report has been cleared by Angela Claridge, Service Director, HR & Monitoring Officer on 29th June 2020.

### **EQUALITIES IMPLICATIONS**

31. A robust process of allocating and reviewing market supplement payments is critical to avoid inequalities.

### **CONSULTATION ARRANGEMENTS**

32. None currently. The Trade Unions are provided with the outcomes of the reviewing panels.

### **LIST OF BACKGROUND PAPERS**

Appendix A **Market Supplements agreed for 2019 / 2021**  
Appendix B **Market Supplements – comparative data of staff numbers & FTE in post, June 2019 compared to June 2020**

### **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

None

### Market Supplements Agreed for 2019 / 2021

JOB TITLE	GRADE	Market Supplement Agreed 2019-2021	HEADCOUNT (June 2019)	FTE (June 2019)
<b>People Directorate - Children's Social Care</b>				
Children – Social Worker (ASYE)	L7	£2,500	10	9.5
Children – Social Worker	L7	£4,500	7	6.86
Children - Social Worker	M1	£5,500	23	20.40
Children – Occupational Therapist	M1	£4,000	1	0.86
Children - Senior Practitioner	M2	£5,500	27	24.86
Children - Senior Practitioner Occupational Therapy	M2	£3,500	<i>nil</i>	<i>nil</i>
Children - Deputy Team Manager	M3	£5,000	11	10.45
Children – IRO Quality Assurance Reviewing Officer	M2	£5,500	1	1
Children – IRO Independent Reviewing Officers	M4	£5,500	7	6.41
Children - Team Manager	M5	£5,000	11	11
Children – Practice Lead (assessment)	M5	£5,000		
Children-Service Manager - Corporate Parenting Children-Service Manager - Multi-Agency Safeguarding Team Children-Service Manager – Child Protection and Assessment, Mash Children-Service Manager – Child Protection & Assessment – Family Safeguarding Team  <i>(prev known as Service Manager Child Protection, MASH SM &amp; Assessment SM up until Jan 2020) wef 07.02.20 across family safeguarding the Child Protection &amp; Assessment was split to 2 posts one covering Family Safeguarding the other Child Protection, therefore this allowance applies to 4 SM posts rather than 3 prior to Feb 2020 following Ofsted recommendation</i>	M8	£5,000	1	1
Youth Justice Officer	L7-M2	No application MS Removed	<i>n/a</i>	<i>n/a</i>
<b>People Directorate - Adults Social Care</b>				
ASC – Occupational Therapist	L7	Did not apply	<i>n/a</i>	<i>n/a</i>
ASC - Social Worker – Best Interest Assessor/Court of Protection	M1	£3,000	1	1
ASC - Social Worker	M1	£3,000	27	26.31
ASC - Occupational Therapist	M1	£4,000	6	5.22
ASC Senior Occupational Therapist	M2	£3,500	<i>nil</i>	<i>nil</i>
ASC - Advanced Practitioner	M2	£3,500	10	9.45
ASC - Safeguarding Advanced Practitioner	M2	£3,500	4	4
ASC - Team Manager + Hospital & CART Manager	M5	£2,500	6	6
ASC - Service Manager Assessment & Care Planning	M8	£5,000	1	1
ASC – Lead Community Learning Disability Nurse Agreement 8 <sup>th</sup> Apr 2020 to 31 <sup>st</sup> Mar 2022	M3	£3,500	1 (May 2020)	1 (May 2020)
ASC – Community Learning Disability Nurse Agreement 8 <sup>th</sup> Apr 2020 to 31 <sup>st</sup> Mar 2022	M2	£3,500	2 (May 2020)	1.8 (May 2020)
ASC – Community Learning Disability Nurse Agreement 8 <sup>th</sup> Apr 2020 to 31 <sup>st</sup> Mar 2022	M1	£3,500	1	1

			(May 2020)	(May 2020)
<b>Place and Infrastructure Directorate</b>				
Building Services Engineer Manager	M5	£2,000	1	1
Estates Surveyor	M3	£3,500	3	3
Senior Mechanical Design Engineer	M3	£3,500	1	1
EHO, Food Officers (Food Safety) + Technical Officer	M1/M2	£2,600	5	5
<b>Place &amp; Infrastructure Development Control</b>				
Team Leader Planning Applications + Strategic Applications	M4	£2,000	2	2
Principal Planning Officer (Contributions & Enforcement) Job title changed to: Team Leader Enforcement wef June 2019	M3	£2,000	<i>nil</i>	<i>nil</i>
Principal Planning Officer	M2	£4,000	3	2.62
Principal Planning Officer Strategic Applications	M2	£4,000	1	1
Planning Operations Manager	M1	No post on iTrent NIL	<i>n/a</i>	<i>n/a</i>
Conservation & Planning Officer	M1	£3,000	<i>nil</i>	<i>nil</i>
Planning Officer (L4-L7 progression scheme)	L4-L7	£2,000	2	2
<b>P&amp;I LIF Funded</b> Planning Officer X 2	M1	£3,000	<i>nil</i>	<i>nil</i>
<b>P&amp;I Strategy and Sustainability</b>				
Planning, Policy and Environment Team Manager	M5	£2,000	1	1
Senior Planning Officer	M2	£4,000	1	1
Planning Officer	M1	£3,000	<i>nil</i>	<i>nil</i>
<b>P&amp;I Development Management</b>				
Senior Planner	M2	No Post on iTrent NIL	<i>n/a</i>	<i>n/a</i>
<b>Chief Executives Directorate</b>				
Democracy and Scrutiny Officer	L5-L7	£2,000	3	3
<b>Customer and Commercial Directorate</b>				
Temporary Accommodation Team Leader	M1	£3,000	2	2
Team Leader Housing North	M1	£3,000	1	1
Team Leader Housing South	M1	£3,000	1	1
Occupational Health Adviser	M1	£3,000 wef 01.10.18	2	1.62
<b>Public Health, Commissioning and Procurement Directorate</b>				
Procurement Manager	M3	£2,500	2	2

**Note – All posts above, allocated a market supplement will be due for review between November 2020 and March 2021 in order to determine any market supplement due from April 2021.**

**Highlight - Agreed beyond 2021**

**Market Supplements**  
**Staff numbers & FTE in post, June 2019 compared to June 2020**

JOB TITLE	GRADE	STAFF (June 2019)	FTE (June 2019)	STAFF (June 2020)	FTE (June 2020)
<b>Children's Directorate – Children's Social Care</b>					
Children – Social Worker (ASYE)	L7	10	9.5	9	8.5
Children – Social Worker	L7	7	6.86	7	6.8
Children - Social Worker	M1	23	20.40	26	23.32
Children – Occupational Therapist	M1	1	0.86		
Children - Senior Practitioner	M2	27	24.86	31	28.99
Children - Senior Practitioner Occupational Therapy	M2	0	0	0	0
Children - Deputy Team Manager	M3	11	10.45	16	15.45
Children – IRO Quality Assurance Reviewing Officer	M2	1	1	0	0
Children – IRO Independent Reviewing Officers	M4	7	6.41	7	6.41
Children - Team Manager	M5	11	11	11	11
Children – Practice Lead (assessment)	M5	0	0	0	0
Children-Service Manager - Corporate Parenting Children-Service Manager - Multi-Agency Safeguarding Team Children-Service Manager – Child Protection and Assessment, Mash Children-Service Manager – Child Protection & Assessment – Family Safeguarding Team	M8	1	1	4	4
<b>Public Health and Wellbeing – Adults Social Care</b>					
ASC - Social Worker – Best Interest Assessor/Court of Protection	M1	1	1		
ASC - Social Worker	M1	27	26.31	25	24.31
ASC - Occupational Therapist	M1	6	5.22	6	5.22
ASC Senior Occupational Therapist	M2	0	0		
ASC - Advanced Practitioner	M2	10	9.45	17	16.46
ASC - Safeguarding Advanced Practitioner	M2	4	4		
ASC - Team Manager + Hospital & CART Manager	M5	6	6	7	7
ASC - Service Manager Assessment & Care Planning	M8	1	1	1	1
ASC – Lead Community Learning Disability Nurse Agreement 8 <sup>th</sup> Apr 2020 to 31 <sup>st</sup> Mar 2022	M3	1 (May 2020)	1 (May 2020)	1	1
ASC – Community Learning Disability Nurse Agreement 8 <sup>th</sup> Apr 2020 to 31 <sup>st</sup> Mar 2022	M2	2 (May 2020)	1.8 (May 2020)	2	1.8
ASC – Community Learning Disability Nurse Agreement 8 <sup>th</sup> Apr 2020 to 31 <sup>st</sup> Mar 2022	M1	1 (May 2020)	1 (May 2020)	1	1

Place and Infrastructure					
Procurement Manager	M3	2	2	3	3
Building Services Engineer Manager	M5	1	1	1	1
Estates Surveyor	M3	3	3	4	4
Senior Mechanical Design Engineer	M3	1	1	1	1
EHO, Food Officers (Food Safety) + Technical Officer	M1/M2	5	5	4	4
Place and Infrastructure - Planning					
Team Leader Planning Applications + Strategic Applications	M4	2	2	2	2
Principal Planning Officer (Contributions & Enforcement) Job title changed to: Team Leader Enforcement wef June 2019	M3	0	0	1	1
Principal Planning Officer	M2	3	2.62	3	2.62
Principal Planning Officer Strategic Applications	M2	1	1	1	1
Conservation & Planning Officer	M1	0	0	0	0
Planning Officer (L4-L7 progression scheme)	L4-L7	2	2	4	4
<b>P&amp;I LIF Funded</b> Planning Officer X 2	M1	0	0	0	0
Planning, Policy and Environment Team Manager	M5	1	1	1	1
Senior Planning Officer	M2	1	1	0	0
Planning Officer	M1	0	0	0	0
Chief Executive's Directorate					
Democracy and Scrutiny Officer	L5-L7	3	3	3	3
Customer and Commercial Directorate					
Temporary Accommodation Team Leader	M1	2	2	0	0
Team Leader Housing North	M1	1	1	4 4	
Team Leader Housing South	M1	1	1		
Occupational Health Adviser	M1	2	1.62	2	1.62
<b>TOTALS</b>		<b>189 STAFF</b>	<b>179.36 FTE</b>	<b>205 STAFF</b>	<b>195.5FTE</b>



**AGENDA ITEM****8**

**COMMITTEE:** ADMINISTRATION AND REGULATION

**DATE:** 15<sup>TH</sup> JULY 2020

**SUBJECT:** BTS – BUSINESS DELIVERY & DEVELOPMENT  
TEAM REVISED STRUCTURE REVIEW 2020

**REPORT BY:** TIM KEOGH, HEAD OF BUILDING & TECHNICAL  
SERVICES

**CONTACT OFFICER:** SHARON CHAMPKEN, BUSINESS SUPPORT  
MANAGER

**IMPLICATIONS:****LEGAL****COMMUNITY SAFETY****EQUALITIES****ENVIRONMENT****FINANCIAL****CONSULTATIONS****STAFFING** ✓**OTHER****WARDS AFFECTED: All**

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**PURPOSE**

1. The purpose of this report is to seek the approval of Administration and Regulation Committee for the proposed changes to the Building & Technical Services, Business Delivery & Development Team.

