

Meeting: **Employment Committee**

Date/Time: **Thursday, 19 October 2017 at 10.00 am**

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

Contact: **Anna Poole (0116 305 0381)**

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

Membership

Mr. J. B. Rhodes CC (Chairman)

Ms. L. Broadley CC Ms. Betty Newton CC
Mr. D. Jennings CC Mr. R. J. Shepherd CC

AGENDA

<u>Item</u>	<u>Report by</u>	
1. Minutes of the meeting held on 29 June 2017.		(Pages 3 - 8)
2. Question Time.		
3. Questions asked by members under Standing Order 7(3) and 7(5).		
4. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.		
5. Declarations of interest in respect of items on the agenda.		
6. Values and Behaviours, Employment Deal and Performance Management Framework.	Director of Corporate Resources	(Pages 9 - 34)
7. Attendance Management.	Director of Corporate Resources	(Pages 35 - 42)



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|-----|---|---------------------------------------|-----------------|
| 8. | Health, Safety and Wellbeing Annual Report. | Director of
Corporate
Resources | (Pages 43 - 62) |
| 9. | Apprenticeships. | Director of
Corporate
Resources | (Pages 63 - 64) |
| 10. | Organisational Change Policy and Procedure:
Summary of Action Plans. | Chief Executive | (Pages 65 - 70) |
| 11. | Any other items which the Chairman has
decided to take as urgent. | | |
| 12. | Date of Next Meeting. | | |

Future meetings of the Employment Committee will take place at 10am on the following dates:

- 7 December 2017
- 1 February 2018
- 21 June 2018
- 25 October 2018
- 6 December 2018



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 29 June 2017.

PRESENT

Ms. L. Broadley CC
Mr. D. Jennings CC
Ms. Betty Newton CC

Mr. J. B. Rhodes CC
Mr. R. J. Shepherd CC

1. Appointment of Chairman.

RESOLVED:

That the appointment of Mr. J. B. Rhodes CC as Chairman of the Employment Committee for the period ending with the Annual Meeting of the County Council in 2018 be noted.

Mr. J. B. Rhodes – in the Chair.

2. Election of Deputy Chairman.

RESOLVED:

That Mr. R. J. Shepherd CC be elected Deputy Chairman of the Employment Committee for the period ending with the Annual Meeting of the County Council in 2018.

3. Minutes of the meeting held on 2 February 2017.

The minutes of the meeting held on 2 February 2017 were taken as read, confirmed and signed.

4. Question Time.

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

5. Questions asked by members under Standing Order 7(3) and 7(5).

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

6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

There were no urgent items for consideration.

7. Declarations of interest in respect of items on the agenda.

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

No declarations were made.

8. Employee Volunteering.

The Committee considered a report of the Chief Executive and the Director of Corporate Resources concerning Employee Volunteering. A copy of the report, marked "Agenda Item 8" is filed with these minutes.

Arising from discussion, the following points were raised:

- i) The new arrangements were in addition to the existing arrangements in place for employee volunteering and would be operated on an 18 month trial period. Once implemented, a cap of 10% (based on average salaries across the Council) on the number of employees taking up the scheme each year would be introduced. This would help to mitigate cost in terms of "lost productivity" to roles. It was yet to be decided how this cap would be applied – whether by individual team or as a whole across the Council.
- ii) A variety of voluntary opportunities would be available which supported the aims of the Communities Strategy; so supporting the case for investment in the new arrangements and supporting delivery of the aims of the Communities Strategy.
- iii) Line managers would monitor the level of activity undertaken by individual members of staff, and it would be for them to decide whether the opportunity was supported.
- iv) The Communities Board, a cross-corporate board consisting of the Senior Management Team, would consider how the new arrangements were implemented and which of the models of delivery, set out in Appendix B of the report, were adopted.

RESOLVED:

That the Employee Volunteering Policy be approved.

9. People Strategy.

The Committee considered a report of the Director of Corporate Resources concerning the People Strategy. A copy of the report, marked "Agenda Item 9" is filed with these minutes.

Arising from discussion, the following points were raised:

- i) The Strategy had been structured into four key themes: Performance Management; Leadership; Skilled Flexible and Resilient Workforce; and Enablers. There would be corporate sponsorship in place for each theme; which demonstrated cross organisational support for the new Strategy;
- ii) Organisational development work would be implemented first, so that the foundations were in place to embed the performance and productivity culture;
- iii) Each Department would be asked to produce a departmental workforce strategy to detail the workforce issues for the next 2-3 years, addressing issues such as

recruitment, retention, succession planning and the skills base needed to deliver. An analysis would be completed to ensure that the Council's processes and policies enabled the work required;

- iv) Each Department would consider its workforce requirements, the work required and explore how demands and priorities would be delivered with reduced resources. Members were informed that officers would seek to bring in smarter working practices, including cross Departmental working, which would lead to more efficient service delivery. Members were assured that managers would engage with all employees, to encourage them to contribute to the discussions and decisions made;
- v) The staff survey had been completed recently and, with a 50% response rate, this was higher than the last survey carried out. Officers agreed to present the high level results from the survey to a future meeting of the Committee.

RESOLVED:

That the draft People Strategy (2017 – 2020) and related year one delivery plan be approved.

10. Apprenticeships.

The Committee considered a report of the Director of Corporate Resources concerning Apprenticeships. A copy of the report, marked "Agenda Item 10" is filed with these minutes.

Arising from discussion, the following points were noted:

- i) The revised Apprenticeship Strategy presented an opportunity to promote continual professional development to existing staff who may wish to retrain, as well as new starters, as there were no age restrictions within the scheme;
- ii) The Council's maintained schools were included in the scheme, as they were included in the assessment for the levy funding arrangements. Several providers would be commissioned to provide the training, including the County Council's Adult Learning Team, to ensure that the best level of support was given to staff. Additionally, the Council's Get Set mentoring project would be involved to support young people to become work ready;
- iii) It was acknowledged that the target to achieve 360 apprentices was ambitious. Performance would be reported to Government, although there would be no penalty for not meeting the Government's target of having 2.3% of the headcount as apprentices. The only implication was that, if not drawn down within 24 months, the funding would expire and be returned to Government;
- iv) The Scheme would be used to help address retention and retraining of existing staff and would help to address specific issues within particular Departments and services e.g. Highways within Environment and Transport, where some older staff could seek opportunities to retrain, due to the physical nature of the work undertaken over a number of years. Members were informed that, as a large complex employer, the County Council needed a flexible workforce to deliver services. As such, managers would be encouraged to think creatively about how people were retained, including the possibility of retraining;

- v) Members were concerned about resources lost should newly trained staff move to other employers. It was acknowledged that this was part of the operation of the new scheme; the organisation would benefit from the skills of staff while they worked at the Council.

RESOLVED:

That the Apprenticeship Strategy be endorsed.

11. Attendance Management.

The Committee considered a report of the Director of Corporate Resources concerning Attendance Management. A copy of the report, marked "Agenda Item 11" is filed with these minutes.

Arising from discussion, the following points were noted:

- i) Members were updated on the total number of days of absence per Full Time Equivalent (FTE) employee; which had continued to decrease to 9.80 in the year to the end of May 2017;
- ii) Regarding the levels of sickness due to stress, depression and mental health within the report, Members were informed that, it was technically possible to differentiate between sickness absence levels for each of these illnesses within the absence reporting system. However, it would be difficult for managers to distinguish between them based on the information supplied by Doctors, which usually categorised them together;
- iii) A deep dive analysis into specific long-term absence cases was undertaken on an annual basis to review specific cases. Members were informed that this showed that not one case was caused by purely work related stress; it tended to be a combination of work and personal issues, leading to the conclusion that the issue was how to support people to remain resilient in all aspects of their life;
- iv) It was emphasised that some managers were addressing sickness absence within their teams effectively and were having open and honest conversations with their staff; however other managers needed more support. A 12 month 'Intensive Support' project had been put in place to support managers to improve skills, knowledge and confidence in addressing attendance management issues. It was highlighted that the triage service provided by First Care, where staff spoke with a nurse, would ask those medical questions that managers felt unable to do so;
- v) Members recognised that there were differences in the absence levels of Departments. The Chief Executive's Department was the only Council department currently with a sickness absence level within the corporate target of 7.5 days. It was highlighted that different factors could distort the data, including the size and culture of the department, the type of workforce and jobs carried out; some of which were physical; the quality of management and the breadth of departmental responsibilities. It was highlighted that the data needed to be analysed in different ways to prioritise resource and support levels for managers;

- vi) The key aim of the attendance management policy was to bring people back to work as quickly as possible. It was recognised that leaving people in an isolated position at home was not beneficial for those staff with mental health issues. It was part of the manager's role to explore a variety of return to work options;
- vii) Members found it beneficial to receive a breakdown of long and short term absence. It was noted, however, that additional data in terms of specific numbers was required to fully understand the level of sickness across departments and the number of staff involved;
- viii) There was a range of support for staff with mental ill health, including the in-house wellbeing welfare service, as well as self-help resources on the intranet. Additionally, staff had been trained as mental health first aiders;
- ix) Members raised the issue of the Increments Policy; it was noted that this would be discussed at the Committee meeting in December.

RESOLVED:

- a) That the report on Attendance Management at the end of April 2017 be noted;
- b) That the data detailing levels of sickness by Department would, in future, include the specific number of staff concerned; and
- c) That the Increments Policy be considered by the Committee at their meeting on 7 December 2017.

12. Organisational Change Policy and Procedure Summary of Action Plans.

The Committee considered a report of the Chief Executive concerning Organisational Change Policy and Procedure: Summary of Action Plans. A copy of the report, marked "Agenda Item 12" is filed with these minutes.

RESOLVED:

That the report be noted.

13. Date of Next Meeting.

It was noted that the next meeting of the Committee was scheduled to take place on 19 October 2017 at 10am.

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EMPLOYMENT COMMITTEE 19 OCTOBER 2017

VALUES AND BEHAVIOURS, EMPLOYMENT DEAL AND PERFORMANCE MANAGEMENT FRAMEWORK

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to present to the Employment Committee details of the following three initiatives, and to seek views on their implementation. The proposals in this report recognise the synergies between the three areas:
 - a. A change to the current organisational values and behaviours which set out the attitudes and approach to work that the County Council expect from employees;
 - b. The introduction of an Employment Deal which will assist in ensuring all County Council employees and prospective employees understand what is expected of them and what they can expect from the Council;
 - c. The introduction of a Performance Management Framework which outlines the expectations of County Council leaders and managers, and further supports the development of a performance culture.
2. The above projects are included in the delivery plan which has been developed to support the implementation of the Council's People Strategy (performance management theme) and are scheduled to be completed by 31st March 2018.

Background

3. As part of the Council's transformation agenda, the current organisational values have been revisited and updated. The values were introduced approximately 10 years ago after extensive engagement and consultation with staff. They reflected the priorities and demands on the Council at that time, and are:
 - Being positive
 - Flexibility
 - The desire to achieve results
 - Speaking up
 - A focus on the people of Leicestershire
 - Co-operation
4. Together with the revision of the organisational values and behaviours, work was undertaken to create an Employment Deal (attached at Appendix 1) and Performance Management Framework (attached at Appendix 2).

5. Senior management feedback has shaped the development of the three initiatives detailed in paragraph 1 above.

Values & Behaviours

6. Organisational values and behaviours are important when it comes to supporting an organisation's vision, to shape its culture and to reflect what it views as being important in its employment relationship. This can then impact on the services it provides. When implemented effectively, values and behaviours enable the workforce to feel connected to the organisation, and they help to reinforce an individual's sense of belonging.
7. Research shows that organisations which have strong organisational values outperform those which do not. There is also a growing role for values and behaviours in the recruitment process, with candidates seeking to establish what 'type' of organisation a prospective employer may be.
8. Extensive consultation, including a number of engagement sessions across the Council has now been completed. The sessions set out the current and future priorities and challenges for the Council and asked individuals what they thought the values should be which staff would wish to aspire to, in order to embed culture change within departments and services.
9. Over 1,200 members of staff were engaged in the process and all feedback was captured and then analysed. Based on the results of this analysis the following values and behaviours have been agreed by CMT:

<p>Positivity</p> <p>We find the best way to get things done. We challenge ourselves to deliver high quality services and inspire others to deliver results.</p>	<p>Flexibility</p> <p>We are adaptable in order to support the needs of the business – working collaboratively and supporting colleagues.</p>
<p>Openness and Transparency</p> <p>We are honest with the people we work with and serve. We share information and communicate clearly.</p>	<p>Trust and Respect</p> <p>We enable our staff to take ownership and be accountable for their own performance, actions and decisions. We value diversity and listen to the view of others.</p>

10. To realise fully the benefits of having a set of organisational values and behaviours it will be necessary to embed them into working practices, therefore making them relevant and meaningful to all employees across the County Council. Departmental workforce strategies will support the implementation and embedding of the values by providing a local context, which recognises departmental and service level working practices and cultures.

