

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 6 December 2018 at 2.30 pm**

*Location:* **Goscote Committee Room - County Hall**

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

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

### **Membership**

Mr. J. B. Rhodes CC (Chairman)

Ms. L. Broadley CC   Ms. Betty Newton CC  
Mr. T. Gillard CC   Mr. R. J. Shepherd CC

### **AGENDA**

<b><u>Item</u></b>	<b><u>Report by</u></b>	
1. Minutes of the meeting held on 13 September 2018.		(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. Health, Safety and Wellbeing Annual Report 2017 - 18.	Director of Corporate Resources	(Pages 9 - 34)



- |     |   |                                       |                 |
|-----|---|---------------------------------------|-----------------|
| 7.  | Attendance Management   | Director of<br>Corporate<br>Resources | (Pages 35 - 42) |
| 8.  | Review of Performance Development Review Process.                       | Director of<br>Corporate<br>Resources | (Pages 43 - 54) |
| 9.  | Re-Engagement of Former Employees Policy                                | Director of<br>Corporate<br>Resources | (Pages 55 - 62) |
| 10. | Organisational Change Policy and Procedure:<br>Summary of Action Plans. | Chief Executive                       | (Pages 63 - 68) |
| 11. | Any other items which the Chairman has decided to take as urgent.       |                                       |                 |
| 12. | Date of Next Meeting.   |                                       |                 |

The next meeting of the Committee is scheduled to be held on 31 January 2019 at 10.00am.

13. Exclusion of the Press and Public.

*The public are likely to be excluded during the following item of business in accordance with Section 100(A) of the Local Government Act 1972:-*

*NJC Pay Award 2019/20*

- |     |                        |                                       |                 |
|-----|------------------------|---------------------------------------|-----------------|
| 14. | NJC Pay Award 2019/20. | Director of<br>Corporate<br>Resources | (Pages 69 - 74) |
|-----|------------------------|---------------------------------------|-----------------|



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 13 September 2018.

PRESENT

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

Ms. L. Broadley CC  
Dr. T. Eynon CC

Mr. T. Gillard CC  
Mr. R. J. Shepherd CC

16. Minutes.

The minutes of the meeting held on 29 June 2018 were taken as read, confirmed and signed.

17. Question Time.

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

18. 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).

19. Urgent Items.

There were no urgent items for consideration.

20. Declarations of interest.

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

No declarations were made.

21. Re-engagement of Former Employees.

The Committee considered a report of the Director of Corporate Resources which sought approval for the introduction of a new policy on the re-engagement of former employees. A copy of the report marked 'Agenda Item 6' is filed with these minutes.

Arising from discussion the following points were raised:-

- (i) It was clarified that the policy applied to people who took voluntary redundancy or who took compulsory redundancy with a settlement agreement. These people could return to work for the County Council within a 12 month period, but if they did so the redundancy payment they had received would be subject to clawback.

- (ii) It was noted that the Trade Unions had given their support to the policy. However, some concern was expressed that the policy suggested there was currently an issue regarding the Council offering people redundancy and then finding that they were still needed. It would be particularly important to have a robust approach to redeployment in the light of Brexit and shortages in the care market.

The Committee felt that further work was needed to clarify the position with regard to casual workers and requested a further report on the policy to its next meeting. This report would also provide more context on the national provision for redundancies and the County Council's approach to redeployment.

RESOLVED:

- (a) That the introduction of the new Policy on the Re-engagement of Former Employees be approved, subject to a further report to the Employment Committee in December clarifying the position with regard to casual workers;
- (b) That the letter from the Trade Unions confirming support for the Policy be circulated to members of the Committee.

22. Pay Policy Statement 2019-2020.

The Committee considered a report of the Director of Corporate Resources which sought approval of the Council's Pay Policy Statement for 2019/20. A copy of the report marked 'Agenda Item 7' is filed with these minutes.

It was noted that the Chief Digital and Information Officer was incorrectly listed as an officer of the Chief Executive's Department, this should be corrected to the Corporate Resources Department,

The Committee was advised there would be a complete revision of the bottom of the national payscales for 2019. The County Council was close to finalising similar revisions to its own payscale, which would respond to the requirements of the National Living Wage, allow for incremental progression and ensure that the payscales were future-proofed. Final proposals would be presented to a future meeting of the Employment Committee. This report would also include commentary on the ratio between the highest paid employee and the median average salary of the Council's workforce and set out the changes to this ratio over time.

RESOLVED:

That the Pay Policy Statement 2019/20 be approved for submission to the meeting of the full County Council on 5 December 2018.

23. Local Government Pension Scheme.

The Committee considered a report of the Director of Corporate Resources which sought agreement to the policy decisions afforded to the County Council as a scheme employer under the provisions of the Local Government Pension Scheme (LGPS). A copy of the report marked 'Agenda Item 8' is filed with these minutes.