**RECOMMENDATION(S)**

2. Administration and Regulation Committee is recommended to approve post deletions and creations and the implementation of the new staffing

structure within the Building & Technical Services Business Delivery & Development Team.

## **BACKGROUND**

3. Building & Technical Services (BTS) is a division of the Customer and Commercial Services department of the council and it is responsible for the housing repairs and improvement works for Luton Council's 8000 properties and new builds.
4. The aim of the Business Delivery & Development Team is to support and improve front line BTS operations. This involves the high level management of change and the provision of strategic information and advice to the Senior Management Team in relation to the Departments key aims and objectives. The team is divided into five business areas: the Repairs Control Centre (RCC), Facilities, Stores and Transport, Finance and Business Support.
5. During the COVID-19 pandemic the Council has had to review the structure of the whole organisation and in preparation for the emergency budget BTS' original plans to outsource the out-of-hours service has been put on hold while other business proposals are being explored.
6. But, BTS would still benefit greatly from continuing with the proposed staff changes which came as a result of a review of the whole structure of the Business Delivery and Development team.

## **REPORT**

7. Reviewing this service provided an opportunity to look at further ways to streamline the team, to provide greater efficiencies and financial savings and to enable the Business Delivery and Development Manager to take a stronger strategic role in the broader running of the business.
8. During consultation, job descriptions have been revised and re-evaluated to ensure they are fit for purpose. Deleting some roles and creating new ones will aid more effective decision making thus enabling the team to act quickly for BTS and the council.
9. The council's Organisation Change Procedure continues to be followed throughout this organisational change to implement the changes.

10. Please see Appendix 1 for the current organisational chart and Appendix 2 for the proposed organisational chart.

### **PROPOSAL/OPTION**

11. By introducing a flatter structure will enable a better vision of present deficiencies and will aid important performance enhancements in the key business areas and will achieve savings of £53,965.

12. A flatter structure will enable greater alignment with corporate and BTS objectives through improved communication and interaction between Senior Managers, the Business Delivery & Development Manager and the five business areas with swifter assessment and shared decision-making.

13. To create a flatter structure and one that will achieve further savings and efficiencies the proposal is to realign a number of roles:

- The Finance Supervisor post and the Business Support Officer post will be deleted and a new post created entitled Business Support Supervisor to bring two posts in line with business need and to facilitate more effective decision making.
- The Customer Support Manager post will be deleted and the tasks split between the newly created Business Intelligence Analyst and the Team Supervisor posts.
- Two vacant posts, the Tradesperson post and the Administration Assistant post will be deleted to fund a Team Supervisor post to be added to the BTS structure.
- The Contracts Manager (Repairs) will take on the leadership of and responsibility for the running of the RCC, again to bring the reporting structure in line with business need.
- A Customer Support Officer vacant post to be deleted and replaced with a further Customer Support Officer out-of-hours post. This will enable BTS to cover the evening emergency calls and also alleviate the pressure of current staff working excessive hours.

14. By moving the Customer Support Manager tasks of performance monitoring and reporting, ISO accreditation and complaints to the Business Intelligence Analyst will enable the Team Supervisor to focus on the call centre operation.

15. For clarity the proposed staff moves mentioned above have been depicted in the table below:

**Proposed staff moves:**

Existing Post		Proposed Action	New Post Created
Finance Supervisor	Vacant	Post deleted	n/a
Business Support Officer	1 fte	Post deleted	Business Support Supervisor
Customer Support Manager	1 fte	Post deleted	Business Intelligence Analyst
Customer Support Officer	Vacant	Post deleted	Customer Support Officer - Out-of Hours
Tradesperson & Administration Assistant	Vacant Vacant	Post deleted Post deleted	} } Team Supervisor }

16. The new structure permits the Business Delivery Development Manager to widen his scope and take a more strategic role in the running of the whole business as an active member of BTS's Senior Management Team.

17. The proposals affecting staff are as follows:

**Existing posts to be deleted:**

Customer Support Manager	M1	1 fte
Tradesperson	L7	1 fte vacant
Finance Supervisor	L6	1 fte vacant
Business Support Officer	L5	1 fte
Customer Support Officer	L4	1 fte vacant
Administration Assistant	L3	1 fte vacant

**New posts to be created (with indicative grades):**

Business Intelligence Analyst	M1	1 fte
Business Support Supervisor	L6	1 fte

**New posts to be added to the structure:**

Team Supervisor	M1	1 fte
Customer Support Officer OOH	L4	1 fte

18. With the creation of a new management structure it is likely that some affected staff will have a change of Line Manager. The net reduction in post numbers will be 2.0 fte.

19. Subject to the Committee's decision the implementation of this change will commence on 1<sup>st</sup> August 2020 and the implementation is scheduled to be completed by 1<sup>st</sup> October 2020.

### **CONSULTATION**

20. The formal consultation took place with affected staff and Trade Unions between Wednesday 8<sup>th</sup> January 2020 and Wednesday 11<sup>th</sup> March 2020. There was an extended consultation period due to changes made to the proposed organisation structure. Group staff meetings were held on Wednesday 8<sup>th</sup> and Thursday 9<sup>th</sup> January 2020 and four 1 to 1 meetings were carried out with the affected staff.
21. All affected employees had the opportunity to ask questions and make comments throughout the consultation period. Trade Unions have been kept informed throughout the process.
22. Trade Unions and employees have also been informed of this revised organisational change.

### **EQUALITIES IMPLICATIONS / INTEGRATED IMPACT ASSESSMENT**

23. Due to the small number of employees affected and to protect individual confidentiality the Integrated Impact Assessment has not been attached to this report. Overall there is no noticeable impact on people sharing a characteristic.

### **STAFFING / HR IMPLICATIONS**

There are the following staffing implications.

24. Although there are two employees potentially at risk of redundancy there are no other potential compulsory redundancies. However these two employees potentially "at risk" will be offered suitable alternative employment and / or ring fenced to new posts and will only be in a redundancy situation if unsuccessful at interview.
25. Those most at risk of redundancy are the Customer Support Manager and the Business Support Officer.
26. The council's Organisational Change Procedure will be used to manage the proposed post deletions/changes to terms and conditions of employment.

27. This report has been cleared by Angela Claridge, Service Director of Human Resources and Monitoring Officer on 14<sup>th</sup> March 2020.

### **FINANCIAL IMPLICATIONS**

There are the following financial implications.

28. This proposal will result in a total saving of £53,965, of which £41,937 will go towards the BTS emergency savings target of £50,000.

29. There is a risk of potential redundancy, but if redundancy payments are required the cost would be one-off and can be more than covered by the savings achieved.

30. This report has been cleared by Darren Lambert, Finance Business Partner on 13<sup>th</sup> March 2020.

### **LEGAL IMPLICATIONS**

There are the following Legal implications.

31. This proposal is not anticipated to result in any compulsory redundancies as the same number of posts that are being deleted are also being created. However, in the event that compulsory redundancies are necessary, there is the possibility for an internal appeal to officers and the council would also need to deal with any potential Employment Tribunals proceedings as employees who are dismissed by reason of redundancy have the right to pursue claims in an employment tribunal. Providing the council's Organisational Change Procedure is followed the risk of any adverse employment tribunal decision should be low.

32. This report has been cleared by, Jasbir Josen, Senior Solicitor in Legal Services on 16<sup>th</sup> March 2020.

### **APPENDIX**

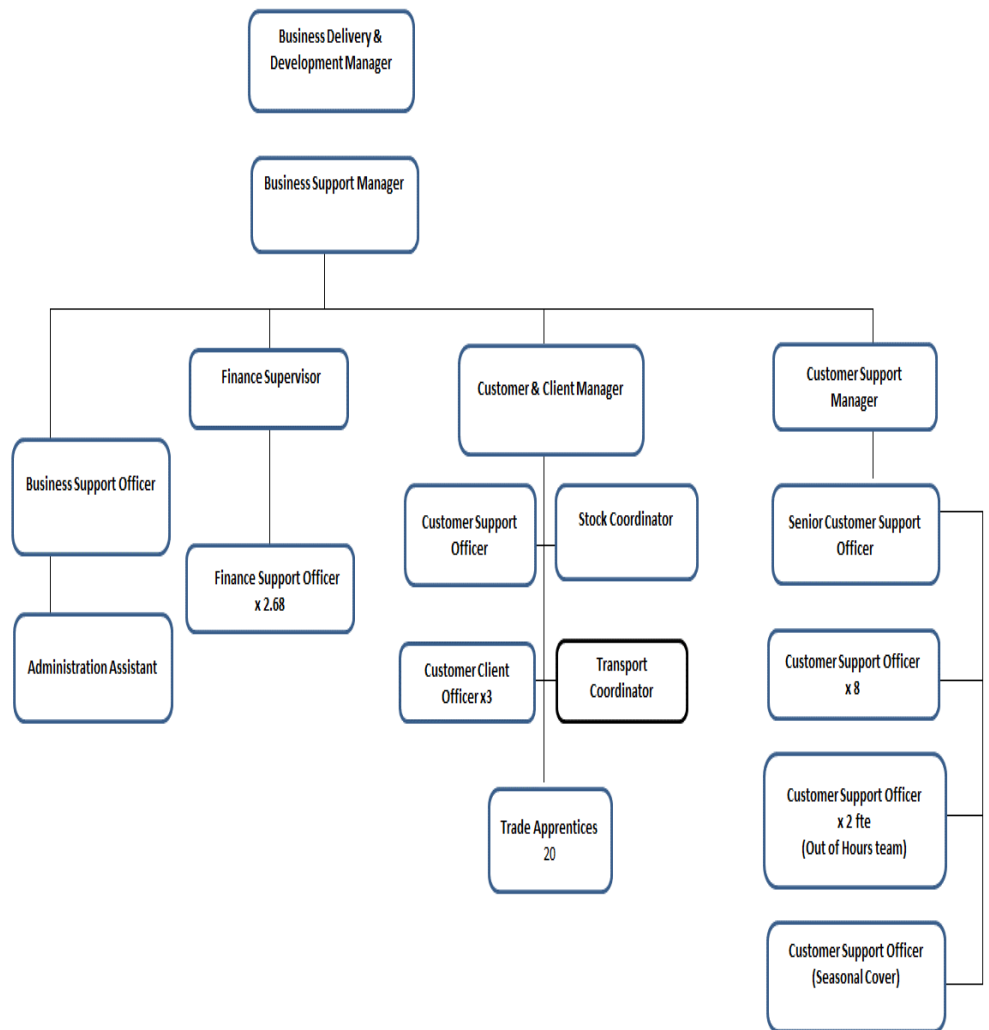
1. Current Organisation Chart
2. Proposed Organisation Chart