Employment Deal

11. Research demonstrates that for those organisations where there is an effective employment deal, there is a significant improvement in employee engagement and commitment which, therefore, has a positive impact on performance. The Employment Deal is a psychological contract; it supports the recruitment and selection of individuals

who align themselves with the organisation's values and behaviours. It also helps to reinforce the reasons why individuals work for the Council i.e. public service, and reminds them of their responsibilities and the benefits which they have available.

12. To assist in positioning the revised organisational values and behaviours and reinforce the focus on performance management, the Employment Deal that has been developed describes what the County Council expects of employees and what they can expect in return.
13. Taken together, the Employment Deal along with the values and behaviours will set the foundation for the development of the County Council's organisational culture. It is intended that the Employment Deal serves as a 'living' psychological contract, one that continues to develop and strengthen. A digital platform will be developed following the launch to support this, accessible to both current and potential employees. The platform will contain video examples of employees who are living the County Council's values and behaviours, together with career stories from across the workforce that reflect the diversity of jobs, length of service and experience. For example, they will represent those staff who have progressed upwards, colleagues who have moved 'sideways' to develop broad skill sets, long serving colleagues and apprentices who have developed in the organisation.
14. The Employment Deal (Working for the Leicestershire County Council) is attached at Appendix 1.

Performance Management Framework

15. The Committee will recall a discussion at its meeting on 2 February 2017 on performance management. Following this, workshops on leadership and performance were held with senior managers. The outputs of these engagement sessions confirmed that there is currently a lack of clarity and consistency on what the expectations are for leaders and managers in terms of their roles and, in particular, with regard to managing performance.
16. To enable managers to effectively manage the performance of their teams, a performance management framework will be implemented. This will set out the expectations for our managers, built around five themes:

- Drive
- Think
- Feel
- Connect
- Inspire

Across each of these themes, managers will be expected to develop and demonstrate competence at 3 levels:

Level 1 – self management

Level 2 – team manager

Level 3 – management of people managers

17. Measurement of competence across these themes and levels will follow a 'multi angle' approach which looks at performance from both an operational and people perspective. The proposal is to combine the following methodologies:

- 360 degree feedback – consideration of style, impact and contribution
- Operational performance - achievement of KPIs / score card measures
- Management self-assessment – use of self-reflection tools
- Team assessment – used in conjunction with self-assessment to gain insight, build confidence and / or change behaviour

18. The Performance Management Framework is attached at Appendix 2.

Implementation Approach

19. All three initiatives detailed in paragraph 1 were launched at the Corporate Management Team roadshows in September/October 2017. Interactive sessions to explore and embed the values and behaviours, and the Employment Deal will be held with teams across the Council.

20. Human Resources/Organisational Development (HR/OD) Business Partners will co-deliver interactive sessions with their Senior Leadership Teams to assist in the process of understanding, accepting and embedding the values and behaviours, Employment Deal and Performance Management Framework within each department. The focus will be on aligning these with departmental priorities and any 'departmental' values or behaviours that are already established.

21. The Performance Management Framework will be embedded further through the longer term delivery of the leadership offer, development of supporting tools, re-designing the appraisal process and implementation of operational performance measures.

22. In addition to the above, work will be undertaken to identify where they need to be included in relevant Human Resources policies and procedures, contracts of employment and recruitment communication channels.

Recommendations

23. The committee notes the contents of this report, and comments on the approach being taken in respect of the:

- a) Revised organisational values and behaviours
- b) Introduction of an Employment Deal
- c) Introduction of a Performance Management Framework

Circulation under Local issues Alert Procedure

24. None.

Officer to Contact

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List of Appendices

- Appendix 1 – Working at Leicestershire County Council (the Employment Deal)
- Appendix 2 – Performance Management Framework

Equality and Human Rights Implications




26. An Equality and Human Right Impact Assessment (EHRIA) has been completed for values and behaviours, employment deal and the performance management framework. Further EHRIAs will be required on the tools developed to support the performance management framework.

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Working at Leicestershire County Council



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More than 5,000 people work for Leicestershire County Council, making a difference to people's lives.

If you're reading this you're either one of the people already making a difference, or you're thinking about joining us and being part of the team at Leicestershire County Council.

Either way, we hope that you will find this information useful – and that it will help to bring out the best in you, throughout a career that is supported and rewarding.

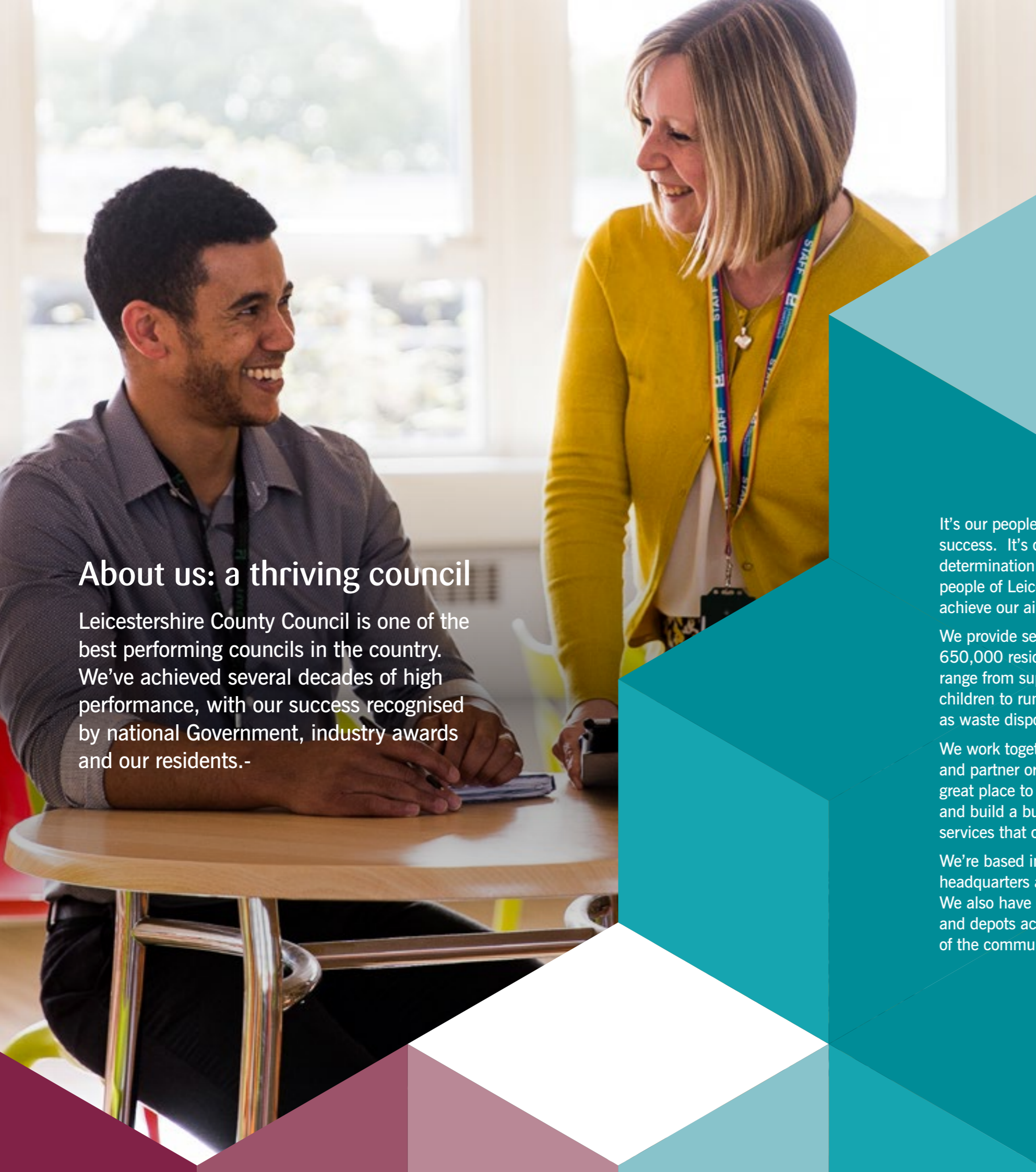
John Sinnott
Chief Executive

Councillor Byron Rhodes
Chair of Employment Committee



“Leicestershire County Council have been a brilliant employer in terms of training and opportunities . I've always had strong managers, been part of a fantastic team and a good structure that helps to get you to the furthest point possible in your career.”

Dawn, Children and Family Services



About us: a thriving council

Leicestershire County Council is one of the best performing councils in the country. We've achieved several decades of high performance, with our success recognised by national Government, industry awards and our residents.-

It's our people that drive the council's success. It's day-to-day effort, creativity, determination and commitment to the people of Leicestershire that help to achieve our aims.

We provide services to more than 650,000 residents every day. This can range from supporting older people and children to running essential services such as waste disposal and road maintenance.

We work together with our communities and partner organisations to create a great place to live, to bring up a family, and build a business, supported by public services that offer good value for money.

We're based in Leicestershire, with our headquarters at County Hall, Glenfield. We also have some social care centres and depots across the county, in the heart of the communities they serve.

We're proud of Leicestershire, and we think it has much to offer.

- It's centrally located, easily reached by road or rail, and only an hour from London
- It's a hugely diverse and inclusive place to be, reflected by our diverse workforce
- There's stunning countryside right on our doorstep
- Our universities are world class
- The biggest Diwali celebrations outside India
- We're home to a battlefield which changed history, pork pies and Stilton cheese

How we make a difference

We strive each day to make a difference for people in Leicestershire. Whether we're fixing the roads or protecting young people, supporting a carer or helping to boost the economy.

It's important that our people know what the council is here for. We focus on five outcomes, which describe the difference Leicestershire County Council will make to people's lives.

These aims guide the way we make decisions and how we make the most of our resources - working closely in a joined up way with partner organisations where we can.

We're aiming to achieve the following outcomes for people:



1 Strong economy

Leicestershire's economy is growing and resilient so that people and businesses can fulfil their potential.

2 Wellbeing and opportunity

The people of Leicestershire have the opportunities and support they need to take control of their health and wellbeing.



3 Keeping people safe

People in Leicestershire are safe and protected from harm.

4 Great communities

Leicestershire communities are thriving and integrated places where people help and support each other and take pride in their local area.



5 Affordable and quality homes

Leicestershire has a choice of quality homes that people can afford.



“By describing the difference we will make to people, communities and business, we're able to sharpen our focus on what really matters - the outcome. Our plans must have real and lasting benefit for people in Leicestershire.”

Nick Rushton, Leader, Leicestershire County Council



“I was part of a staff focus group that discussed the council’s values. It surprised me how, while we all worked in different service areas, we came up with similar words to describe what drives us and how we behave.”

Fiona, Environment and Transport

Our values and behaviours – what we expect from you

Like any public sector organisation, we have policies, procedures and a code of conduct.

We expect everyone to understand and stick to these rules. These policies ensure that we do the basics well and we have a strong foundation of good governance.

To achieve our aims and get the results we need to really make a difference, we also expect our people to embrace a set of common values and behaviours. These underpin everything we do and describe the way we approach our work.



Positivity

We find the best way to get things done, and aspire to be the best we can. We deliver quality services and inspire others to deliver results.



Trust and Respect

We take ownership and accountability for our actions. We value diversity. We’re inclusive and listen to the views of others.



Flexibility

We adapt to support the needs of the business. We work creatively, collaboratively and support our colleagues.