The discretions proposed in response to the LGPS (Amendment) Regulations 2018 were intended to align the rights of people who left the scheme prior to 2014 with those of current scheme members. These people, once they turned 55, would now be allowed to apply for their pension at a reduced rate. This was a benefit for former employees but would not cost the County Council any additional money.

The policy change affected 4741 people. They had all been written to and 600 people had already indicated that they were interested in applying for their pension at a reduced rate.

It was confirmed that the Trade Unions were aware of the policy changes at a national level, as they had been introduced by legislation. The local Trade Unions had not been consulted.

**RESOLVED:**

- a) That the policy decisions in Appendix 1 related to the following discretions be approved:
  - (i) Power of employer to award additional pension;
  - (ii) Funding of additional pension contributions (shared cost);
  - (iii) Flexible retirement;
  - (iv) Switching on rule of 85; and
  - (v) Waiving of actuarial reduction;
- b) That new policy decisions in Appendix 2 related to the following be approved:
  - (i) Former employees seeking to access unreduced pension on the grounds of compassion; and
  - (ii) Switching on the Rule of 85 – provisions covering former members who left after 1 April 1998 but before 31 March 2014;
- c) That employer policy related to Regulation (7), relating to dismissals on the grounds of business efficiency, be noted.

**24. JNC Chief Officers' Pay Award 2018/20.**

The Committee considered a report of the Director of Corporate Resources which detailed the action taken by the Chief Executive to implement a pay award for employees on grades 18 – 21 inclusive, in order to meet the requirements of the nationally-agreed Joint Negotiating Committee (JNC) Chief Officers' pay award which covered the period from April 2018 to March 2020. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

**RESOLVED:**

That the action taken in respect of the implementation of the pay award for employees on grades 18 – 21 for the period 1 April 2018 to 31 March 2020 be noted.

25. Attendance Management.

The Committee considered a report of the Director of Corporate Resources which provided an update on the County Council's overall position on sickness absence as at the end of June 2018.

Arising from discussion the following points were raised:-

- (i) There was a target in the County Council's Medium Term Financial Strategy for departments to reduce sickness absence. The overall annual cost of absence to the Council was £4 million. Members did not feel that this was acceptable but recognised that it was difficult to change the culture of the organisation.
- (ii) Stress and depression were one of the main causes of sickness absence. To address this, the County Council had a wellbeing offer in place. A recent workshop with the Trade Unions had confirmed that the offer was comprehensive. It included a support package for managers to enable them to intervene early and support staff members with stress and depression to remain well and in work. The network of Mental Health First Aiders and its visibility was also being improved. The counselling service currently had an eight to ten week waiting list, although calls were triaged and urgent cases dealt with more quickly. Staff could be signposted to other services if the counselling service was not appropriate for them. Another full time trained counsellor had been employed to address the wait times and there were currently two trainee counsellors working with the service.
- (iii) The Occupational Health contract was due to be retendered in 2019. It would include the opportunity to procure an Employee Assistance Programme. This would be in addition to the Council's own counselling service and would include a 24/7 telephone support line. The Committee welcomed this opportunity.
- (iv) Musculo-skeletal problems were another major cause of sickness absence in the Council. The majority of these were short term injuries. A deep dive had been undertaken to determine if the Council should develop a physiotherapy offer; however this was not felt to be necessary as most long term absence cases related to breaks and operations where staff were already in receipt of physiotherapy. The HR Business Partner for the Environment and Transport Department was currently investigating measures which could help prevent staff from suffering from musculo-skeletal problems. The Committee welcomed this assurance.

RESOLVED:

That the update on the County Council's overall position on sickness absence as at the end of June 2018 be noted.

26. Organisational Change Policy and Procedure: Summary of Action Plans.

The Committee considered a report of the Chief Executive which presented an update of the current Action Plans which contained provision for compulsory redundancy and details of progress in their implementation. A copy of the report marked 'Agenda Item 11' is filed with these minutes.

## RESOLVED:-

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

27. Date of Future Meetings.

The Committee noted that future meetings of the Employment Committee would take place at 10.00am on the following dates:-

6 December 2018;  
31 January 2019;  
27 June 2019;  
26 September 2019;  
5 December 2019.

10.00 - 11.08 am  
13 September 2018

CHAIRMAN

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## **EMPLOYMENT COMMITTEE – 6 DECEMBER 2018**

### **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 the Annual Health, Safety and Wellbeing Report 2017-18, which details the County Council's overall position on Health, Safety and Wellbeing and provides an update on the performance of the Health, Safety and Wellbeing (HSW) Service.