### **LIST OF BACKGROUND PAPERS** **LOCAL GOVERNMENT ACT 1972, SECTION**

N/A

## Appendix 1 – Current Structure

### Business Delivery & Development Team Current Structure

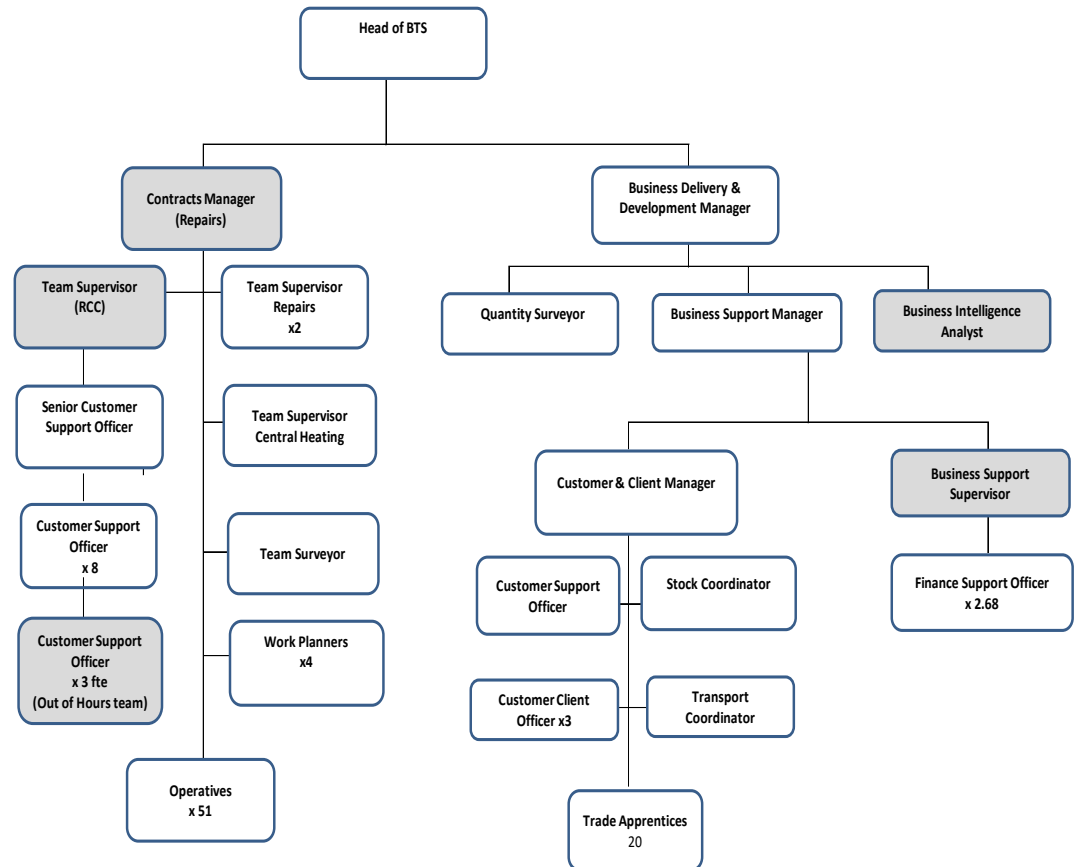


## **Appendix 2 – Proposed Structure**

This organisational structure shows the proposed staff moves, which have been highlighted:

1. The RCC reporting into the Contracts Manager (Repairs)
2. The new post of Team Supervisor (RCC)
3. The new post of Business Intelligence Analyst
4. The new post of Business Support Supervisor
5. The new post of Customer Support Officer Out-of-Hours.

Business Delivery & Development Team OCA Proposed Team Structure





**AGENDA ITEM****9**

**COMMITTEE:** ADMINISTRATION AND REGULATION

**DATE:** 15<sup>TH</sup> JULY 2020

**SUBJECT:** THE NEW CHECK-IN SCHEME IMPLEMENTATION REVIEW

**REPORT BY:** SERVICE DIRECTOR, HR & MONITORING OFFICER

**CONTACT OFFICER:** LESLEY MCNEILL/MICHELLE NICKLESS  
01582 547556/546285

**IMPLICATIONS:**

<b>LEGAL</b>	✓	<b>COMMUNITY SAFETY</b>
<b>EQUALITIES</b>	✓	<b>ENVIRONMENT</b>
<b>FINANCIAL</b>	✓	<b>CONSULTATIONS</b>
<b>STAFFING</b>	✓	<b>OTHER</b>

**WARDS AFFECTED: NONE**

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**PURPOSE**

1. To provide a required review of the Check-in scheme implementation one year after launch.

**RECOMMENDATION**

2. PPGB is recommended: to note successful implementation of the Check-in scheme to date; to approve proposed minor improvements in paragraph 11, and be advised that a further report will be scheduled after year 2 of the scheme has been reviewed at the end of March 2021.

## **BACKGROUND**

3. In 2018, the council approved the implementation of a new performance management scheme called Check-ins.
4. The scheme was designed and implemented across the council from April 2019 through a comprehensive communications plan and training programme. The primary goal is to have a performance management scheme which supports and values the individual, encourages regular communication with all employees, to improve motivation and individual performance. The new scheme was designed to:
  - Develop a coaching culture within the organisation
  - Enable all managers and staff to have effective, regular performance conversations
  - Support individual well-being and opportunities to review well-being concerns
  - Provide a clear process to manage under-performance using the PIP and EPP if necessary
  - Complement existing supervision, 1:1 arrangements and reflective practice conversations
  - Be flexible enough to be implemented across all teams and services

## **REPORT**

5. The 'Coaching for Managers – Effective Conversations' course has been attended by 357 colleagues. 16 events were delivered between April 2019-March 2020. A 'Getting the Best from your Check-in' course has been attended by 679 colleagues. 32 events were delivered between April 2019-March 2020. Alongside these training events, the Workforce & Organisational Development Team also produced and provided the following resources available for all staff and managers:
  - Getting the Best from your Check-in – audio PowerPoint and workbook (produced in response to current remote working arrangements)
  - Check-in Guidance Notes
  - Objectives, standards and competencies for raising performance - managers' toolkit
  - Check-in briefing presentation with trainer notes
6. A report from iTrent (the council's HR system) indicates that Check-ins are being conducted throughout the organisation – in all service areas and in both office and frontline teams. However the overall number of recorded check-ins is low in some services which suggests they are not being carried out and/or they are not being recorded.

7. Both issues will be addressed through a continuing training and support programme and with clearer advice on using iTrent. It is worth noting that total completion rates for the first year of the new scheme are higher than the final year of the previously established PPA scheme, which suggests the new scheme is understood and is generally being implemented effectively.

<b>Directorate</b>	<b>18-19 PPA completions</b> (% of total directorate workforce at 31 March 19)	<b>19-20 Check-in completions</b> (% of total directorate workforce at 31 March 20)	<b>April - June 20 Check-in completions</b> (% of total directorate workforce at 31 March 20)
Place & Infrastructure	27%	31%	14%
Customer & Commercial	49%	61%	18%
Children Services	41%	41%	21%
Public Health & Wellbeing	43%	49%	8%
Chief Executives	33%	58%	51%
LALL	43%	0%	13%

8. The scheme has been generally well received, with 69% staff and 74% managers responding it is “better” than the previous PPA scheme. It has also been well received by external peers, evidenced by the Peer Review report from 4 & 5th February 2020, and interest from regional partners asking for details of the scheme. The Peer Review report stated that *“the creation by the HR function of the ‘Check-ins’ approach around appraisal and well-being and its adoption across the council is a very positive development that staff and managers have welcomed. Essentially it facilitates regular dialogue between managers and each of their members of staff, moving away from an annual performance appraisal ‘set piece event’. The ‘check-ins’ discussions focus as much on people’s welfare as they do on performance and development.”*
9. Our internal review indicated that the scheme’s objectives are being met with 92% of staff responding stating that they have been asked about their wellbeing and development opportunities. The results suggest that further work may be needed to support managers to use the scheme in conjunction with performance management practice. 76% of responses from managers suggest the training offered has supported their understanding of the scheme. Some areas have been identified as needing more clarity, referenced in Appendix 3.

## **PROPOSAL**

10. That Administration & Regulation Committee note the successful implementation of the Check-in scheme and approve the recommended minor improvements highlighted below.

### **11. Recommendations for minor improvements:**

- Increase visibility of who is having regular conversations through improved reporting features within iTrent
- Make minor improvements to the guidance notes to include reference to the new corporate values; relationship of the scheme to performance management and the council's Future Ready 2040 vision
- Amend the format of online documentation to support performance management and improve usability for staff and managers

## **LEGAL IMPLICATIONS**

12. There are no legal implications. This report has been agreed by Jasbir Josen, Senior Solicitor in Legal Services on the 23<sup>rd</sup> June 2020.

## **STAFFING IMPLICATIONS**

13. There are no staffing implications as agreed with Angela Claridge, Service Director, HR & Monitoring Officer on the 21<sup>st</sup> May 2020.

## **EQUALITIES IMPLICATIONS**

14. There are no Equalities implications as agreed by Maureen Drummond, Interim Equalities Manager, on the 24 June 2020.

## **FINANCIAL IMPLICATIONS**

15. This report has been agreed with Darren Lambert, Finance Business Partner, and Corporate Finance on 25<sup>th</sup> June 2020.

16. There are no direct financial implications as all training is delivered by the internal Workforce and Organisational Development Team. Indirect costs of delivering the training programme to date are:

April 2019 -March 2020: 16 events delivered by internal workforce development officers cost £1380.

April 2020-March 2021: estimated cost £900, for continuing internal delivery.

Costs of any further training required or materials developed to broaden the range of support available, will be met from the corporate training budget.

## **CONSULTATION IMPLICATIONS**

16. There are no consultation implications within the report.

## **APPENDIX**

Appendix 1: Training Attendance April 2019-March 2020

Appendix 2: Check-in completions April 2019-March 2020

Appendix 3: Summary of consultation methodology and feedback

Appendix 4: Summary of minor improvements

## **LIST OF BACKGROUND PAPERS**

### **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

None

## Training Attendance Report

### Coaching For Managers – Effective Conversations

#### Course Objectives:

By the end of the course you'll be able to:

- demonstrate listening differently
- contract conversations with team members
- facilitate a coaching conversation
- explain how a coaching methodology can support empowerment and problem solving in the workplace
- describe the stages of a coaching led check-in conversation and peoples responsibilities within that
- identify further sources of information and support materials

Target group: This course is recommended for all managers and supervisors who is responsible for undertaking staff check-ins and anyone interested in developing themselves as a coach.