Openness and Transparency

We are honest with the people we work with and serve. We share information and communicate clearly.

What you get in return – the benefits of a job well done

Yes, you get paid, and receive a decent number of days off for doing your job. But we want you to get a lot more from working at Leicestershire County Council.



Work-life balance

We all have a responsibility to do our job well and people at Leicestershire are dedicated and committed – no matter which area of the organisation they're from.

But we know that people enjoy work more and are more productive if we can support them to achieve some balance. We're flexible, and we expect our people to be flexible too.

We aim to equip our staff with the technology they need to be able to work when, where and how they need to. This might include working from home, or from a different location or at a time of day that suits them and the work they do. In short, we trust our people to get the job done.

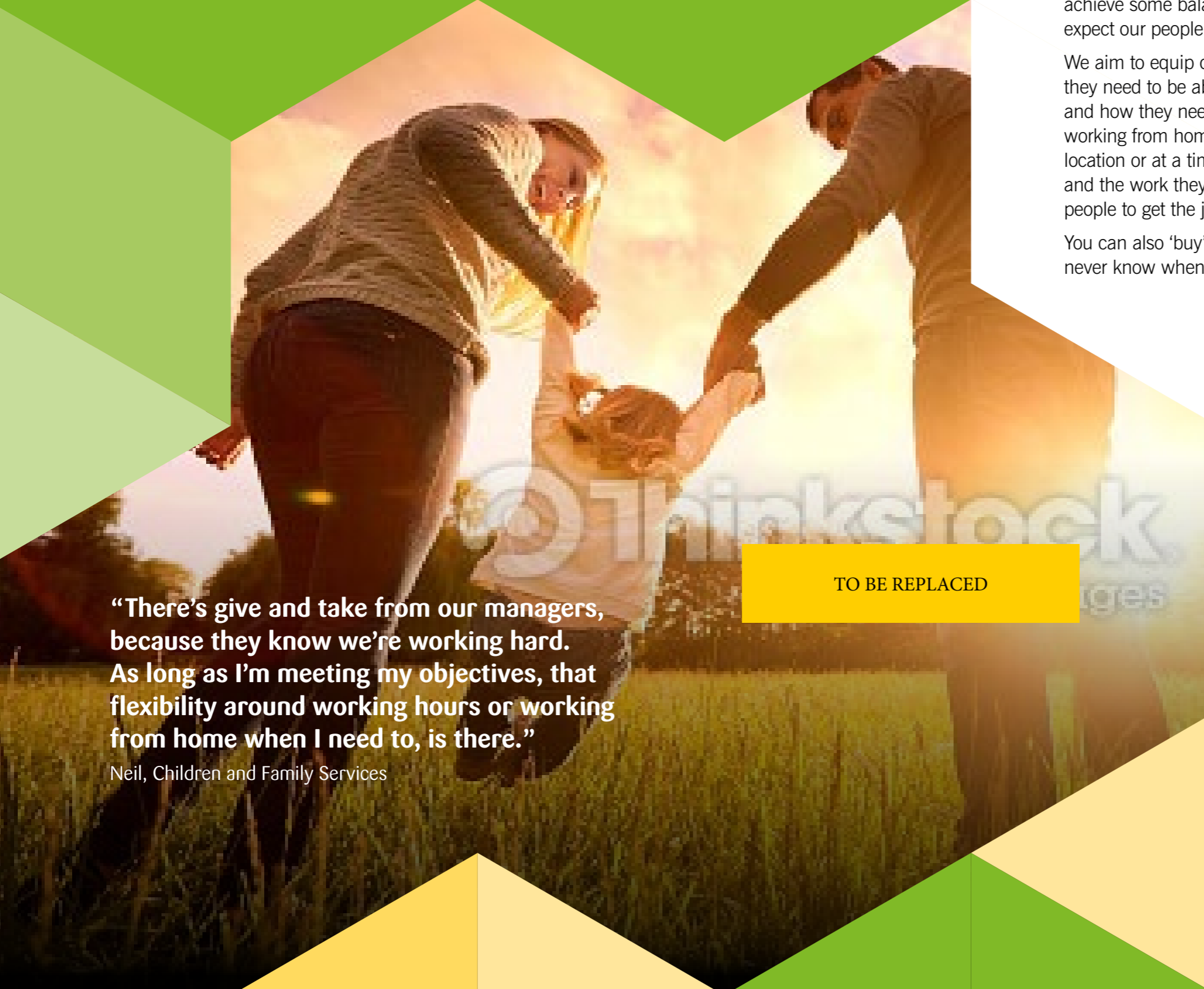
You can also 'buy' extra annual leave – you never know when you might need it...



Career development and training

We want people to build a career at Leicestershire – bringing the best of their talent and ideas to their roles.

We offer excellent training opportunities – which come in all sorts of packages to suit your needs and the needs of the organisation. This can range from formal learning through to coaching and shadowing.



TO BE REPLACED

“There's give and take from our managers, because they know we're working hard. As long as I'm meeting my objectives, that flexibility around working hours or working from home when I need to, is there.”

Neil, Children and Family Services



A place where you can be yourself

We know that people perform better when they can be themselves, so we create a work place where people can be open with colleagues.

We value our workers' groups – for BME, disabled, LGBT+ staff and those who are carers outside of work – and encourage staff to be involved.



Staff benefits

As well as having the option to join the nationwide Local Government Pension Scheme, our staff discount offer gives you access to local and national discounts on everything from spa breaks to DIY. We also run a 'cycle to work' scheme, which means you can buy a bike and save money on travel.

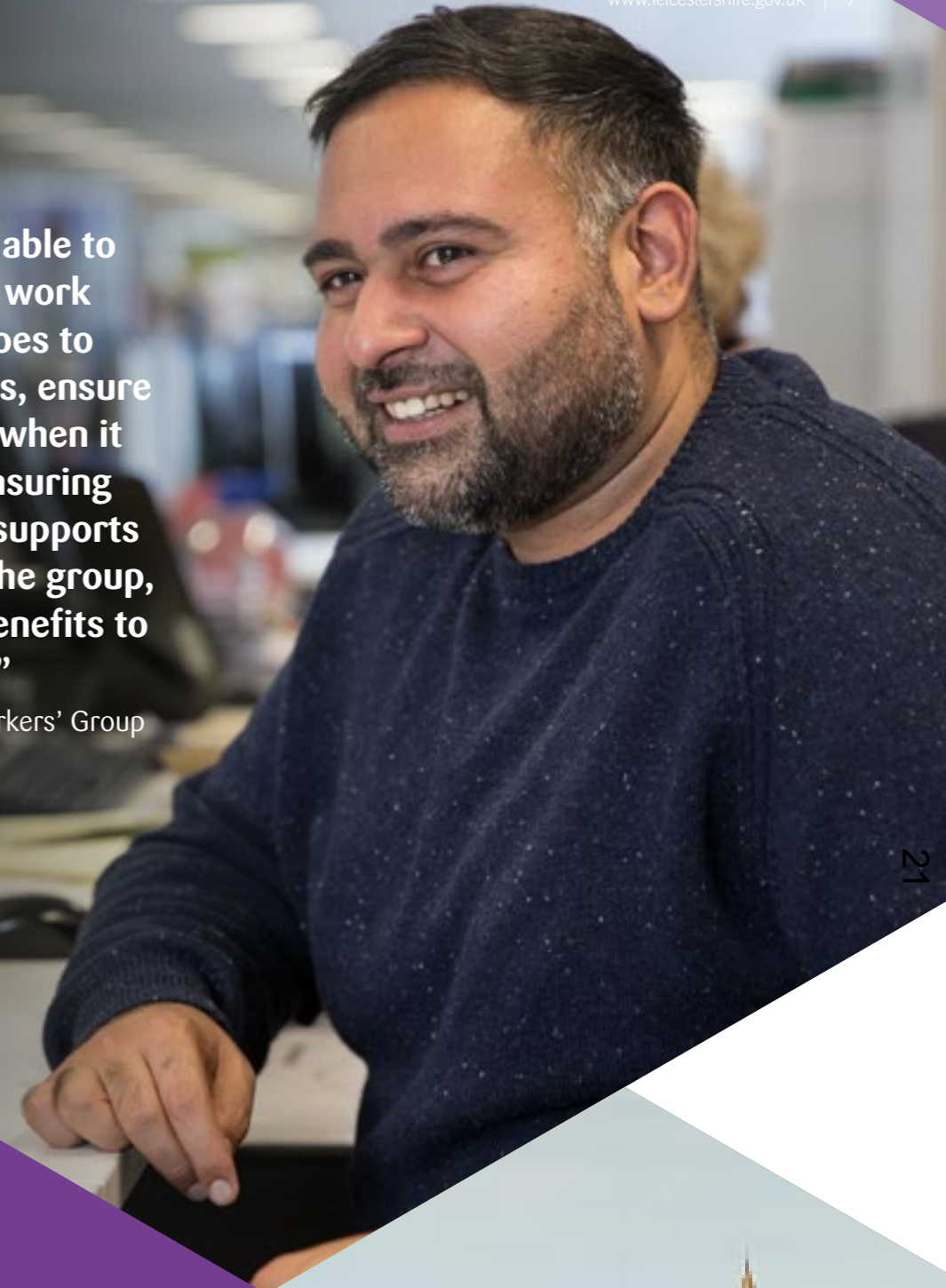
You can also save on child care through our voucher scheme.

“There are many good things about working at the Leicestershire County Council. I get to work on projects that really help people. I also work with a great bunch of people who support me. Plus – there are some real perks – such as discounts on holidays and a childcare scheme.”

Sally, Corporate Resources

“In my role, I’ve been able to oversee the important work that that the council does to represent BME workers, ensure their voices are heard when it comes to policy and ensuring equality. My manager supports my involvement with the group, and we both see the benefits to my own development.”

Rabinder, Chair of the Black Workers’ Group



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Genuine recognition and thanks

Our efforts continue day-in-day-out. Sometimes even through the night and weekends. We encourage people to recognise and celebrate each other’s hard work, achievements and talents. Hundreds say thank you by sending a special e-card. Or the old fashioned way – by taking time to speak to someone or drop them a line personally.

We regularly showcase those who’ve received an e-card. Each year, we invite those who’ve received one to an event where they can meet others and feel appreciated.



Support when you need it

The wellbeing of our employees is important to us, along with a dedicated Health & Safety team, we offer free access to a wellbeing service including professional counselling and mental health first aiders throughout the Council.

We also have trade unions based on-site and available to support members.



“Regularly seeking and understanding the views of staff is just one of the ways we can ensure that we’re driving improvements across the organisation – based on robust evidence.”

Jo, Chief Executive’s department

TO BE REPLACED



The results of our recent staff survey show:

89% of staff believe the council is a good employer

86% agree that their manager supports flexible working

89% feel trusted to carry out their job effectively

89% think that the council take equality and diversity seriously

What our staff say...

We take time to listen to your views. Every two years we run our council-wide staff survey. It’s a chance for people to tell us how they’re feeling about their job, their manager and the council.

The survey is just one way we ask people for their thoughts and ideas. We also regularly hold roadshows, briefings and focus groups on a range of issues. Over the last few years more than 90% of attendees at events have said they found them useful.

As well as being a place to find the latest news, our staff intranet is also a social media channel – where people can share ideas, pose questions and make suggestions.

You’re part of the team

Working at the county council, you’re part of achieving our aims for Leicestershire and the communities we serve. You live our values and deliver on our shared behaviours – each day. You’re rewarded and recognised for your hard work and commitment.

Join us?

If you think you share our values and have the skills we are looking for, visit www.leicestershire.gov.uk/jobs for more information.



County Hall, Glenfield
Leicestershire, LE3 8RA

www.leicestershire.gov.uk
info@leics.gov.uk



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Performance Management Framework



Introduction

Like any large organisation, we have a clear set of expectations and **organisational values** that everyone needs to demonstrate and will be measured against.

This is especially crucial for anyone at a management level. Our people understand our values and expect to see management live by and demonstrate them in the workplace. This and other benefits are covered in our 'Working for Leicestershire County Council' booklet.

What makes us different is that we don't prescribe that our Leaders adopt one particular style. We need Leaders with different styles and different ways of thinking to work together to continually develop our organisation.