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

2. This report is for information only. The HSW annual report is presented at the Committee annually.

##### **Background**

3. The health, safety and wellbeing (HSW) 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.
4. The report attached as **Appendix 1** highlights to the Committee the work that has been undertaken within the HSW Service during the financial year 2017/18. 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.
5. 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:
  - Key facts
  - Accident data
  - Incidents of significance

- HSW activity by department
- Training statistics
- Corporate objectives
- Wellbeing service statistics
- Occupational health statistics
- Guidance and legislative changes

### **Recommendations**

6. It is recommended that the Committee notes the contents of the annual report and endorses and supports the extensive work undertaken by the Health, Safety and Wellbeing Service.

### **Background Papers**

7. None.

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

8. None.

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

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

### **List of Appendices**

Appendix 1 – Health Safety and Wellbeing Annual Report 2017 - 2018

### **Officer to Contact**

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# Annual Health Safety & Wellbeing Performance Report 2017 - 2018

Leicestershire County Council



**Key Facts**

The Health, Safety and Welling Service (HSWS) within the Council endeavours to continually monitor HSW performance within the authority 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 contractors. This annual report intends to highlight some of the work that has been undertaken in the past year to address compliance issues and raise awareness of the appropriate hazards and risks and what the Council has done to mitigate them.



**451**

Injuries to employees



**500**

Injuries to non-employees



**1018**

Counselling sessions to staff



**45**

Audits undertaken



**429**

DSE assessments undertaken



**337**

Accidents involving slips trips and falls



**33**

RIDDOR Reportable incidents



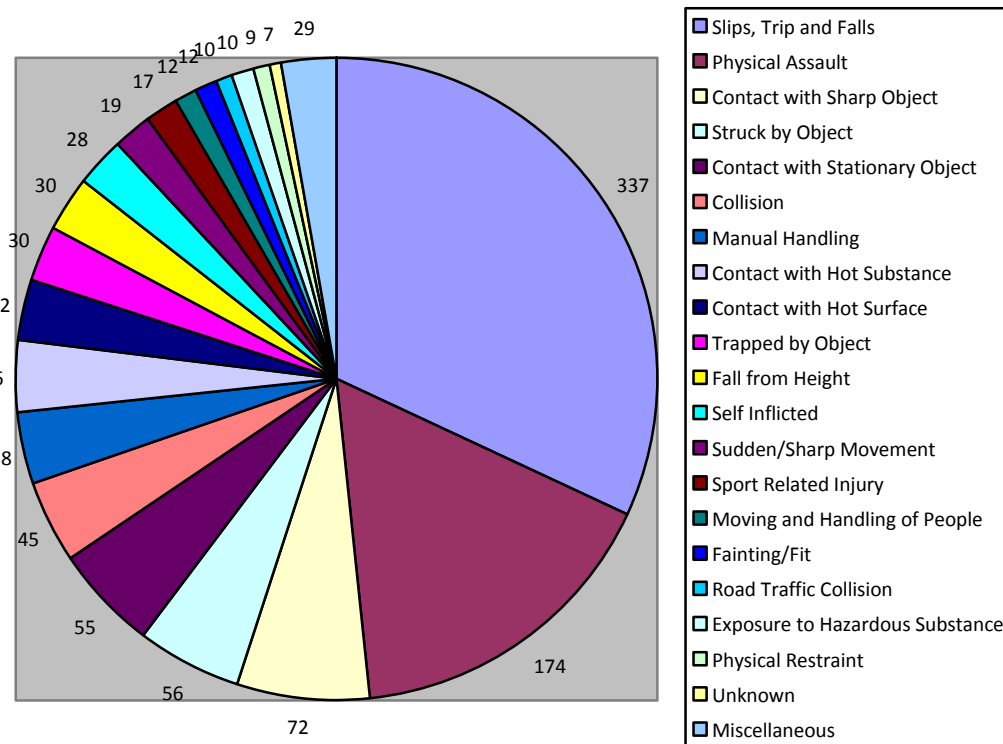
**1748**

Staff attended Health and Safety Courses

## Accident Data Analysis for Leicestershire County Council April 2017 – March 2018

- During the 2017/2018 financial year 1053 accidents which resulted in injury were recorded within the Authority. This is a 9% decrease in injuries compared to 2016 / 2017.
- Slips, trips and falls continue to be the biggest cause of accidents and represent 31% of all accidents within the Authority
- The number of physical assaults reported has increased since 2016/2017 by 22%.
- 380 near misses were reported in 2017/2018.

Causes of Accidents within Leicestershire County Council April 2017 – March 2018



**174** incidents of physical assaults reported.

**33** RIDDOR Reportable accidents occurred across the authority.

**380** near misses were recorded.

Information within this report has been gained by obtaining information from Leicestershire County Council’s incident reporting system – AssessNET on 11/4/2018.