Number of events delivered April 2019 – March 2020 = **16**

Number of staff trained April 2019 – March 2020 = **357**

Delegates are asked what their level of competency is at the beginning and at the end of each session from 1-10. An average is taken for each session.

The average increase in competence across all events was 3.9

### Getting the best from your Check-in

#### Course objectives:

By the end of the course, you'll be able to:

- describe what a check-in is and how it works
- give and receive feedback effectively
- prepare effectively for your check-in

Target group: All staff

Number of events delivered April 2019 – March 2020 = **32**

Number of staff trained April 2019 – March 2020 = **679**

Delegates are asked what their level of competency is at the beginning and at the end of each session from 1-10. An average is taken for each session.

The average increase in competency across all events was 3.8

### Additional training events

The Getting the best from your check-in course was delivered, upon request, to specific departments/teams where the timetabled events were not suitable or easily accessible – these included:

- Catering Services
- Customer Services – briefing only
- Parks
- Manor Family Centre
- Adult Learning
- Flying Start
- Registry Office

This offer continues to be available through the Workforce & Organisational Team

These 245 colleagues have been included in the 679 total staff trained figures quoted earlier.

### Supporting training materials

The Workforce & Organisational Team have produced a number of supporting learning materials available for all staff and managers. These include:

Getting the best from your check-in – audio PowerPoint and workbook

Check-in Guidance Notes

Objectives, standards and competencies for raising performance - toolkit

Check-in briefing presentation with trainers notes

## Check-in completions

Source: Check-in completions recorded on itrent April 2019 – March 2020

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Health & Wellbeing and Public Health.....	2
Customer & Commercial.....	3
Place & Infrastructure.....	4
Children's Services .....	4
Chief Executives .....	6

### Overview Completion Results

Directorate	Total Checkin's recorded on itrent	Total staff with recorded Checkins on itrent (C)	Total workforce figure on itrent (D)	Total number of staff with no recorded Checkin (E)
Place & Infrastructure	403	249 (31%)	794	545 (69%)
Public Health & Well Being	340	230 (49%)	469	239 (51%)
Customer & Commercial	1293	519 (61%)	849	330 (39%)
Children's Services	755	335 (41%)	812	477 (59%)
Chief Executives	75	45 (58%)	78	33 (42%)
LALL	0	0	8	8 (100%)

- Date range 01 April 2019 – 31<sup>st</sup> March 2020
- Column D data taken as effect on 31<sup>st</sup> March 2020

The above table illustrates the total number of recorded check-ins within the directorate - it does not illustrate how many checkins have been recorded per person. Therefore we can assume each staff member in column C has had at least 1 (up to 4) to have featured in the report.

Column E illustrates the number of staff who have not had a checkin recorded on itrent as per workforce data on 31<sup>st</sup> March 2020.



PPA Completions for period April 2018 – March 2019

Directorate	Total PPA's recorded on itrent	Total staff with recorded PPA on itrent (C)	Total workforce figure on itrent (D)	Total number of staff with no recorded PPA (E)
Place & Infrastructure	216	216 (27%)	794	578 (73%)
Public Health & Well Being	203	203 (43%)	469	266 (58%)
Customer & Commercial	415	415 (49%)	849	434 (51%)
Children's Services	332	332 (41%)	812	480 (59%)
Chief Executives	26	26 (33%)	78	52 (67%)
LALL	3	3 (43%)	7	4 (57%)

- Date range 01 April 2018 – 31st March 2019
- Column D data taken as effect on 31st March 2019 \*

## Health & Wellbeing and Public Health

Total completed & recorded

Total number of staff on the report (not workforce total)

Breakdown per service area

Level 3 Structure	Level 4 Structure	Total Number Completed	Total number of staff on report
	Learning Disability Services	91	76
	Support in the Community	183	121
	Assessment & Care Planning	46	41
	Healthy Lives	3	2
	Quality Assurance	2	1

## Customer &amp; Commercial

Total completed & recorded

Total number of staff on the report (not workforce total)

Breakdown per service area

Level 3 Structure	Level 4 Structure	Total Number Completed	Total number of staff on report
Finance	Finance	48	38
Housing	Housing	161	84
	Building Technical Services	598	231
HR & Legal	Legal Services	38	17
	HR Strategy	71	23
	HR Business Support	26	22
	HR Operations	37	16
Revs, Bens & Customer Services	Change Implementation & education	8	8
	Change management & benefits	21	18
	Customer Services	100	59
	Financial Assessments	26	15
	Revenues	13	13
	Local Taxation & Council Tax Reduction	36	15
Transformation & Technology	Business Intelligence	46	17
	Digital Services	4	3
	Strategic Change	4	4
	Technology Client Team	21	7

## Place & Infrastructure

Total completed & recorded

Total number of staff on the report (not workforce total)

Average per staff member

Breakdown per service area

Level 3 Structure	Total Number Completed	Total number of staff on report
Chief Officer		2
Inclusive Growth	100	56
Planning & Economic Growth	13	11
Property & Construction	53	39
Public Protection	119	78
Public Realm	117	82

## Children's Services

Total completed & recorded

Total number of staff on the report (not workforce total)

Breakdown per service area

Level 3 Structure	Level 4 Structure	Total Number Completed	Total number of staff on report
Education Service	Education Welfare Service	12	8
	Education	279	180
	School Improvement	38	19
	Special Education Needs	32	14
	Youth Advice Service	10	10
	Educational Psychology	26	14

Quality, Improvement and Practice Innovation	Flying Start Childrens Centres	211	65
	Youth Offending Services		
	Safeguarding & Quality Assurance	4	3
Ops, Statutory Social Work, Early Help & Prevention	Children with Disabilities	14	11
	Prevention & Early Intervention Service	37	24
	Corporate Parenting	70	25
	Family Safeguarding	18	14
	MASH and Assessment	1	1
	*Blank field	2	1

- This may be due to a post being a singular position within the structure and not attached to a level 4 or 5 service/team

## Chief Executives

Total completed & recorded

Total number of staff on the report (not workforce total)

Breakdown per service area

Level 3 Structure	Level 4 Structure	Total Number Completed	Total number of staff on report
Policy, Communities and Engagement	Business and Member Services	9	4
	Strategic Policy & Engagement	11	9
	Strategic Community Service	22	13
	Investment Framework	5	2
	Communications Marketing & Digital Services	22	12
	*Blank itrent field	5	2

- This may be due to a post being a singular position within the structure and not attached to a level 4 or 5 service/team

# Check-in Scheme Feedback Summary

**Author:** Workforce & Organisational Development Team

**Contact:** [michelle.nickless@luton.gov.uk](mailto:michelle.nickless@luton.gov.uk)

**Version:** 1.0 (published)

**Last updated:** April 2020

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Consultation Methodology .....	2
The Scheme .....	2
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Implementation.....	4
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## Consultation Methodology

Due to the temporary change in the working environment due to Covid-19 the following planned consultation methods have not been used for this review:

- Employee Survey Results
- Specific targeted manager and staff survey (electronic and hard copy)
- Yammer discussion tool
- Staff and manager focus groups

The above will be used for the review in April 2021.

The methods below were used for this review:

1. Training evaluation results and quality assurance
2. Peer Review (Feb 2020) feedback report
3. HR Business Manager feedback from Directorate DMT's
4. Unions feedback via email
5. SMLG feedback
6. Limited email survey to training attendees, both staff and managers from a cross sector of the organisation
7. Feedback/comments from staff gathered throughout the implementation period

## The Scheme

Feedback from the Peer Review Panel that took place on 4<sup>th</sup> & 5<sup>th</sup> February 2020.

"The creation by the HR function of the 'Check-ins' approach around appraisal and well-being and its adoption across the council is a very positive development that staff and managers have welcomed. Essentially it facilitates regular dialogue between managers and each of their members of staff, moving away from an annual performance appraisal 'set piece event'. The 'Check-ins' discussions focus as much on people's welfare as they do on performance and development."

Themes from the Staff responses included – improved working relationships, motivation, staff feeling valued

*"Touching base. As only working at home, do feel like sometimes feel I am left out of team banter, and sometime feel I am not part of the team, and so can feel more isolated. But the check in has helped breach this, feeling like any problems I have can be approached and considered, like I matter."*

*"I feel like I am having a conversation about myself rather than just a review of my work, capacity, successes and room for improvement. The conversation includes my non-working life."*

Themes from the Manager responses included – flexibility of the scheme, inclusion of wellbeing, shared responsibility

*"Its brevity, informality and flexibility"*

*"There is shared responsibility now. Colleagues are more involved and reflective instead of waiting for you to tell them what's gone well over the year."*

Has the scheme given you the opportunity to discuss health & wellbeing, if the staff member wants to? 92% of staff respondents said YES. Manager respondents 100% said YES.

Does the scheme give you the opportunity to discuss development opportunities and work objectives? 100% of both manager and staff respondents said YES.

### Themes for improvements included – strengthening performance on the form, more support for managers

*“The form appears to focus on wellbeing rather than performance, the form needs to be more balanced. I would like my wellbeing supported but I would like to discuss areas of improvement and areas of success”*

*“A bit more communication leading up to the check in – a reminder of what is expected”*

*“None to the scheme itself, it all depends upon the manager undertaking it whether it is effective or not”*

*“Manager have two options to tick a box that their staff are either performing or not performing, sometimes the truth is that employees are performing but there is one aspect of their role they are not performing well in. There is middle ground and grey areas and Managers should be able to tick a box that says there is room for improvement and document what the gap is.”*

*“Due to the check ins being every 3 months, gives both management & individual opportunity to maintain build on achieving good open conversations, ensuring that both parties are getting the best from each other which will reflect on the service being offered”*

*“It needs to have a clearer element of performance so that as managers we can keep track of what the team are working on and whether they are completing the actions that have been agreed. The element of accountability is not strong in the current framework. Whilst I support the coaching model being promoted, I think that coaching is an element of the support that you give as a manager but it is not the entirety. Good managers hold people to account as well as supporting them effectively to develop.”*

How is the scheme supporting performance management?

*“Gives opportunity to talk about the difficult parts and allows the individual to think about solutions. It is harder with people who are not reflective people and are maybe not so aware of the performance concerns.”*

*“Works well in collaboration with Supervision”*

### How would you rate the check-in scheme in comparison with the previous PPA scheme?

69%/74% Better, 16%/16% The Same, 15%/5% Worse 5% N/A



## Training

The training on offer and supporting resources have helped my understanding of the Check-in scheme?