As long as the measures show you are having a **positive impact**, operationally and on people, and that you're living our organisation's values then your style is yours to choose.

Earn respect and be someone people aspire to



Drive

Proactively managing the service



Think

Taking the time to reflect and analyse



Feel

Using emotional intelligence



Connect

Building impactful working relationships



Inspire

Igniting creativity, supporting innovation and role modelling

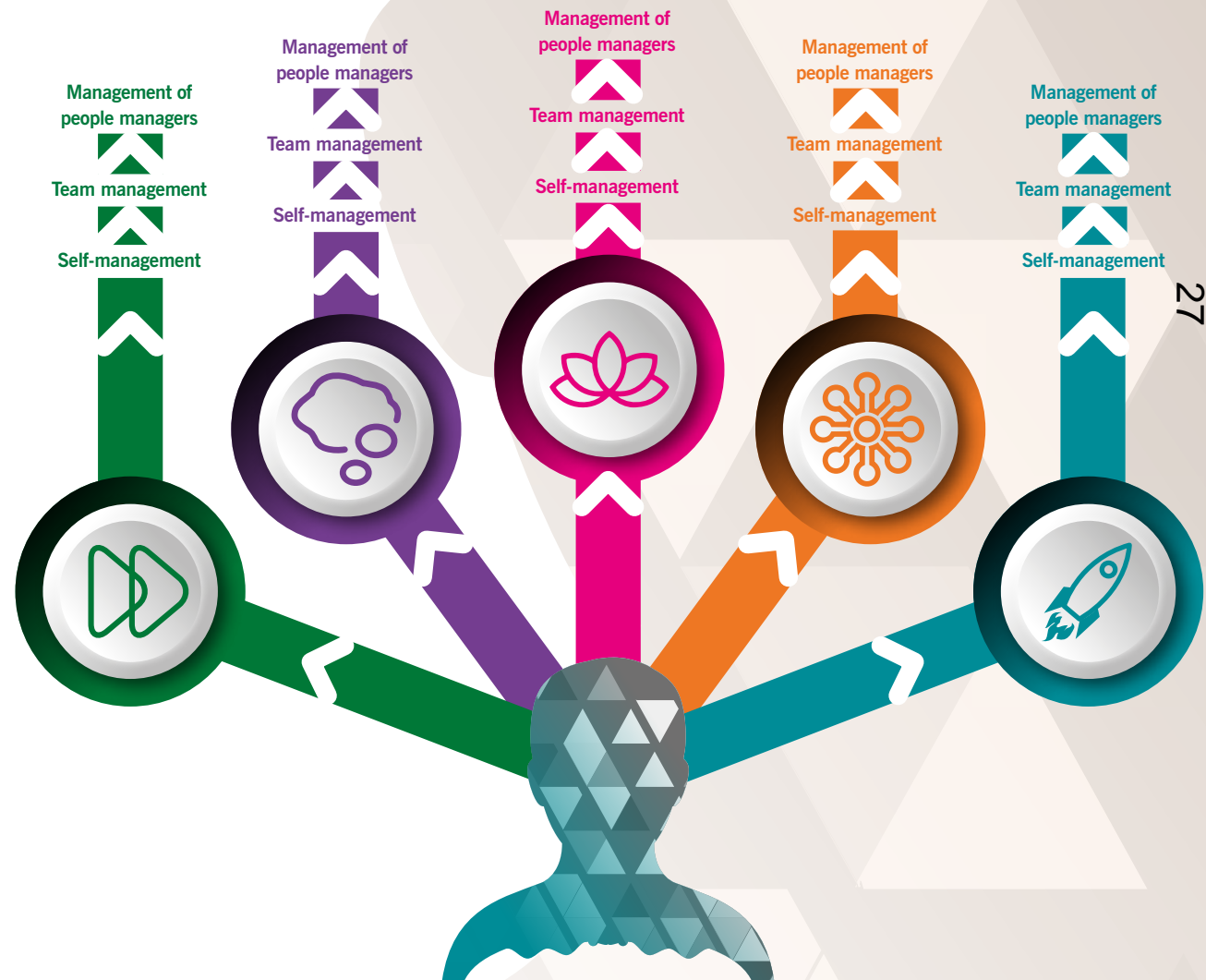
Leadership themes and levels

Our five Leadership themes set out our expectations across areas that we believe are all important parts of Leadership. Each theme has a set of expectations at three levels:

1. **Self-Management** – Expectations of every manager on how you manage and support yourself
2. **Team management** – Expectations of every manager on how you manage and support your team(s)
3. **Managing people managers** – Expectations for any manager who line manages other people managers on how you support and manage them.

If you have any line management responsibility, for example you are a Supervisor or Team Leader, you need to consider your performance across all five themes at Levels 1 and 2. If you have line management responsibility for other people managers, for example you are a Team Manager, Head of Service or Director, then you need to consider your performance across all five themes at Levels 1, 2 and 3.

It is important that you consider your performance as a manager across all five themes equally – chances are you'll have strengths and areas that you'll need to work on and that's ok. Our ask of you is that you recognise these, have open conversations with your manager and that you take action to develop your performance in these areas.





Drive

Proactively managing the service

Self-management

- Demonstrate **positivity** and passion in your role and commitment to your customer(s) and/or the communities you serve
- Complete all mandatory and role-specific training to support you to perform
- **Openly and regularly** discuss your performance with your manager; considering what you're accountable for, your impact and results as a manager and how you actively develop your team. Ask for support when you need it.

Team management

- Recruit people who demonstrate the **organisation's values and behaviours** and can give examples of positive results. Welcome them with a comprehensive induction that includes mandatory and role-specific training, reviews in line with the probation policy and regular 1:1s
- Support all team members to succeed at LCC:
 - Help team members understand the **organisation's values and behaviours** and how their role contributes to the achievement of Council/service priorities and the impact they have on the customer/community
 - **Openly and transparently** discuss with each team member how their performance is measured and what they're accountable for
 - Hold regular 1:1s/supervision to discuss individual performance, development, any support required and general wellbeing. Be **open and transparent** if you identify a performance, conduct and/or attendance issue and take timely action to manage this.
- **Openly** discuss smarter working options, such as 'when, where and how' people work. Consider these **transparently** against business need.
- Proactively manage budget and resources to ensure these are effectively utilised
- Use the self-service systems available to help you manage your team and budgets and gather data to inform decision making
- Regularly review team performance and use inclusive forums such as team meetings, 1:1s, Toolbox Talks to **openly** discuss team strengths and ideas for improvement
- Proactively lead during times of change; being **open and transparent** about the rationale, responding to ideas and maintaining regular communication throughout

Management of people managers

- Continuously and **openly** review performance across your entire span of accountability.
- **Openly** discuss with your people managers their performance and impact as managers in line with this framework. Empower and support them to recognise strong performance and be accountable for proactively addressing under performance, poor conduct or attendance issues.
- Challenge yourself to find different ways to help your people managers increase the productivity and performance of their team.



Think

Taking the time to reflect and analyse

Self-management

- Consider the customer / community in your decision making and use data, engagement or collaboration to help you do so
- Be **transparent** in using data (customer, financial, operational, people) to manage performance and drive your decision making. Seek out data when it is not immediately obvious or available.
- Make and be accountable for your decisions, recognising that they may not always be popular but may be necessary for the benefit of the service / customer

Team management

- Reflect on how well you know your team's strengths and development areas, what motivates them and how these can be used to maximise performance
- Work with your team, encouraging them to use data to drive decision making and identify opportunities for continuous improvement
- Actively invite thinking and challenge from different perspectives to build on ideas and problem solve collaboratively. Encourage others to do the same.
- Evaluate opportunities to take well considered risks that will improve the service and manage these accordingly

Management of people managers

- Be an advocate for data driven decision making. If data is not available, encourage improvement in processes, data collection and/or compliance.
- Discuss succession planning with your people managers, exploring the potential within the team and the future needs of the service
- Provide support and constructive challenge to empower well considered risk taking



Feel

Using emotional intelligence

Self-Management

- Make time to reflect upon the impact your actions and management style have on the people around you. How do you make people feel?
- Make time to reflect upon your own aspirations and how you feel in your role. Be **open and transparent** in discussions with your manager.
- Demonstrate respect for yourself and role model a balanced, **flexible** approach to your work

Team management

- Understand the dynamics and relationships within your team and those that exist between your team and others. Support positive relationships; take action if they hinder performance.
- Encourage your team to talk to you about their resilience and wellbeing demonstrating **respect** and confidentiality, taking action to support or sign post support when needed
- Proactively manage the health and safety of the team, ensuring there is full compliance at all times and that any necessary risk assessments and corrective actions are completed
- Show **respect** for employee's work and home lives and promote a healthy work life balance
- Be mindful of how change can affect people differently and prepare to manage different responses sensitively

Management of people managers

- Be in tune with the resilience and wellbeing of your manager(s) and team(s) and make yourself available for **open** conversations
- **Respectfully** discuss with your manager(s) the skills, attributes and aspirations of team members and the impact it may have on motivation and wellbeing if these do not match



Connect

Building impactful
working relationships

Self-management

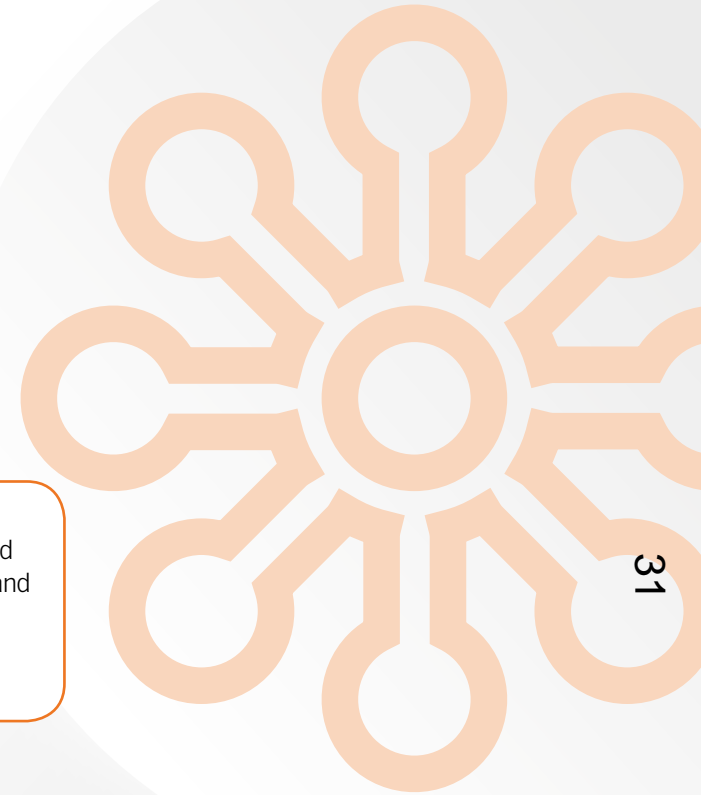
- Proactively develop **positive, trusting** relationships across departments, with customers and the community as appropriate
- Actively network inside and outside of the organisation to share ideas, challenge thinking and identify opportunities for change and improvement

Team management

- Develop **trust** within the team and encourage team members to build positive, trusting relationships with each other, across departments and with customers and the community as appropriate
- Hold regular, quality conversations with your team where you listen without judgement, speak honestly and challenge constructively

Management of people managers

- Be an advocate of collaborating to achieve a shared vision and role model the need to work together across the organisation to achieve the Council's strategic priorities
- Be an advocate for partnership working and collaboration with other organisations to improve services, value for money and/or opportunities for the people of Leicestershire





Inspire

Igniting creativity, supporting innovation and role modelling

Self-management

- Role model the **organisation's values and behaviours** and demonstrate good conduct, performance and attendance
- Regularly consider how you can challenge yourself, enhance your continuous professional development, set your own personal goals and find new ways to meet challenges

Team management

- Create space and time for the team to be innovative and creative, share ideas, collectively think through a problem and try new ways of working.
- Provide guidance and constructive challenge to help the team shape ideas into workable solutions, giving time to innovation that supports continuous improvement
- Actively support team members to achieve their potential and undertake continuous professional development

Management of people managers

- Coach, advise and support team members to grow and build confidence in their management roles and role model the behaviours and ways of working that you want to see
- Be an advocate for trying new ways of working, maximising opportunities to adopt new thinking and/or technology into your service



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EMPLOYMENT COMMITTEE 19 OCTOBER 2017

ATTENDANCE MANAGEMENT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of Report

1. The purpose of this report is to provide the Employment Committee with an update on the County Council's overall position on sickness absence at the end of August 2017:
 - the First Care absence triage service;
 - the attendance management intensive support project;
 - the introduction of an increments policy; and
 - the Council's flu vaccination programme for winter 2017.