Staff Responses - 83% Agree, 17% Disagree

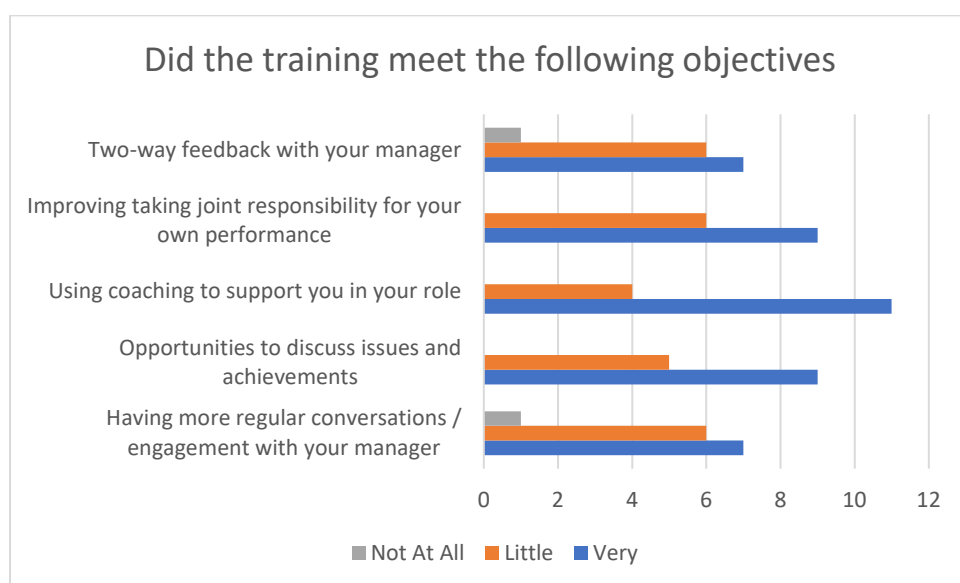
Manager Responses – 76% Agree, 6% Not Sure, 18% Not Used Yet

*“The training should be mandatory before any meetings are held”*

*“I think a refresher now I am using it would be beneficial”*

*“Most of my team feel that the coaching makes them feel like they are children and is not useful.”*

Responses to the objectives of the training suggests further work is needed to strengthen the content.



## Implementation

Themes from the staff responses included – mandatory training and increased accessibility for staff, improved format of the paperwork

*“The training should be mandatory before any meetings are held”*

*“Please review the check-in form. Not the easiest to use.”*

*“I do not think there is enough space on the check-in form to record work objectives and outcomes/results against these objectives. I use a modified version of the form making sure I ask the “check-in” questions but also giving me more space to record what I am asking the employee to do and whether they have achieved it.”*

*“Well being and success and issues need more of a framework.”*

## Recording & Reporting

Survey respondents highlighted no issues or barriers to recording the information on itrent. 100% respondents confirmed they had carried out at least one check-in and had recorded it on itrent.

Itrent – There is a concern that reporting is not taking place on itrent so the reports are not an accurate reflection of how many Check-ins are taking place.

Itrent Reports – These can be difficult to interpret the data as currently not clear if the reports are showing 1 per person or multiple check-ins throughout a 12 month period.

# Check-in Scheme Changes Summary

**Author:** Workforce & Organisational Development Team

**Contact:** [michelle.nickless@luton.gov.uk](mailto:michelle.nickless@luton.gov.uk)

**Version:** 1.0 (published)

**Last updated:** April 2020

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## Changes made within implementation period

Once the scheme had launched the team received feedback from staff and managers and made some changes and improvements throughout the implementation period to enhance the scheme and maximise accessibility. A summary of these are below:

Feedback	Origin	Changes made	Status
Include climate change and carbon reduction in the Check-in discussion	Climate Change working group	Points added to the Guidance Notes but not made a specific talking point on the Check-in form	In Progress
Editable Word template of the form for printing purposes and more writing space	Staff member	Form template created and uploaded to intranet	Complete
Unclear how to report on itrent	Managers	Old PPA references removed from list within itrent. Ratings remain as used for children services supervision	Complete

## Proposed changes from the review – to be implemented from July 2020 onwards

Feedback	Origin	Changes made	Status
Form does not support performance management	Staff Survey	Adapt form to strengthen an objectives section	To begin July 2020
Process does not support performance management	Staff Survey	Add more details in the guidance notes about how to performance manage in conjunction with the scheme	To begin July 2020
Include new Corporate Values in the discussion	Values Project Group	Add details in guidance notes about how to include/reference values in the process	To begin July 2020
Wellbeing, Success and Issues needs a framework	Staff Survey	Propose more detailed guidance on what these elements are and how to discuss/measure them and support staff	To begin July 2020
Apparent confusion over quantity and frequency of Check-in's	Staff Survey	Strengthen details in guidance notes to clarify – conduct	To begin July 2020

**APPENDIX 4**

		marketing/comms to provide information	
Reports do not clearly show how many checkin's are taking place	Management Teams	Review report specification with Civica to improve data received	To begin July 2020
Training does not meet all the principles of the scheme	Staff/Manager survey	Review and amend training content to strengthen key messages – including use of coaching methodology	To begin July 2020
A quarter of staff surveyed felt the scheme was not better	Staff/Manager survey	Understand why 26% response rate indicates check-in scheme is 'not better' and address concerns	further review impact of check-ins by April 2021

**AGENDA ITEM****10**

**COMMITTEE:** ADMINISTRATION AND REGULATION

**DATE:** 15<sup>TH</sup> JULY 2020

**SUBJECT:** BUYING ADDITIONAL ANNUAL LEAVE SCHEME

**REPORT BY:** SERVICE DIRECTOR,  
HUMAN RESOURCES AND MONITORING  
OFFICER

**CONTACT OFFICER:** HELEN GINTY 01582 548294

**IMPLICATIONS:**

<b>LEGAL</b>	✓	<b>COMMUNITY SAFETY</b>	
<b>EQUALITIES</b>	✓	<b>ENVIRONMENT</b>	
<b>FINANCIAL</b>	✓	<b>CONSULTATIONS</b>	✓
<b>STAFFING</b>	✓	<b>OTHER</b>	

**WARDS AFFECTED: NONE**

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**PURPOSE**

1. The Buying Annual Leave Scheme was launched in September 2018. A review of the scheme was undertaken after it had been operational for 12 months, and some proposals to change aspects of the scheme were agreed in February 2020. The scheme has proved to be extremely popular. In light of the financial pressures that the council faces, it is considered that there is further scope to both enhance this employee benefit and maximise the cost savings to the council by making some changes to the scheme.

**RECOMMENDATIONS**

2. **Administration and Regulation Committee is recommended**
  - (i) To note the take up and savings figures for the scheme to date.

- (ii) To agree the proposed changes to the scheme – specifically to increase the maximum leave that an employee can purchase from 10 to 20 days (or pro rata equivalent) and to enable the purchase of additional leave at any point during the holiday year.

## **BACKGROUND**

3. The buying annual leave scheme enables employees to take more time off work than their normal annual leave entitlement and this supports the council's approach to develop flexible employee benefits that attract, support and retain its workforce.
4. The scheme operates on a salary sacrifice basis with the cost of the additional leave that employees buy deducted from gross annual salary. This has the effect of reducing the employee's overall liability for tax, NI and pension contributions (if appropriate), whilst also reducing the council's liability for employers NI, apprenticeship levy and employer's pension contributions.
5. Full time employees can currently purchase up to 10 additional days leave, subject to the approval of their line manager. This is pro rata for part time employees.

## **REPORT**

6. Since the scheme launched, 329 applications to purchase leave have been approved. The number of hours purchased and the savings generated for the council are set out below.

	No of employees who bought additional leave	No of hours additional leave purchased	(A) Amount of salary sacrificed	(B) Employer's NI & apprenticeship levy savings (9%)	(C)* Estimated employer's pension contribution savings (17.3%)	Total savings A+B+C*
Oct 2018	62	2,553	£ 37,649	£ 3,388	£ 6,513	£ 47,550
Apr 2019	116	5,678	£ 88,748	£ 7,987	£15,353	£112,088
Oct 2019	83	3,406	£ 51,687	£ 4,652	£ 8,942	£ 65,281
April 2020	68	3,762	£ 62,893	£5,660	£10,880	£79,433
	<b>329</b>	<b>15,399</b>	<b>£240,977</b>	<b>£21,687</b>	<b>£41,688</b>	<b>£304,352</b>

\*The pension contribution figure assumes that all employees who have bought annual leave are also full contributing members of the LGPS and therefore the saving is likely to be overstated slightly.

7. The latest window for purchase of annual leave closed at the end of March 2020, following the Covid-19 lockdown. It is likely that the take up figures for April 2020 reflect the uncertainty of this period with the number of applications down by just over 40% from the previous year. Despite this decrease in applications, the average number of hours bought increased from 48 hours per applicant in April 2019 to 55 hours per applicant in April 2020, and the average saving (to the council) per applicant rose from £966 in April 2019 to £1,168 in April 2020.
8. It is anticipated that buying annual leave requests will remain depressed for the remainder of the current leave year as the majority of employees will have accrued but not taken leave during the lockdown, and will therefore have a 'cushion' of annual leave that is likely to reduce the need to purchase additional leave for the remainder of the holiday year. The expectation is that requests to buy annual leave will return to some sort of equilibrium in the 2021/22 holiday year.
9. An analysis of the reach and scope of this employee benefit was undertaken earlier this year and reported to Administration and Regulation Committee. In summary, this showed that employees from all directorates were accessing the scheme, and that there was a good spread of applications from across age ranges and across job grades.
10. A review of the amount of leave taken shows that approximately 40% of employees who purchased leave under this scheme opted to purchase the maximum entitlement. This suggests that there is likely to be an appetite from some employees to purchase more if the upper threshold were to be increased.
11. It is proposed to increase the maximum number of days that an employee can purchase under this scheme from 10 days to 20 days (or pro rata equivalent) in any leave year. Managers are encouraged to approve requests where possible but ultimately approval is subject to operational requirements and is not guaranteed. If a request cannot be approved in full, managers are asked to liaise with their employee and give consideration to accommodating the request in part. Where a request is refused outright on the grounds of service needs, the relevant service manager must sanction the decision.
12. Irrespective of how much annual leave is purchased, the expectation is that employees will take this leave within the leave year and that there will be no reimbursement for any leave purchased but not taken by the end of the leave year. Reimbursement of bought leave will only be made in very exceptional circumstances and with service manager approval (e.g. long-term absence or where service needs have stopped the employee from taking their leave).