Background

2. On 29 June 2017, the Committee considered the County Council's absence position to the end of April 2017 and received an update on all the areas detailed in paragraph 1 above, with the exception of the flu vaccination programme.

Absence Data – August 2017

3. At the end of quarter 1 2017/18 there were reductions in the levels of sickness absence across the majority of the departments. This was followed at the end of August 2017 by increases within Environment and Transport and Corporate Resources.
4. Only the Chief Executive's Department remains within the corporate target of 7.5 days per FTE. All other Departments need to take further action to address their current level of sickness absence.

Department	2014/15	2015/16	2016/17	2017/18	2017/18
Days per FTE	Year end	Year end	Year end	End of Q1	End of Aug 17
12 months cumulative				(June 17)	Latest position
Chief Executive's	5.55	6.99	6.03	5.98	5.50
Environment and Transport	8.23	8.80	9.68	9.17	9.43
Children and Family Services	10.37	10.06	10.05	9.50	9.44
Corporate Resources	7.86	6.95	7.94	7.98	8.30
Adults and Communities	12.24	11.31	12.57	12.23	11.83
Public Health	9.14	7.84	7.43	8.64	9.08
Total	9.83	9.32	10.01	9.72	9.68
ESPO	12.07	10.88	9.75	11.40	11.13
EMSS	6.65	6.69	9.27	8.42	7.69

Reasons for Absence

Percentage of FTE days lost	2016/17	2016/17	2017/18	2017/18	July 16 – Aug 17	July 16 – Aug 17
12 months cumulative	Dec 2016 Q3	March 2017 Q4	June 2017 Q1	Aug 2017 Latest position	FTE Days lost	Number of employees
Back and neck problems	6.6%	5.8%	5.4%	4.9%	2116	296
Other musculo-skeletal	15.0%	17.0%	17.1%	17.5%	7588	504
Stress/depression, mental health	25.0%	24.5%	24.1%	24.8%	10730	539
Viral infection (from 1/4/17 viral infection not cough/cold/flu)	14.9%	14.3%	12.8%	12.0%	5202	1518
Neurological	6.0%	6.0%	5.8%	5.5%	2268	396
Genito-Urinary/Gynaecological	4.3%	4.2%	4.3%	3.8%	1655	187
Pregnancy Related	1.8%	1.8%	1.8%	1.7%	721	59
Stomach, liver, kidney, digestion (from 1/4/17 gastro- stomach, digestion)	8.6%	8.7%	8.7%	8.8%	3820	1160

Percentage of FTE days lost 12 months cumulative	2016/17 Dec 2016 Q3	2016/17 March 2017 Q4	2017/18 June 2017 Q1	2017/18 Aug 2017 Latest position	July 16 – Aug 17 FTE Days lost	July 16 – Aug 17 Number of employees
Heart, blood pressure, circulation	2.2%	2.5%	3.2%	3.2%	1363	73
Chest, respiratory	4.6%	4.4%	4.7%	4.8%	2063	285
Eye, ear, nose and mouth/dental	3.5%	3.7%	3.8%	3.8%	1638	361
Other	0.9%	0.7%	0.4%	0.3%	122	2
Skin- burns, rashes, cuts, injury <i>New category from 1/4/17</i>	n/a	n/a	0.1%	0.2%	102	21
Cancer- all forms <i>New category from 1/4/17</i>	n/a	n/a	0.4%	1.1%	460	13
Cough, cold, flu <i>New category from 1/4/17</i>	n/a	n/a	0.3%	0.5%	237	108
Liver/Kidney disorders/conditions <i>New category from 1/4/17</i>	n/a	n/a	0.0%	0.2%	104	10
Not disclosed	6.6%	6.6%	7.2%	6.8%	2947	341

5. The Committee will recall that, from the beginning of 2017/18, revisions to the absence categories have been made, these are:
- 'Stomach, liver, kidney, digestion' changed to 'gastro-stomach, digestion'
 - New category of 'liver/kidney disorders/conditions'
 - 'Viral infections' changed to 'viral infection, not cough, cold, flu'
 - New category of 'cough, cold, flu'
 - Additional categories added
 - o Skin-burns, rashes, cuts, injury
 - o Cancer – all forms

These changes and additions will improve the understanding of the causes of absence in the future.

6. The reasons for the highest level of absence across the 4 time periods detailed in the table above are 'stress/mental health/depression', 'other musculo-skeletal' and 'viral infection'.

Short and Long Term Absence Split

Percentage of FTE days lost 12 months cumulative	2016/17		2017/18		2017/18	
	Q4		Q1		August	
Department	Long term	Short term	Long term	Short term	Long term	Short term
Chief Executive's	49.8%	50.2%	52.2%	47.8%	48.0%	52.0%
Environment and Transport	56.4%	43.6%	57.7%	42.3%	56.0%	44.0%
Children and Family Services	61.0%	39.0%	58.4%	41.6%	59.3%	40.7%
Corporate Resources	57.7%	42.3%	58.9%	41.1%	59.2%	40.8%
Adults and Communities	61.6%	38.4%	62.9%	37.1%	62.2%	37.8%
Public Health	54.3%	45.7%	56.7%	43.3%	57.4%	42.6%

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

- All departments with the exception of Chief Executive's show a greater percentage of longer term absence compared to short term.

Absence Triage Service Update

- The First Care absence service 12 month pilot began on 1 April 2017 within Environment and Transport, and in HART (home care) and Direct Services within Adults and Communities.
- The key advantages to the pilot are consistency in absence reporting conversations; access to nurse led medical advice and interactive dashboards for managers. Managers at all levels are demonstrating that they are able to use the interactive First Care dashboard and reports which assists them in proactively managing attendance in their areas.
- Between April and August 2017 there has not been a reduction in the level of short term (less than 4 weeks) absence that can be directly attributed to the First Care pilot. However, monitoring will continue in order to assess the impact of the triage service. It should be noted that the pilot areas have also been in receipt of other interventions which include management training, attendance management policy revision and attendance management intensive support. During October and November detailed analysis of short and long term absence trends within the first care pilot area and focus areas of other targeted attendance work will be undertaken to ensure that the impact of interventions, including First Care, is understood.

Service level data and Attendance Management Intensive Support Project

11. The table below provides details of the days lost per FTE at the end of 2016/17, quarter 1 2017/18 and at the end of August 2017, for service areas by department.
12. A pilot of the intensive support project began in February 2017 in In-House Services within Personal Care and Support – Adults and Communities. As an example of the impact of putting in place intensive support, at the end of December 2016 Direct Services was reporting 20.12 days absence per FTE, but by the end of August 2017 this had reduced to 15.89 days.
13. The intensive support project started to engage with managers across all but two departments (Chief Executive's and Public Health) from 1 August 2017. Service areas which contain teams within the intensive support project are identified in the table with an asterisk. Feedback from managers on the support that is being provided has been positive.

Department	2016/17	2017/18	2017/18
Days per FTE	Year end	End of Q1	End of Aug 17
12 months cumulative	(March 17)	(June 17)	Latest position
Chief Executive's	6.03	5.98	5.50
Planning and Historic and Natural Environment	3.81	3.73	3.30
Regulatory Services	6.95	6.61	6.14
Strategy and Business Intelligence	6.28	6.07	5.22
Democratic Services	10.69	11.50	11.24
Legal Services	3.01	3.30	3.29
Environment and Transport	9.68	9.17	9.43
Highways and Transportation*	10.38	9.79	10.09
Environment and Waste Management	4.85	4.71	5.42
Children and Family Services	10.05	9.50	9.44
Education and Early Help	9.13	8.55	8.50
Children's Social Care*	11.90	10.91	10.82
Corporate Resources	7.94	7.98	8.30
Strategic Finance and Assurance	4.89	4.42	4.66
Corporate Services	4.68	4.66	5.11
Commercial and Customer Services*	10.55	10.65	11.01

Department	2016/17	2017/18	2017/18
Days per FTE	Year end	End of Q1	End of Aug 17
12 months cumulative	(March 17)	(June 17)	Latest position
Adults and Communities	12.57	12.23	11.83
Strategic Services*	11.70	10.71	10.74
Promoting Independence*	12.26	13.07	13.46
Personal Care and Support*	15.62	14.90	14.11
Communities and Wellbeing	7.67	7.26	6.98
Public Health	7.43	8.64	9.08

* **Service Area contain teams within the intensive support project**

Increments Policy

14. A first draft of an increments policy which defines the criteria for 'satisfactory service' has been developed. The criteria includes: 'good conduct, capability and attendance to be achieved in order for an annual increment to be awarded'. For those who are already at the top of their grade, failure to maintain good conduct, capability and / or attendance could result in the withdrawal of an increment.
15. Consultation with the trade unions on the draft increments policy has commenced. The planned implementation date of the new policy is April 2018.

Flu Vaccination

16. It has been decided to extend the scope of staff eligible for a Council funded flu vaccination, increase the number of localities for staff to access flu vaccination clinics and provide more options for reimbursement of staff where they have arranged their own vaccination. Previously, eligible staff included frontline staff in Children's and Adult's Social Care, Customer Service Centre staff and Drivers and Escorts in School Transportation. Eligibility has been extended to all Environment and Transport staff and also to staff working in Libraries.

Recommendations

17. The committee notes the contents of this report and provide any comments or feedback.

Circulation under Local Issues Alert Procedure

18. None.

Officer to Contact

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Equality and Human Rights Implications

19. The increments policy will be subject to an Equality and Human Rights Impact Assessment. There are no equalities and human rights issues arising directly from this report.

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EMPLOYMENT COMMITTEE – 19th OCTOBER 2017

HEALTH, SAFETY AND WELLBEING ANNUAL REPORT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide the Committee with details of the County Council's overall position on Health, Safety and Wellbeing and the performance of the Health, Safety and Wellbeing (HSW) Service.

Background

2. The health, safety and wellbeing of staff, service users and customers are of paramount importance to the County Council. The HSW Service continuously monitor, so far as is possible, performance in this area to ensure the County Council meets its legal requirements and where necessary improves standards.
3. The report attached as **Appendix 1** highlights to the Committee the work that has been undertaken within the HSW Service during the financial year 2016/17. It identifies the risk and hazard areas that impact upon the County Council and where improvements need to be made to ensure improved compliance and staff safety. Each department within the County Council has a departmental annual report with a detailed specific plan to improve compliance. The HSW Service report on this quarterly at each Departmental Management Team meeting.
4. The report is written in summary format to give an overview of the issues impacting on the County Council. The following aspects of HSW are covered in the report:
 - Accident data
 - Audit statistics
 - Wellbeing
 - Training statistics
 - Occupational health
 - Corporate objectives
 - Safety initiatives
 - Legislative changes

Recommendations

5. That the Committee notes the contents of the annual report and endorse and support the extensive work undertaken by the Health, Safety and Wellbeing Service.