13. Whilst the Trades Unions have been positive about this scheme and have agreed the proposals in this report, they wanted to ensure that employee expectations are managed and for the scheme documentation to clearly show that employees are not guaranteed to have their requests fully approved, particularly where they were seeking to purchase a lot of additional leave.
14. There are currently two six-week purchase windows in each holiday year. The first window is from mid-February to the end of March and the second window is open from mid-August to the end of September. Employees can currently only access the scheme outside of these windows in 'exceptional circumstances'. In the last 12 months, only two employees have applied outside of the main purchase windows.
15. The majority of applications to the scheme are made within the first window of the holiday year, enabling the repayments to be spread over a 12-month period, with the second window generating fewer applications and repayments compressed across 6 months. This biannual cycle means that the scheme is effectively 'promoted' to the workforce twice a year with reminders, countdowns and intranet articles.
16. It is recommended that these purchase windows are retained, and with them the benefit of twice yearly promotion of the scheme, however, it is proposed that more flexibility should be built into the scheme for employees who want to purchase leave outside of these windows and that the 'exceptional circumstances' caveat referred to in (14) be removed. This would mean for example that an employee who joins in November would not have to wait nearly 6 months before being able to purchase leave under this scheme, they could purchase immediately and repay during the 5-month period November – March.
17. There are a number of checks already built into the system to mitigate the risk of such an approach. All applicants whenever they apply are subject to a check to ensure that their salary after deductions remains above the national minimum wage – if not the request is refused. All applicants to the scheme make a declaration that they will pay back any monies owing to the council should they leave and have an outstanding balance in relation to the holiday they purchased. Normally this would be recovered from the employee's final salary payment but in the event that the amount owing was more than could be recovered then normal recovery arrangements would apply.

## **LEGAL IMPLICATIONS**

18. This report has been agreed with Jasbir Josen Senior Solicitor on 25<sup>th</sup> June 2020.

## **FINANCIAL IMPLICATIONS**

19. The proposed changes widen the scope of the scheme and thereby increase the potential for the council to make savings. The amount of savings will be determined by take up. However, in assessing the possible level of savings, consideration will need to be given to the likely impact on the working patterns of Council employees post-Covid, when it is likely that office based staff may work from home more frequently. In order to implement the changes there would be a one off cost, anticipated to be between £500 - £1,200 to amend iTrent to recognise the new upper purchase limit. Managers will also need to ensure that the scheme is operated to ensure that approval for additional annual leave requests does not adversely affect service delivery to such an extent that additional costs are incurred.
20. Dev Gopal, Service Director, Finance and Audit agreed this report on 30<sup>th</sup> June 2020.

## **STAFFING IMPLICATIONS**

21. This is a voluntary scheme. There is no impact on employees apart from as advised within the report.
22. Angela Claridge, Service Director, Human Resources and Monitoring Officer agreed this report on 25<sup>th</sup> June 2020.

## **EQUALITIES IMPLICATIONS**

23. There are no equalities implications attached to this report. Maureen Drummond, Interim Equalities Manager, signed off on this report 24 June 2020.

## **CONSULTATION ARRANGEMENTS**

24. The Trades Unions are fully informed on the take up of the scheme and have been consulted on the proposed changes, which they have agreed. Their comments are captured in para 13 and have been incorporated into the scheme revisions at Appendix 1.

## **APPENDIX**

Appendix – Buying Additional Leave Scheme – July 2020

### **LIST OF BACKGROUND PAPERS**

None

### **LOCAL GOVERNMENT ACT 1972, SECTION 100D**

None

# Buying additional leave scheme

July 2020

**HR Strategy Team**

## Document history

Version	Date	Notes	Prepared by
1.0	June 2018	Buying additional leave scheme introduced.	H Ginty
2.0	February 2020	Eligibility criteria widened to include employees on fixed term contracts and employees on probation. Reimbursement of leave not taken restricted for exceptional circumstances only.	H Ginty
2.1	July 2020	Scheme opened to applicants all year. Maximum number of days that can be purchased increased from 10 to 20 days for f/t employee or pro rata equivalent for p/t.	H Ginty

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### 1. Background

- 1.1 This scheme sets out the current corporate process for employees to request and “buy” additional holiday.
- 1.2 The scheme allows employees to take more time off work than their normal annual leave entitlement and this supports the council’s approach to develop employee benefits which attract, support and retain its workforce.
- 1.3 Additional holiday can be requested for reasons such as caring responsibilities, moving house, getting married, travel, to undertake training or simply time away from work.
- 1.4 The scheme will be operated on a similar basis to ‘salary sacrifice’. The cost of taking additional holiday will be deducted from gross annual salary thereby varying the employee’s contract of employment. As the employee’s overall salary is reduced their liability for tax, National Insurance and pension contributions (if appropriate) is also reduced.

### 2. Eligibility

- 2.1 The scheme is available to all council employees including those on the terms applying to Joint Negotiating Committee for Chief Officers or Local Authorities eg Service Directors, Corporate Directors and the Chief Executive.
- 2.2 The scheme **does not apply to:**
  - employees in schools under the scheme of financial delegation.
  - employees who are not in receipt of salary at the time deductions are due to commence.
  - employees on term time only contracts. This is because of the fixed nature of their hours and leave.
  - employees whose participation in the scheme would take their hourly rate below the National Minimum Wage.
- 2.3 Manager approval must be given, taking into account service needs. However, approval should not be unreasonably refused. Managers within ‘front line’ services should ensure that employees within their areas can access the scheme.

### 3. How the scheme works

- 3.1 Applications to the scheme can be made at any time of the year, however, the council will actively promote the scheme twice a year, once during February to March for the forthcoming leave year (April – March) and again, August to September for the remainder of the leave year.
- 3.2 Employees may request to buy additional holiday via an online application and authorisation process during the windows set out in 3.1. A manual application process is available for employees who do not have online access or who apply outside of the two main purchase windows.
- 3.3 Employees can request a minimum of one fifth of their normal contracted weekly hours up to a maximum of 20 days (148 hours for full time employees) or four weeks of their

normal contracted hours whichever is the lower. As additional holiday will be calculated in hours, it will be deducted in hours when it is taken.

- 3.4 Managers are encouraged to approve requests where possible but approval is subject to operational requirements and is not guaranteed. If a request cannot be approved in full, managers should give consideration to accommodating the request in part. Where a request is refused on the grounds of service needs, the relevant service manager must sanction the decision.
- 3.5 Additional holiday purchased must be taken within the leave year.
- 3.6 The cost of buying each additional hour of holiday will normally be calculated based on the hourly rate for the spinal column point (SCP) at which an employee is paid when their application is approved.
- 3.7 Employees who have a contractual arrangement to work annualised hours or compressed hours should seek specific information from the HR and payroll transactions team about how the cost of their request will be calculated.
- 3.8 For applications agreed in advance of the leave year, repayment will be spread equally throughout the annual leave year, with the first deduction in April, occurring monthly until the final deduction the following March. Where additional holiday is agreed at a point within the leave year, deductions will start once the request is agreed and will be spread into equal monthly payments until the final payment in March. Employees on fixed term contracts which expire during the repayment period will be required to reimburse any outstanding balance from their final salary.
- 3.9 Employees whose requests are approved will be required to agree to specific conditions. They must agree to the reduction in salary for the relevant holiday year or part thereof and also to repay the council for holiday taken in excess of their entitlement at the point of leaving, in line with their contract of employment.
- 3.10 This is a discretionary scheme and the council may withdraw the scheme at any time.

## 4. Declaring information

- 4.1 Whilst taking additional holiday, employees are still bound by their terms and conditions of employment with the council. The [code of conduct for employees](#) refers to conflicts of interest and paid and unpaid work. Employees are reminded of the need to comply with this code and all other relevant employee procedures, whilst taking additional holiday.

## 5. Other types of leave

- 5.1 Employees should refer to the council's [compassionate and special leave procedure](#) before requesting additional holiday. There may be other ways that the council can support employees who wish to take time off from work.
- 5.2 Extended leave applies when an employee wishes to take more than three working weeks away from the workplace on one occasion. If an employee wishes to do so they can use bought annual leave instead of unpaid leave. The provisions and notice requirements for extended leave are set out in the [compassionate and special leave procedure](#).



## Appendix 1 - Buying additional holiday scheme – FAQ's

**Q. How will I know when the scheme is open for requests to be considered?**

**A.** Applications to the scheme can now be made at any time of the year, however, the scheme will be actively promoted twice a year, February to mid-March for the forthcoming leave year (April – March) and again, August to September for the remainder of the leave year. During these windows applications can be made online as well as manually. Applications made outside of these windows must be made manually.

**Q. Can I buy additional holiday at any time?**

**A.** Yes – see above. However, as repayments are spread over the remainder of the leave year, the later in the leave year that you apply, the less time there is to spread the repayments and the higher the monthly cost will be.

**Q. Will my additional holiday show on my iTrent record?**

**A.** Yes. Your iTrent record will show any carried forward leave, approved additional holiday and your normal entitlement, as your total leave entitlement. Any holiday you take will be deducted from your total entitlement.

**Q. If for example, I make a request for an additional 37 hours' holiday and it is agreed, will I lose 37 hours' pay when I take this leave?**

**A.** No, the cost of the 37 hours' additional holiday that you have "purchased" will be spread across up to 12 months.

**Q. Can I sell my annual leave?**

**A.** No.

**Q. How do I record my additional holiday on my electronic Flexi recording sheet?**

**A.** As your approved additional holiday is combined with your normal entitlement, you should select the usual category of annual leave.

**Q. Who will cover my work when I'm taking my additional holiday?**

**A.** This will work in the same way as for your paid annual leave.

**Q. What happens if I am unable to take the leave that I have bought?**

**A.** When your additional holiday is agreed you must sign an agreement to pay for it. As with your normal annual leave, you must make arrangements to take your additional holiday within the holiday year. Reimbursement for untaken leave will only be considered in a very limited number of exceptional situations such as long term sick absence or where service demands have meant that you have been unable to utilise your holiday. In such cases approval will be required from your service manager.

**Q. Can I carry my leave forward if I don't use it?**

**A.** There will be no increase in the normal leave "carry forward" provisions and managers and employees must ensure proper planning and management of the taking of the additional annual leave. If, having purchased additional annual leave, you fail to take it before the end of the relevant leave year, and you are at your carry forward limit then the leave will be lost and no reimbursement made.

**Q. If I purchase additional leave will I be guaranteed the holiday dates that I need?**

**A.** As always, managers will do their best to accommodate leave requests. However, in line with the standard annual leave scheme, you should not make any arrangements, for

example booking travel or hotels before your requested leave dates have been approved.

**Q. Can my manager decline my request?**

**A.** Yes, but they must have the relevant service manager's approval. There may be reasons around service delivery that mean your request cannot be approved. Managers must facilitate requests wherever they can.

**Q. I am a manager and I can't agree to the full request - what should I do?**

**A.** Managers are encouraged to approve requests where practicable but can decline requests where additional cost or significant disruption to the service would be encountered. If you believe a full request is unworkable but a partial request could be accommodated, a conversation should take place with your employee about reaching a compromise over a different amount of leave or a different time period for it to be taken in. If agreement cannot be reached, you will need to decide if the original request can be approved.

**Q. Are there any other reasons why my request may be declined?**

**A.** Yes. We have a legal obligation to ensure that we pay all of our employees at least the national minimum wage (NMW). Payroll will check all requests. Any request where the salary deduction means the employees pay falls below the NMW will be declined.

**Q. I am on a fixed term contract, can I still apply to the scheme?**

**A.** Yes, however, all deductions are scheduled over either 12 or 6 months (dependant on when you purchase the leave) irrespective of the remaining length of your contract. This means that you could end up with an outstanding balance which you would repay at the end of your contract (deducted from your final salary). Your manager, when approving your request, will need to balance the amount of leave that you have requested with the remaining term of your contract as well as the needs of the service and the team.

**Q. Will I get less pension if I use this scheme?**

**A.** If you take, for example 20 hours' additional holiday, in effect your overall annual pay is reduced by 20 hours and you will not pay employee contributions or benefit from employer's contributions with regard to your pension, for these 20 hours. However, the overall effect on your pension, particularly if you have been a member of the pension scheme for some years, may be very slight. Your continuity of service for pension purposes and for all other aspects of your employment will not be affected. If you are concerned you should seek advice from Bedfordshire Pension Fund (LGPS), Teachers Pension Scheme (TPS) or the NHS Pension Scheme (NHSPS) before accessing the buying additional holiday scheme. There may be the facility within each of these schemes to voluntarily purchase additional pension and if this is an option you are interested in you should speak to the relevant pension scheme.

**Q. How much will it cost me to take some extra holiday?**

**A. Example 1**

Full time employee applying for two weeks (10 days/74 hours) additional leave when scheme opens for applications in February/March. The employee's contracted hours are 37 per week and their hourly rate is £12.93 gross (annual salary £24,964 gross).

74 hours x £12.93 = £ 956.82 gross

Payment to be deducted over 12 months. Deductions commence in April with the final payment being in March the following year.

Monthly deduction = £956.82 divided by 12 = £79.73 gross per month (see above for impact on pension and pensionable pay).

### Example 2

Part time employee applying for 5 hours additional annual leave when scheme opens for applications in August/September. The employee's contracted hours are 21 per week and their hourly rate is £18.37 gross (annual salary £35,444 gross)

5 hours x £18.37 = £91.85 gross

Payment to be deducted over 6 months. Deductions commence in October with the final payment being in March of the following year.

Monthly deduction = £91.85 divided by 6 = £15.30 gross per month (see above for impact on pension and pensionable pay).

Please note: The net effect of the two examples given above will differ from employee to employee and will be dependant upon individual tax codes, whether an individual is above the National Insurance earnings threshold and whether they are a member of the pension scheme.

**Q. Why does it cost me less to buy holiday in this way?**

**A.** If you opt to buy additional annual leave, the cost of that leave is deducted in equal monthly instalments from your gross annual salary over either a 6 or 12 month period. As this reduces overall pay, there is a corresponding reduction in tax, NI contribution and employee and employer pension contributions. Using this salary sacrifice method reduces the cost of purchasing leave to an employee who is a basic rate tax payer by approximately 30%

**Q. Apart from my pension, will buying additional holidays through this scheme impact on anything else?**

**A.** Agreeing to lower earnings means that you will pay lower national insurance (NI) contributions. Entitlement to some benefits and statutory payments is dependant upon levels of NI contributions and you should consider any impact this may have on statutory maternity/adoption/paternity pay, statutory sick pay, state pension and any means tested benefits or tax credits before purchasing leave under this scheme.

**Q. I have applied – what happens next?**

**A.** Your line manager will receive your application. If it is not approved, or if it is changed, your line manager will notify you. If your request is approved you may not receive confirmation from the HR and Payroll Transactions team, or see your leave balance change for a few weeks. This is because your application is processed during the month that your first payment is due and it's not possible to update the system earlier than this. You will however be able to book your leave in the normal way during this period. If payment details have not been confirmed or your balance has not increased by the end of the month in which your payments have commenced, then do contact HR and Payroll Transactions on x6615 as occasionally errors can occur.

**Q. What happens if I reduce my hours / or have a pay increase?**

**A.** The cost of buying additional holiday is calculated at the time your request is approved. You buy additional holiday in hours. For instance if you are full time and opt to buy 37 hours holiday, you still have 37 hours holiday to take even if you reduce your hours to 20

hours per week. Pay increases / decreases (such as for grade changes or the annual pay award) will not affect the repayment agreement you signed.

**Q. My personal circumstances have changed and I can no longer afford the monthly deduction from my salary – what should I do?**

A. In discussion with your manager and HR, you may be able to cancel any leave purchased under this scheme if not already taken. This will only be considered in exceptional circumstances.

**Q. What happens if I am ill during my leave?**

A. Normal arrangements for sickness during annual leave will apply to the buying annual leave scheme

**Q. What happens if I leave?**

A. Your manager will calculate your pro rata holiday entitlement up to your date of leaving. This will include both your contractual holidays and any holidays you may have bought. The number of days that you have already taken within the leave year will be deducted from this balance. If there is a shortfall and you have taken more holiday than you have accrued, then you will be required to repay the value of any leave shortfall from your final salary payment. Your manager will notify the HR and Payroll Transactions team of this via a leavers form. If there is a surplus then unless there are exceptional circumstances, you would be expected to utilise the surplus during your notice period so that there is a nil balance at your date of leaving. Deductions from salary for bought additional holiday will cease on your leaving date.

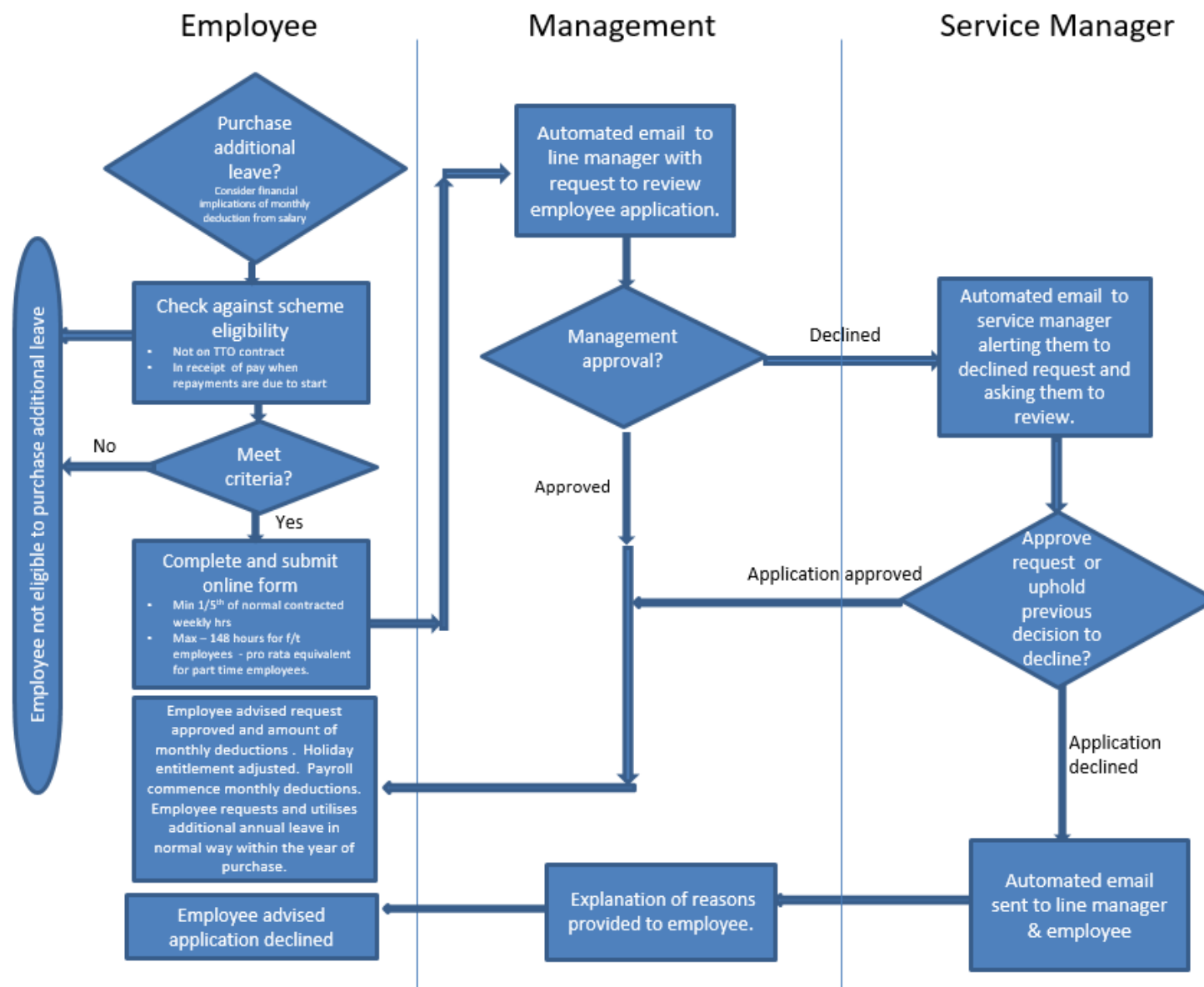
**Q. What happens if I leave due to compulsory redundancy?**