Circulation under the Local Issues Alert Procedure

6. None.

Officer to Contact:

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List of Appendices

7. Appendix 1 – Annual Health, Safety and Wellbeing report.

Equalities and Human Rights Implications

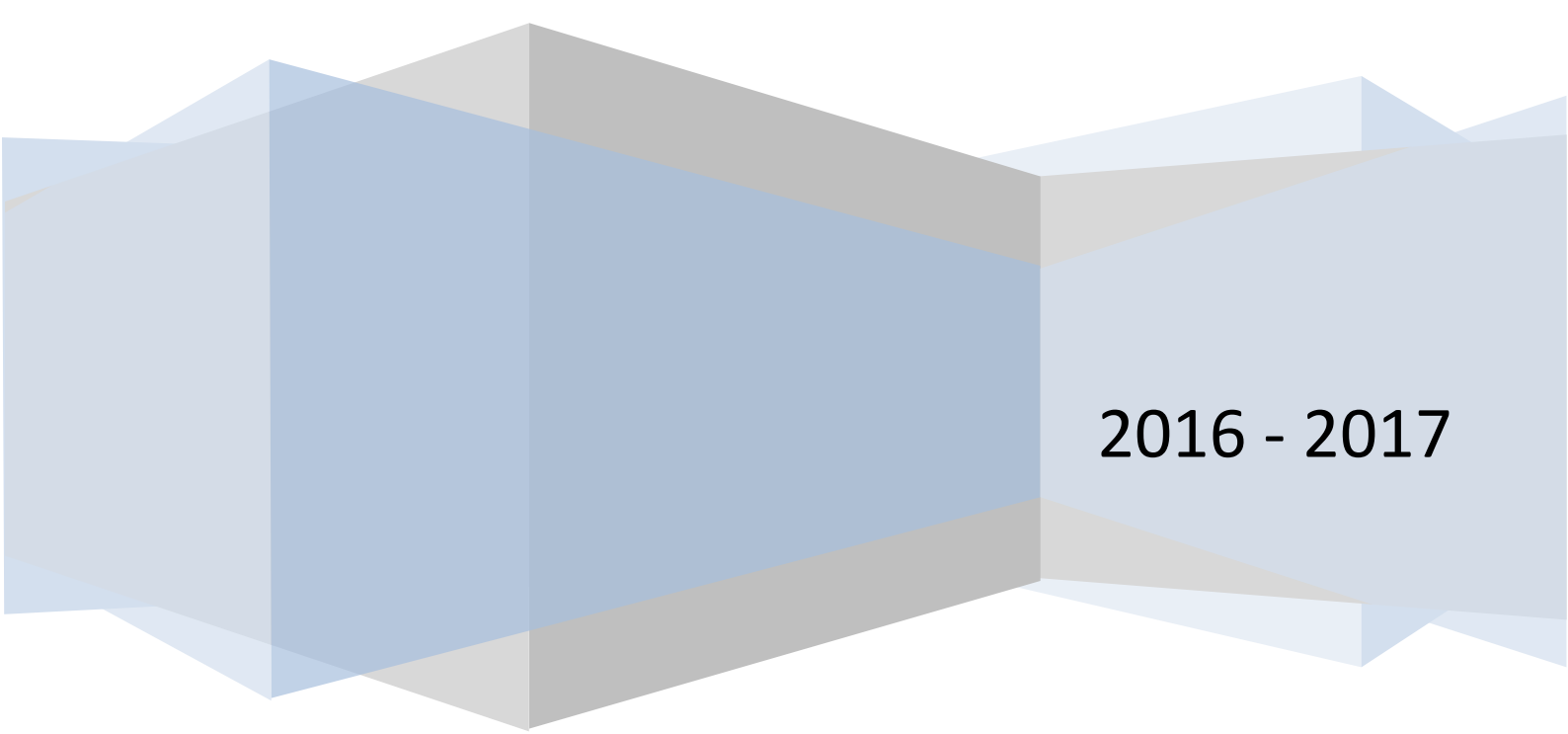
8. There are no equalities and human rights issues arising directly from this report.

Annual Health, Safety & Wellbeing Report

Leicestershire County Council

Colin Jones

Health, Safety & Wellbeing Manager



2016 - 2017

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Introduction

1. The health, safety and wellbeing (HSW) of staff, service users and other customers within Leicestershire County Council (LCC) is of paramount importance. The HSW Service within LCC continually monitors HSW performance within the County Council in order that improvements can be made to ensure legal compliance, financial savings and, most importantly, the safety of staff, clients, pupils, service users, volunteers and our contractors.
2. This report highlights to the Corporate Management Team the work that has been undertaken within the HSW Service during the 2016/17 financial year, the risk / hazard areas that impact upon the Council and where improvements need to be made to ensure improved compliance and staff safety.
3. The report details accident statistics from the 2016/17 financial year, which have been obtained from the County Council's accident recording system – AssessNET.
4. Ensuring that health and safety is factored into the working practices of the Council is the responsibility of all members of staff within the authority. Service Managers, Team Leaders and Head Teachers support the Chief Executive and Directors to meet statutory requirements and implement effective health and safety management. The Chief Executive and Directors have responsibilities for allocating sufficient resources to enable Managers to meet the requirements, and periodically review health and safety performance.
5. The report is written in summary format to give an overview of the issues impacting upon the authority. The following aspects of HSW are covered in the report:
 - Accident Data
 - Audit Statistics
 - Wellbeing
 - Training Statistics
 - Occupational Health
 - Corporate Objectives
 - Safety Initiatives
 - Legislative changes
6. Following consideration of the aspects highlighted above, an improvement action plan has been drafted for each department and discussed at Departmental Management Teams to highlight and address some of the risks and issues identified through the process of monitoring performance.

Accident Data Analysis

7. 2016/17 is the fourth year that the HSW service has used the AssessNET system to record accidents. The system has reduced the need for paper distribution, release storage space for record retention and it also facilitates better analysis of

accident data. The implementation of the system has had a significant impact on the statistics, i.e. generally, the awareness and promotion of accident reporting requirements has led to an increase in reporting. The HSW service have continued to advertise the system on the Intranet, in Managers Briefings and have hosted several briefings and training sessions in order to promote the implementation of the system. The statistics produced will be reviewed against historical data at regular intervals to monitor improvements or a decline in figures and to react accordingly.

Figure 1. Corporate Accidents by Cause 2016/17

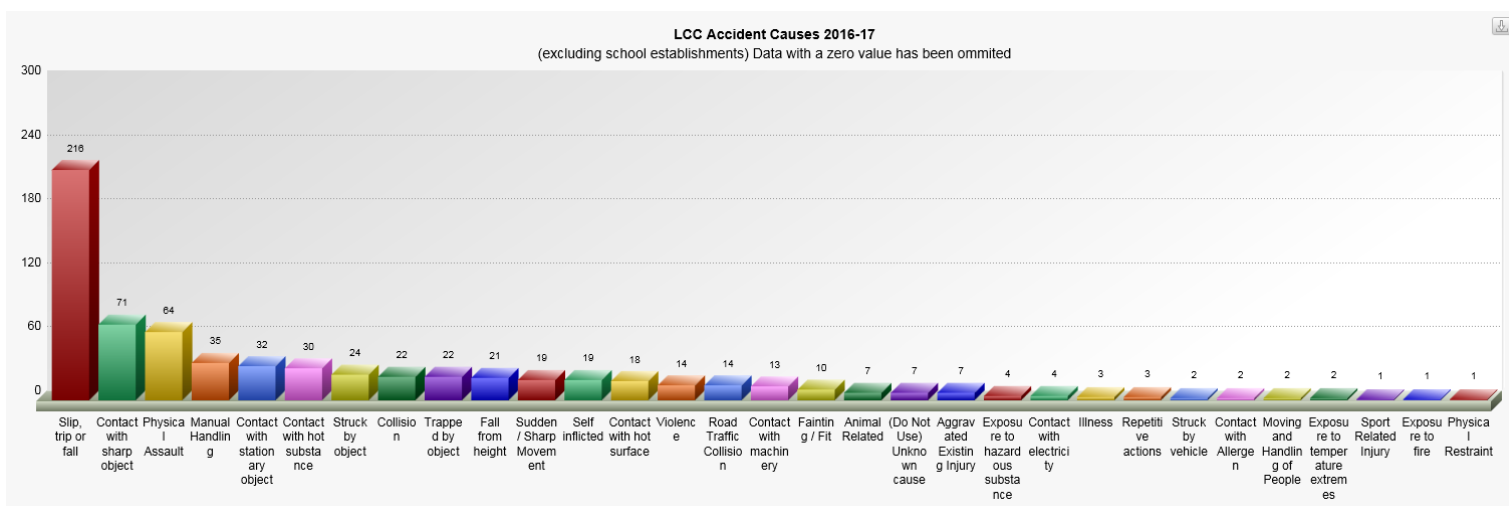


Table 1. Corporate Accidents by Cause 2013/14 - 2016/17

Accident Cause	2013/14	2014/15	2015/16	2016/17
Slip, Trip or fall	184	233	261	216
Physical Assault	43	122	105	64
Manual Handling	16	48	63	35
Collision	17	46	43	22
Contact with sharp object	23	37	53	71
Contact with stationary object	25	35	38	32
Struck by object	19	34	37	24
Contact with hot substance	11	27	36	30
Unknown cause	11	24	24	7
Fall from height	25	22	17	21
Self-inflicted	9	22	25	19
No apparent cause	8	22	16	0
Contact with hot surface	6	19	22	18

Accident Cause	2013/14	2014/15	2015/16	2016/17
Violence	21	18	7	14
Trapped by object	18	17	24	22
Not specified	27	15	63	0
Fainting / Fit	8	8	10	10
Verbal assault	3	8	3	0
Contact with machinery	5	7	9	13
Illness	0	6	6	3
Sport related injury	0	5	8	1
Animal related	7	5	8	7
Sudden / Sharp movement	0	4	16	19
Exposure to hazardous substance	0	3	1	4
Contact with electricity	0	2	2	4
Struck by vehicle	2	2	1	2
Repetitive actions	1	1	0	3
Exposure to explosion	0	1	0	0
Exposure to fire	0	1	2	1
Stress related	0	1	1	0
Exposure to temperature extremes	3	0	2	2
Aggravated existing injury	0	0	7	7
Contact with Allergen	0	0	3	2
Road Traffic Collision	N/A	N/A	N/A	14
Physical Restraint	N/A	N/A	N/A	1
Moving and Handling of People	N/A	N/A	N/A	2
Total	492	795	913	690

8. The table and graph above highlights that there have been a total of 690 accidents resulting in injury to employees, service users, visitors and contractors etc. within County Council services (excluding school establishments) during the 2016/17 financial year. Clearly slips, trips and falls are again the single biggest cause of

accidents, accounting for 31.3%. The graph below shows a break down by department of where these slips, trips or falls incidents occurred.