A. Special consideration may be given in situations of compulsory redundancy and ill health retirement.

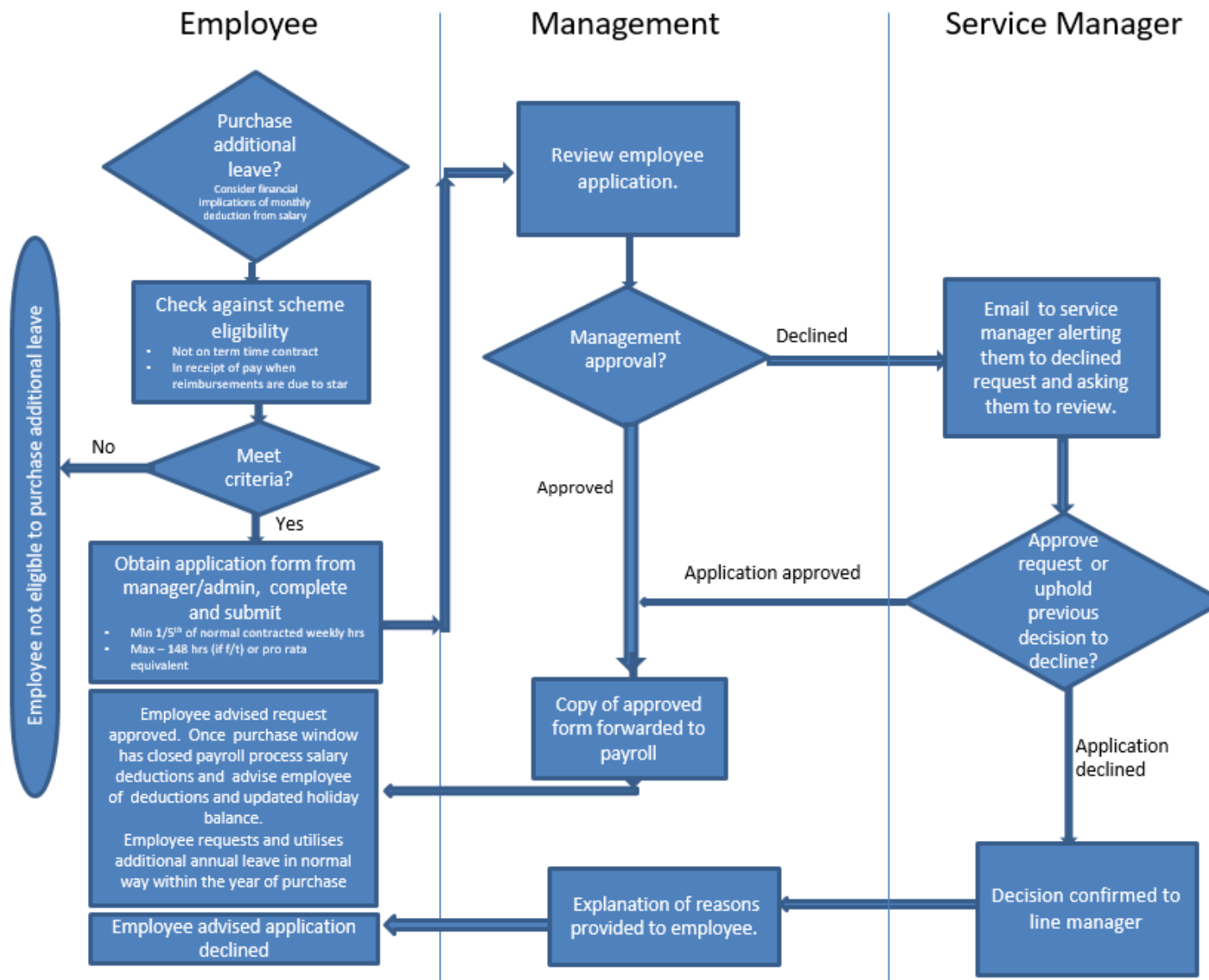
**Q. Who do I contact for further information?**

A. You can talk to your manager, or the HR and Payroll Transactions Team on 01582 546615

## Appendix 2a – Buying additional holiday via iTrent process



## Appendix 2b – Flow chart – buying additional holiday – manual process



### Appendix 3 – Manual application form

If you do not have access to iTrent self service and you wish to buy additional holiday you should complete this form and forward it to your line manager.

The maximum amount of additional holiday that full time employees may "buy" in any one holiday year is 148 hours or 4 weeks of their normal contracted hours, whichever is the lower. For part time employees the maximum will be pro rata to the number of hours you work.

If your request to buy holiday is approved, you will be notified of the resulting change to your monthly salary. You will be asked to sign to indicate your consent to this salary adjustment. The request to buy holiday will not be effective unless you sign and return the consent form.

Please note the booking of additional leave will be subject to the usual rules of your service area.

#### Section 1: To be completed by employee:

<b>Name:</b>	
<b>Start date with LBC:</b>	
<b>Job Title &amp; Department</b>	
<b>Hours worked per week:</b>	
<b>Manager's name</b>	
<b>How much additional holiday would you like to purchase?</b>	<b>hours</b>

#### **Declaration**

*I understand that if I opt to buy additional holiday entitlement, this will result in a reduction in my salary for the relevant holiday year.*

*I understand that the decision to allow me to buy holiday is entirely at the organisation's discretion.*

**Employee's signature:**

#### Section 2: To be completed by line manager

<b>Request approved:</b>	<b>Yes/No</b>
<b>If request refused - please provide details<sup>1</sup></b>	
<b>Line managers signature:</b>	
<b>Date:</b>	

**Please give a copy of this form to your employee, and send the signed application form to HR & Payroll Transactions Team, Ground Floor Apex House, 30-34 Upper George Street, Luton. LU1 2RD**

#### Section 3: For payroll use

<b>Date application received:</b>	<b>Date Processed:</b>
<b>Date confirmation letter sent:</b>	<b>Payroll signature:</b>

<sup>1</sup> If a request is refused the relevant Service Director must approve this decision and the line manager advise the employee of the reasons.

**COMMITTEE:** ADMINISTRATION AND REGULATION

**DATE:** 15<sup>TH</sup> JULY 2020

**SUBJECT:** ADMIN AND REGULATION COMMITTEE WORK PROGRAMME  
2020/21

**REPORT BY:** SERVICE DIRECTOR, HR AND MONITORING OFFICER

**CONTACT OFFICER:** ANGELA CLARIDGE Tel: 01582 546291

**IMPLICATIONS:**

**LEGAL** COMMUNITY SAFETY

**EQUALITIES** ENVIRONMENT

**FINANCIAL** CONSULTATIONS

**STAFFING** OTHER

**WARDS AFFECTED:** NONE

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## **PURPOSE**

1. To enable the Administration & Regulation Committee to plan and determine its work programme for the year 2020-21.

## **RECOMMENDATIONS**

2. Administration and Regulation Committee is recommended to:
  - (i) Examine and identify possible items for future meetings of the Committee and note the items listed on the work programme;
  - (ii) Note any request for additional meetings that may arise for urgent matters which need to be heard before the next calendared meeting.

## **REPORT**

3. The Administration and Regulation Committee is responsible for managing its work programme attached as an Appendix to this report.

## **APPENDIX**

Appendix A – Draft Work Programme 2020-21



## ADMINISTRATION & REGULATION COMMITTEE WP – APP. TO ITEM 12

<b>Meeting Date:</b> 7 September 2020	<b>Time:</b> 6.00 pm
<b>Reminder Date:</b> 6/8/20	
<b>Deadline for Titles:</b> 13/8/20	
<b>Deadline for Reports submission:</b> 20/8/20	
<b>Democracy &amp; Scrutiny Officer:</b> Angela Fraser	

Agenda items	Report Author/ Format/ Comments
Feedback on the Parks Service Management Restructure Recruitment Campaign (tbc)	Steve Battlebury/ Angela Claridge Written Report
Annual Complaints and Casework Report	Usman Iftikhar Data Governance and Information Manager Zoe Bulmer
Work Programme	Democracy & Scrutiny Officer Written report (Standing Item)

## ADMINISTRATION & REGULATION COMMITTEE WP – APP. TO ITEM 12

<b>Meeting Date:</b> 1 <sup>st</sup> October 2020	<b>Time:</b> 6.00 pm
<b>Reminder Date:</b> 2/9/20	
<b>Deadline for Titles:</b> 9/9/20	
<b>Deadline for Reports submission:</b> 16/9/20	
<b>Democracy &amp; Scrutiny Officer:</b> Eunice Lewis	

Agenda items	Report Author/ Format/ Comments
Review of Polling Place	Sam Freer/ Bert Siong Written Report
Missing Equality and Diversity Data on iTrent – progress update	Denise Morgan
Work Programme	Democracy & Scrutiny Officer Written report (Standing Item)

## ADMINISTRATION & REGULATION COMMITTEE WP – APP. TO ITEM 12

<b>Meeting Date:</b> 2 November 2020	<b>Time:</b> 6.00 pm
<b>Reminder Date:</b> 2/10/20	
<b>Deadline for Titles:</b> 9/10/20	
<b>Deadline for Reports submission:</b> 16/10/20	
<b>Democracy &amp; Scrutiny Officer:</b>	

Agenda items	Report Author/ Format/ Comments
Equality Impacts of Redundancies between April 2019 and March 2020 (To include progress of the retention strategy)	Angela Claridge/ Paul Cripps Written report
People Plan Annual Report	Angela Claridge (Written Report) Written report
Voluntary Separation Scheme – Reintroducing the Local Scheme (Update)	Anne Davies Written report
Model Pay Policy for Schools 2020 (TBC)	Nonie Benson HR Team Manager – Email request to EL on 25 <sup>th</sup> June 2020
Work Programme	Democracy & Scrutiny Officer Written report (Standing Item)

## ADMINISTRATION & REGULATION COMMITTEE WP – APP. TO ITEM 12

### ADDITIONAL MEETING

<b>Meeting Date:</b> 26 November 2020	<b>Time:</b> 6.00 pm
<b>Reminder Date:</b> 28/10/20	
<b>Deadline for Titles:</b> 04/11/20	
<b>Deadline for Reports submission:</b> 11/11/20	
<b>Democracy &amp; Scrutiny Officer:</b>	

Agenda items	Report Author/ Format/ Comments
Model Pay Policy for Schools 2020 (TBC)	Nonie Benson HR Team Manager – Email request to EL on 25 <sup>th</sup> June 2020
Work Programme	Democracy & Scrutiny Officer Written report (Standing Item)

## ADMINISTRATION & REGULATION COMMITTEE WP – APP. TO ITEM 12

<b>Meeting Date:</b> 16 <sup>th</sup> December 2020	<b>Time:</b> 6.00 pm
<b>Reminder Date:</b> 17/11/20	
<b>Deadline for Titles:</b> 24/11/20	
<b>Deadline for Reports submission:</b> 1/12/20	
<b>Democracy &amp; Scrutiny Officer:</b>	

Agenda items	Report Author/ Format/ Comments
Scale of Charges 2021-2022	Tim Lee (Written Report)
Model Pay Policy for Schools 2020 (TBC)	Nonie Benson HR Team Manager  Email request to EL on 25 <sup>th</sup> June 2020
Work Programme	Democracy & Scrutiny Officer Written report (Standing Item)

<b>Meeting Date:</b> 23 February 2021	<b>Time:</b> 6.00 pm
<b>Reminder Date:</b> 25/1/21	
<b>Deadline for Titles:</b> 1/2/21	
<b>Deadline for Reports submission:</b> 8/2/21	
<b>Democracy &amp; Scrutiny Officer:</b>	

Agenda items	Report Author/ Format/ Comments
Work Programme	Democracy & Scrutiny Officer Written report (Standing Item)

## ADMINISTRATION & REGULATION COMMITTEE WP – APP. TO ITEM 12

<b>Meeting Date:</b> 30 March 2021	<b>Time:</b> 6.00 pm
<b>Reminder Date:</b> 1/3/21	
<b>Deadline for Titles:</b> 8/3/21	
<b>Deadline for Reports submission:</b> 15/3/21	
<b>Democracy &amp; Scrutiny Officer:</b>	

Agenda items	Report Author/ Format/ Comments
Work Programme	Democracy & Scrutiny Officer Written report (Standing Item)