Figure 2. Status of Injured Person

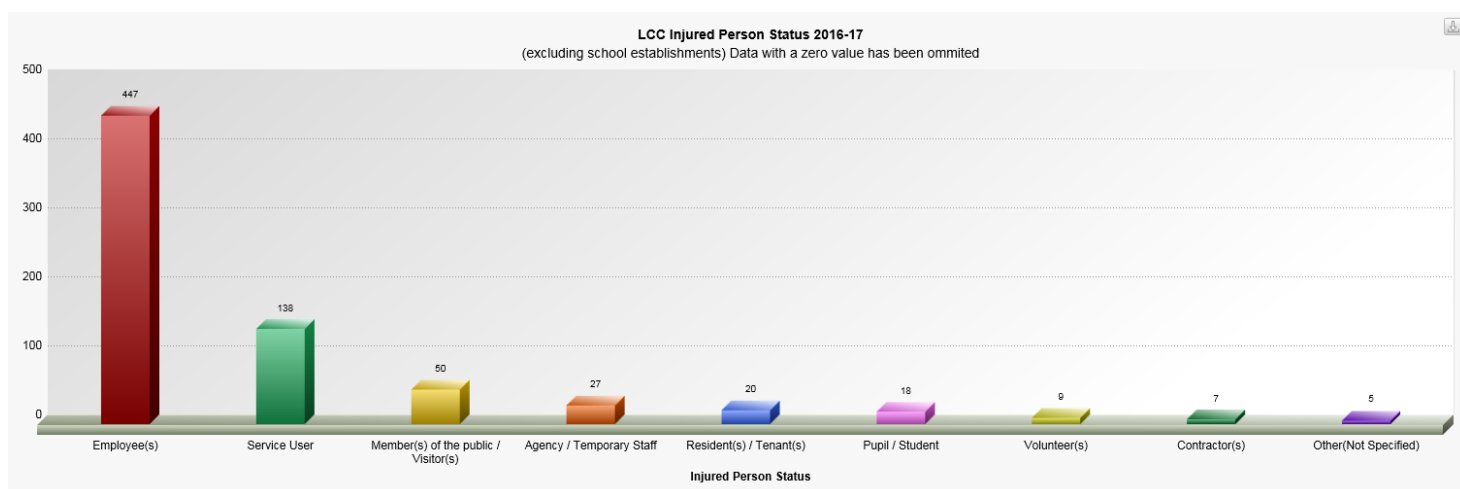


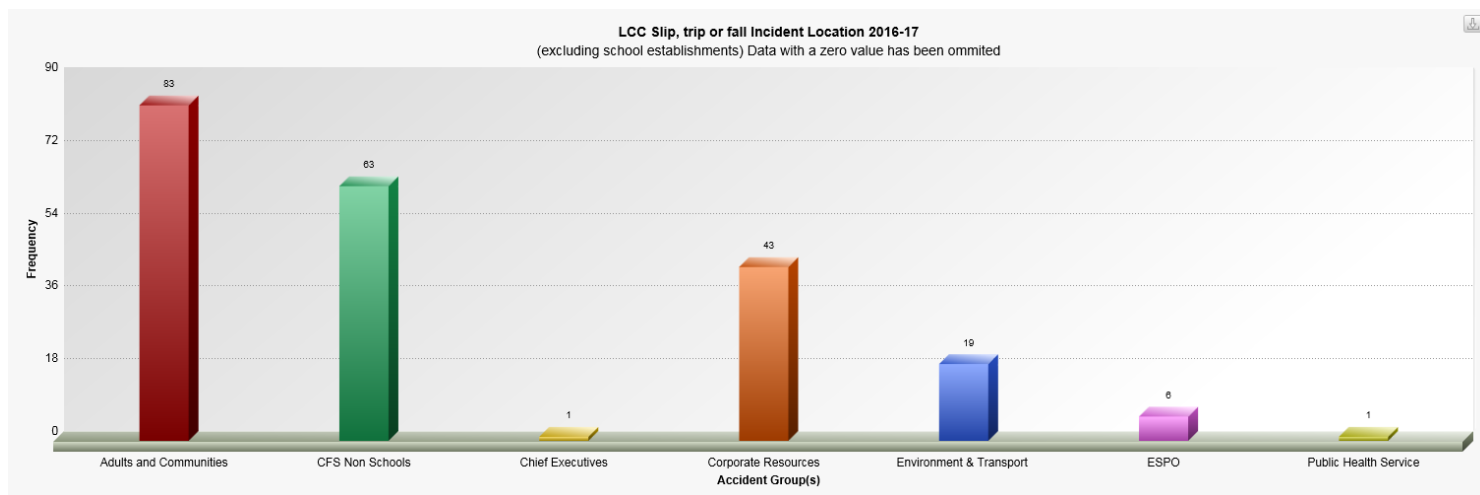
Table 2. Status of Injured Person 2013/14 – 2016/17

Status of injured person	2013/14	2014/15	2015/16	2016/17
Employee	226	401	542	447
Service user	126	223	181	138
Member of the public/ visitor	81	72	39	50
Pupil / student	10	52	154	18
Resident / tenant	38	44	33	20
Other	5	9	10	5
Contractor	0	5	13	7
Volunteers	5	4	6	9
Patients	1	2	1	0
Agency/ Temp Staff	0	0	26	27
Details could not be found	0	0	7	0
Total	492	812	1012	721

* Of the 690 reported injuries, some incidents resulted in more than one injury which accounts for the difference of 31 between table 1 and 2.

9. The table above highlights that most incidents recorded on AssessNET have occurred to staff, i.e. 62% of accidents have involved County Council employees and 38% have involved service users, members of the public, volunteers etc.
10. When this information is cross referenced with the total number of (Full Time Equivalent workers (FTEs) working within the County Council, approximately 13.1% of all FTE employees have been involved in an accident within the last financial year i.e. just over 1 in every 7 people.

Figure 3. Slips, trips or falls by department 2016/17



11. This graph shows that predominantly slips, trips or falls incidents have occurred in the Adults and Communities and Children and Family Service Departments.

Table 3. Slip, trips or falls – Status of injured person 2016/17

Department	A&C	CFS (Non Schools)	CE	CR	E&T	ESPO	Public Health	Total
Employees	27	26	1	43	13	3	3	116
Contractors	0	0	0	1	0	1	0	2
Service Users	44	19	0	0	1	0	0	64
Resident / Tenant	12	0	0	0	0	0	0	12
Member of the public/ visitors	6	21	0	0	1	0	0	28
Public / Student	1	1	0	0	2	0	0	4

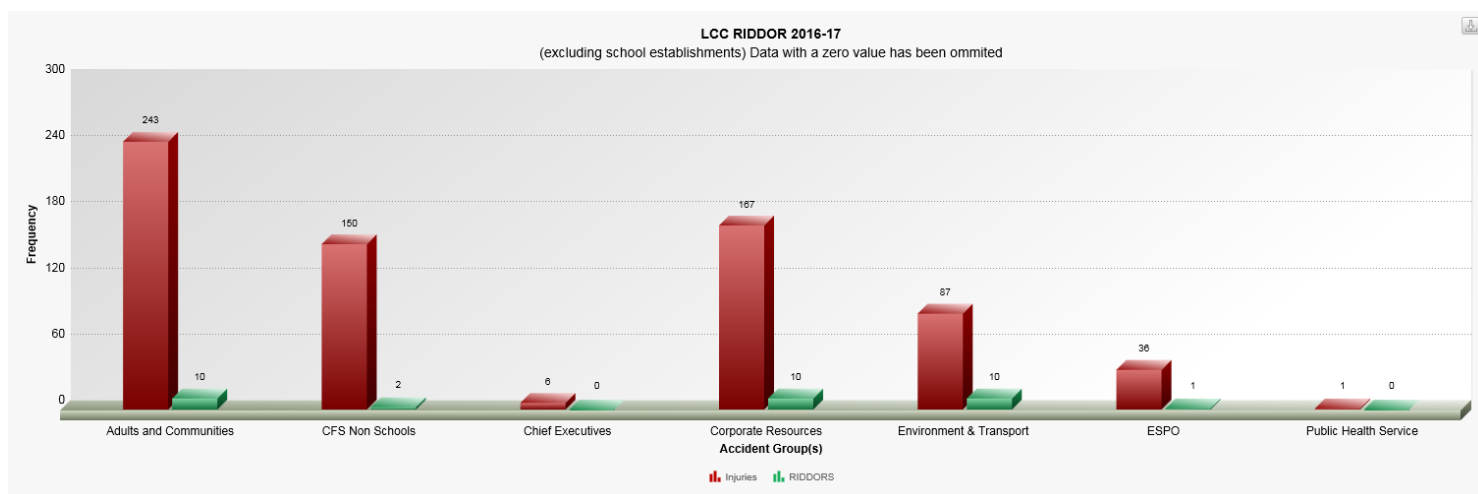
Department	A&C	CFS (Non Schools)	CE	CR	E&T	ESPO	Public Health	Total
Volunteer	0	4	0	0	0	0	0	4
Agency / temporary staff	0	1	0	0	1	2	0	4
Other	0	1	0	0	1	0	0	2
Total	90	73	1	44	19	6	3	236

* Of the 216 reported slips, trips or fall, some incidents resulted in more than one injury which accounts for the differences shown in figure 3 and table 3.

12. The table below breaks down the detail in the graph above to show the status of the injured person.

13. Ratio of Accidents to RIDDOR Reportable Accidents (Note: the figures below exclude near misses, property damage etc.) RIDDOR is the legislation that requires the reporting of certain accidents, occupational diseases and specific dangerous occurrences.

Figure 4. Injuries and RIDDOR incidents by department.



Total number of RIDDOR: 33 Compared to 39 RIDDOR's 2015/16

14. RIDDOR reports are generated electronically and forwarded to the Health and Safety Executive or to the Care Quality Commission.

15. The table below shows that the average accident to RIDDOR ratio has decreased meaning more RIDDORs have been reported per accident occurring. This is because the number of RIDDORs has not reduced at the same rate as the number of accidents reported in 2016/17.

Table 4. RIDDOR Ratio by department 2013/14 – 2016/17

Department Name	Accident: RIDDOR Ratio 2013/14	Accident: RIDDOR Ratio 2014/15	Accident: RIDDOR Ratio 2015/16	Accident: RIDDOR Ratio 2016/17
Adults and Communities	47:1	33:1	37:1	24:1
Chief Executives	13:1	15:1	12:1	6:0
Children and Family Services (Non Schools)	38:1	28:1	198:1	75:1
Corporate Resources	13:1	10:1	17:1	17:1
Environment and Transport	18:1	4:1	7:1	9:1
ESPO	Not reported	18:1	60:1	36:1
Public Health	Not reported	0	0	1:0
Combined Average Ratio:	26:1	15:1	47:1	24:1

Audit Statistics

16. By auditing proactively, issues are identified at the earliest opportunity. Where non conformities are identified, the auditor supports Managers through the development of an action plan and provides practical advice. The frequency of future audits is determined based on the findings of the previous audit. Using a simple score system the auditor will give individual services an audit score of 1, 2 or 3. If an audit receives a score of 1, then another audit is completed in the following year (high priority); a score of 2 would result in a bi annual audit (medium risk) and a 3 would generate an audit every 3 years (low priority). Monitoring and support visits are undertaken by the responsible advisor.

Table 5. Planned / Completed audits by department 2013/14 - 2016/17

Department	No. of audits planned 2013/14	No. of audits completed 2013/14	No. of audits planned 2014/15	No. of audits completed 2014/15	No. of audits planned 2015/16	No. of audits completed 2015/16	No. of audits planned 2016/17	No. of audits completed 2016/17
Adults & Communities	85	72	60	60	6	6	43	43
Chief Executives	16	11	7	8	3	3	7	5
Children & Family Services (Non-Schools)	19	10	15	12	8	8	16	15
Children & Family Services (Schools)	100	87	75	84	25	25	35	31
Corporate Resources	21	16	20	15	12	12	10	12
Environment & Transport	39	39	40	41	3	1	4	2
ESPO	0	0	2	2	1	1	0	0
Public Health	0	0	0	0	0	0	0	0
Academies	32	30	60	58	43	52	28	34
TOTAL	312	264	279	280	101	108	143	142

17. Since the commencement of the Audit Programme in 2013, more than 780 proactive audits have been undertaken. As a result of this it has become evident that the recommendations to improve compliance to legislation included in the audit action plans have not been completed. This has resulted in the need to modify the process to engage Service Managers. This will result in a decline in number of audits in 2017-18 however the audit will have a greater scope by including more than one section within each service.

Wellbeing

18. The following highlights the work undertaken by the Wellbeing Advisors. Within the HSW Service there are 3 staff (2 FTE's). The Wellbeing staff offer a wide range of support including confidential counselling for employees with issues that affect or has the potential to affect their performance at work. The total number of staff who came forward for support in 2015/16 is 391. This number has resulted in more than 1442 counselling sessions (excluding telephone counselling).

19. From the counselling sessions that took place in 2016/17, a sample of the reasons for referral was taken and it can be roughly estimated that 45% were home related issues and 55% were work related issues. Overall, the majority of the referrals were related to mental health, depression, acute anxiety etc. which has increased since 2015/16. Other issues include; relationship problems, work pressures and bereavement.

Table 6. Counselling referrals and sessions 2013/14 – 2016/17

20. The table below details the number of referrals and sessions delivered by department.

Department	Referrals 2013/14	Sessions 2013/14	Referrals 2014/15	Sessions 2014/15	Referrals 2015/16	Sessions 2015/16	Referrals 2016/17	Sessions 2016/17
Adults & Communities	94	225	98	266	87	323	125	463
Chief Executives	12	48	29	102	6	8	14	50
Children & Family Services (Non Schools)	45	177	66	320	48	337	45	186
Children & Family Services (Schools & Academies)	98	288	107	377	111	315	116	387

Department	Referrals 2013/14	Sessions 2013/14	Referrals 2014/15	Sessions 2014/15	Referrals 2015/16	Sessions 2015/16	Referrals 2016/17	Sessions 2016/17
Corporate Resources	45	92	33	96	64	211	67	293
Environment & Transport	25	75	28	75	17	55	15	27
ESPO	0	0	2	4	4	32	4	12
Public Health	0	0	3	5	0	0	5	24
Total	319	905	366	1245	337	1281	391	1442

21. The Wellbeing Service continues to support a range of non-counselling activities including speaking at the head teacher briefings and other team meetings and events. The stress awareness course was delivered both as part of the corporate training programme and also to specific hot spots e.g. Employee Service Centre and Adult Learning Service.

22. The 'Being Well, Doing Well' website and intranet pages were updated throughout the year. New information and links were included; also the number of audio exercises on managing stress have been increased.

23. The popular weight management course runs as usual and some staff have received one to one support from the Smoking Cessation Advisor.

Training Statistics

24. The following section highlights the numbers of delegates that have attended corporate Learning and Development courses provided by the HSW Service.

25. Note: Schools and educational establishments are trained as part of a separate training programme in addition to the corporate Learning and Development (L&D) Programme. Figures also exclude job specific training which may have a safety consideration (e.g. abrasive wheels) and also any training which may have been arranged for staff directly by managers.

Corporate Health and Safety Training Courses

26. The table below shows that the overall number of staff attending Health and Safety training has reduced by over 350. Managers should review their staff's training needs and it is also strongly recommended that all managers attend the corporate

Management of Health and Safety Training Course and the Risk Assessment Course.

Table 7. Health and Safety training 2013/14 – 2016/17

Course Title	Total Staff Attended 2013/14	Total Staff Attended 2014/15	Total Staff Attended 2015/16	Total Staff Attended 2016/17
Asbestos/Legionella Seminar	35	16	10	24
COSHH	87	63	63	72
Fire Awareness	389	302	248	314
Fire Risk Assessment & Fire Risk Management	0	43	18	0
Fire Warden/ Evacuation Officer	0	28	30	31
Management of Health & Safety (Supervisors and Senior Managers)	79	76	76	53
Manual Handling	142	78	80	81
Risk Assessment	157	157	123	77
Working at Height	37	11	9	2
Health and Safety Induction	142	108	101	43
Health and Safety Induction e-learning	0	322	312	138
Health and Safety Update	0	82	59	86
Evacuation Chair	0	9	41	29
Albac Mat	0	0	59	104
Food Safety Awareness (Non SFS)	198*	117*	103*	100*
Food Safety level 2 (Non SFS)	60*	99*	188*	65*
Infection Control	144*	112*	206*	130*
Emergency First Aid	358*	186*	308*	309*
Paediatric Emergency First Aid	57*	118*	110*	87*
First Aid at Work (3 day)	44*	32*	41*	72*
First Aid re-qual (2 day)	32*	19*	28*	19*
DSE Assessor	N/A	N/A	N/A	11*
Total	1955	1978	2213	1847

* contracted trainers via L&D

27. All Health and Safety training courses can be booked through Learning and Development.

Occupational Health

28. Occupational health is a contracted service provided by Health Management Ltd. During 2016/17 the contract came to an end. A procurement exercise was undertaken using the ESPO framework which resulted in our current provider being reappointed. The appointment is for an initial 2 years with the option to extend for a further 2 years maximum. The contract is managed by the Health, Safety and Wellbeing Manager.

Table 8. Occupational Health referral activity 2013/14 – 2016/17

Department	No. Referrals 2013/14	No. Referrals 2014/15	No. Referrals 2015/16	No. Referrals 2016/17
Adults and Communities	158	150	167	175
Chief Executives	18	15	8	2
Children and Family Services	449	461	410	371
Corporate Resources	68	92	108	85
Environment and Transport	73	75	71	70
ESPO	0	15	40	29
Public Health	1	4	8	4
Total	767	812	812	736

29. Of the 736 referrals there are two areas of significance, Mental Health cases and musculoskeletal which is in line with previous years and national trends for similar organisations.

2017/18 Corporate Objectives

30. The Health, Safety and Wellbeing Team have established 6 key work stream objectives. These include:

- Slips, trips and falls campaign
- Audit action plan reviews
- Eliminate category 1 audit scores
- Reduce the number of RIDDOR reports by 10%
- Reduce the number of accidents reported by 10%
- Increase the number of managers attending the Management of H&S training and Risk Assessment training

Legislative Changes

31. CMT are advised that there are no proposed legislative changes.

32. The 2015/16 report highlighted the introduction of the Health and Safety Executive's (HSE) sentencing guidelines. Since then there have been significant changes as detailed in a recent report from the global law firm Clyde & Co.

33. They have reported that:

- HSE fines have increased by 74% in a year
- Local authority fines rise by 1,870% in a year

34. The new sentencing guidance introduced on 1st February 2016 toughened penalties for health and safety and corporate manslaughter offences. Under the new approach, the scale of fines varies according to the turnover of the company but can exceed £20m for the very worst cases involving corporate manslaughter, and potentially more for the largest companies.

35. The amount collected in fines by the HSE increased by 74% during the first of the new sentencing guidelines, to £61.6m up from £35.5M

36. The total sum collected by local authorities shows an even greater increase of 1,870% over the same period. Fines collected by local authorities in the last year rose to £15.2m, up from £0.8m in the previous 12 months.

Policy Changes

37. The HSW Service has been actively engaged in reviewing all of the County Council policy and guidance documents available on the Intranet. This ensures that the policy and guidance given to Managers remains relevant, concise and appropriate to the changing circumstances of the Authority. The following outlines those that are planned for review during the next 12 months. Managers are advised to ensure that they are familiar with those that are applicable to their operations. All policies can be found on the 'Access Health and Safety Guidance' page on the Intranet.

- The Management of Stress in the Workplace
- Electrical Safety
- First Aid Guidance
- Driver and Vehicle Safety Policy
- Winter gritting
- Noise at Work
- Manual Handling and Risk Assessment
- Asbestos exposure form
- Suspicious Packages: Anthrax and Other Biological Threats
- Glazing
- Asbestos policy (PS)
- Asbestos Management Plan & Exposure form
- Work at Height
- Challenging Behaviour & Violence at Work
- Fire Safety Guidance
- Work Equipment
- Hand Arms Vibration Syndrome.

Contact Us: Health, Safety and Wellbeing Service are based in the Rutland Building, room 700.

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Jessica Wenham	
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Health Safety and Wellbeing Duty Officer (0115 305 5515)

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Traded services

<http://www.leicestershiretradedservices.org.uk/>

Visit the [HS&W Service on the intranet](#) to:

- View LCC policies on key risk areas
- Report an accident
- Download forms
- Understand how to structure your safety management systems
- Find information on how to carry out a risk assessment
- Apply for an eye care voucher

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EMPLOYMENT COMMITTEE 19 OCTOBER 2017**APPRENTICESHIPS****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose of Report**

1. The purpose of this report is to update the committee on the good progress being made in relation to the apprenticeship levy and the implementation of the new Apprenticeship Strategy.

Background

2. The Employment Committee endorsed the new Apprenticeship Strategy at its meeting on 29 June 2017.
3. The new national apprenticeship standards offer qualifications at a number of levels up to levels 4 and 5 (equivalent to a Foundation Degree) and levels 6 and 7 (equivalent to a Bachelors or Master's degree) and across a wide range of vocations.
4. To ensure that the apprenticeship levy funding stays within the Council where possible, Leicestershire Adult Learning Service has been identified as the training provider of choice for specific Apprenticeships, such as Business Administration, Learning Support and Social Care.

Progress

5. In addition to the 53 apprenticeships that were in place which predate the new scheme, there are currently 91 apprentices within the new apprenticeship scheme. Of these, 82 are Council employees, 8 are in Maintained Schools, with further registrations pending, and 1 is employed in ESPO.
6. Good progress has been made working with departments in utilising the apprenticeship levy funding effectively. For example, in the Environment and Transport Department, apprenticeships are being used to provide continuous professional development for existing staff and also as part of the Department's wider approach to recruitment. A number of employees are also undertaking a number of specialist qualifications, for example, Transport Planning, Construction, Forestry, Street Lighting and Civil Engineering.
7. In Maintained Schools, apprenticeships are predominantly being used to support Learning Support Assistants to become qualified. There is also a great deal of interest from schools in the forthcoming teacher apprenticeship route, which is expected to be available some time in 2018.

8. The Children and Families and Adults and Communities Departments will be piloting the Social Work apprenticeship which will be available from September 2018. It is being proposed that 5 apprentices from each department will take part in a programme delivered by a local University. This is seen as a key component in developing career pathways within the departments.
9. Consideration is also being given to how apprenticeships can support accredited programmes such as the Institute of Leadership and Management (ILM) at Levels 3, 5 and 7. Discussions with local external training providers delivering the national trailblazer standard have commenced.
10. Within School Food Support, it has been reported that apprenticeships continue to make a significant difference to improving practice, increasing confidence levels and the retention of staff. They have also enabled succession planning for staff members to progress into more senior roles. There are currently 33 registered apprentices within this service, with another 20 expected shortly.
11. As more national Apprenticeship Standards become available, work will continue in exploring the opportunities they bring, in enabling the Council to be an 'Employer of Choice' and in how they can support effective recruitment and retention across the organisation.

Recommendations

12. That the Employment Committee notes the progress that has been achieved to date and the approach that is being taken to further develop apprenticeships within the Council.

Circulation under Local Issues Alert Procedure

13. None.

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Equalities and Human Rights Implications

14. The current approach seeks to ensure that changes that impact on employees as apprentices promote greater equality, increase access to training and are implemented in a fair and non-discriminatory manner.

EMPLOYMENT COMMITTEE 19 OCTOBER 2017**ORGANISATIONAL CHANGE POLICY AND PROCEDURE:
SUMMARY OF ACTION PLANS****REPORT OF THE CHIEF EXECUTIVE****Purpose of Report**

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

Policy Framework and Policy Decisions

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

Background

3. Following the decisions made on 11 February 2010, the new arrangements also involve presenting a summary of any outstanding comments/concerns raised by members of the Committee.
4. There are no outstanding comments/concerns on this occasion.
5. Members are asked to indicate where they wish a representative of the Department concerned to be present to answer any questions in any particular case, if they have not already done so.

Recommendations

6. That the report be noted.

Background Papers

7. Organisational Change Policy and Procedure.
<https://leics.sharepoint.com/sites/intranet/HDI/Pages/Understand-organisational-change.aspx>

Circulation under Local Issues Alert Procedure

8. None.

Officers to Contact

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List of Appendices

- Appendix 1 – Summary of Current Action Plans - Implementation Completed;
- Appendix 2 – Summary of Current Action Plans - Implementation Underway.

Equalities and Human Rights Implications

9. The Organisational Change Policy and Procedure is designed to ensure that changes which impact on employees are implemented in a fair and non-discriminatory manner.

EMPLOYMENT COMMITTEE – 19 OCTOBER 2017

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
A&C - Business Support Services	24/02/2017	0 Compulsory Redundancies
A&C – Glen Parva Library Closure	07/04/2017	1 Compulsory Redundancy
CEX – Thringstone House Community Centre Transfer	24/07/2017	3 Compulsory Redundancies
C&FS – Review of Heads of Service	12/12/2016	2 Compulsory Redundancies
Public Health – First Contact Plus	16/03/2017	3 Compulsory Redundancies
RES – Human Resources Services	01/09/2016	5 Compulsory Redundancies

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EMPLOYMENT COMMITTEE – 19 OCTOBER 2017
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
A&C - Care Pathways	10/01/2017	Two voluntary redundancies have been agreed. (Previously reported as two possible compulsory redundancies)	Implementation 2 October 2017	0 compulsory redundancies
E&T – Phase 4	01/05/2017	Consultation period	Implement action plan	25 redundancies
ESPO – Action Plan for Night shift Operations Team	22/11/2016	In consultation	Implement action plan	5 redundancies
RES – Furniture and Logistics	05/09/2017	Approved and launched 7 September 2017	In consultation	1 redundancy
RES – Beaumanor Hall Property Support & Cleaning Team	23/06/2017	Interviews held	Twelve weeks' notice period	1 redundancy
RES – Review of I&T senior Management Team	21/06/2017	Consultation commenced 21 June 2017	Implement action plan	1 redundancy
RES - Restructure of County Hall Catering		Action Plan launched 12 September 2017	Consultation	4 redundancies

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