## Accident Data for LCC

LCC	N° of Incidents	LCC	N° of Incidents
LTS Catering	142	Menphys Centre Wigston	28
Melton Supported Living Service	131	HART	26
Highways Operations	88	Carnegie CLC	26
Waterlees Supported Living Service	69	ESPO	23
Coalville Community Resource Centre	61	Roman Way	22
HART	48	Hamilton Court	21
Bridgeview CLC	43	Welland House	15
Smith Crescent	43	Charnwood Supported Living	14
Carlton Drive	40	Beaumanor Hall	12
Carnegie CLC	31		
Charnwood Supported Living	28		
Hamilton Court	28		
Roman Way	28		



## Incidents of Significance

During the 2017/2018 financial year there has been 4 RIDDOR reportable incidents within the **Adults and Communities department**. These are summarised below:

- An employee within the HART team injured his shoulder while incorrectly supporting a service user on 09/10/2017. The service user was unable to use the rotunda which was usually used for his transfers; subsequently the employee supported the weight of the service user which caused the injury. The incident was investigated, it was concluded that the Injured Person did not act in line with his training, and there was also a failure in communication. The member of staff was off work for 14 days.
- On 19/10/2017 an employee within the HART Team scolded herself while removing a bowl of soup from the microwave which she was heating for a service user. The member of staff was off work for 14 days.
- On 29/12/2017 A Home Care Assistant was visiting two service users at the Radford House Bungalow (a sheltered housing complex managed by EMH Homes) and whilst walking from one property to another, she 'slipped' and fell onto her left knee. This resulted in a soft tissue injury and 26 days away work. The cause of the injury was a combination of factors: icy weather conditions, a lack of suitable sufficient, training and instruction of wearing snow grips, and the employee's misjudgement about the wearing of PPE.

- On the 02/01/2018 an employee within Library Services received cuts, pain and swelling to both knees when she tripped on uneven paving slabs at the top of the steps leading to the back of the Rutland Building. The incident was reported to Property Services who agreed to undertake any repair work that was needed. The member of staff was away from work for 14 days.

During the 2017/2018 financial year 1 RIDDOR reportable incident occurred within the **Chief Executive's department and is** summarised below:

- On 16/08/2017 a Solicitor was walking from Court to the car park on Bee Hive Lane, Loughborough, when she tripped over the kerb. This resulted in a fractured wrist and 35 days away from work a result of the injury. A full investigation was undertaken with actions recommended to prevent reoccurrence.



During the 2017/2018 financial year there has been six RIDDOR reportable incidents within the **Corporate Resources department**. These are summarised below:

- On the 16/01/2018 a School Food Assistant sustained an injury to the lower back whilst replacing an empty liner in a bin. The injured person has an existing long term back condition and was away from work for 34 days as a result of the injury.
- A member of staff in Professional and Business Services slipped on black ice in the County Hall car park on 29/12/17. The injured person sustained a dislocated elbow and was away from work for 38 days. A full investigation was undertaken which concluded that minimal further action was possible to reduce the risks as all reasonably practicable steps had been taken to minimise the risks of slipping on ice.
- On 07/11/2017 a School Food Assistant received an injury to her lower back whilst manual handling. She was lifting full bin bags off a trolley into dumpster bins outside in the car park, and twisted her back. The member of staff was away from work for 14 days.
- On 09/10/2017 a School Food Assistant was putting tables away in the dining hall when she slipped on a piece of food on the floor. The table fell on top of her hand and fractured her finger. The member of staff was away

from work for 147 days. A full investigation was undertaken with actions recommended to prevent reoccurrence.

- On 27/6/2017 a Casual Food Assistant tripped over a broom in the kitchen and sustained a soft tissue injury to the right knee. She was away from work for 42 days. A full investigation was undertaken with actions recommended to prevent reoccurrence.
- On 13/6/2017 a School Food Assistant burned her hand on hot gravy whilst pouring this into a jug. She was away from work for 18 days.

During the 2017/2018 financial year there has been eight RIDDOR reportable incidents within the **Environment and Transport department**. These are summarised below:

- On the 10/04/2017 a member of staff in the Operations and Contract Management team sustained a fracture to the hand, a suspected fracture to the shoulder and numerous soft tissue injuries as a result of tripping over a damaged pavement. The member of staff was off work for 7 days. The poor condition of the pavement was reported to Birmingham Council. .
- An SEN Mini Bus Driver within Passenger Fleet sustained an injury to the knee when he fell out of his bus on 03/05/2018. The Driver entered the bus from the side door and did not raise the tail lift so when he stepped back onto what he thought should be there he fell. The member of staff was





away from work for 111 days and an investigation was undertaken to prevent reoccurrence.

- On 01/06/2017 a Passenger Fleet Driver sustained a fracture to the wrist as a result of falling of a raised tail lift. The tail lift had just started to lower, when the bus suddenly jolted and started to roll forward down the car park which caused the employee to fall. The vehicle was taken to Croft to be inspected and investigated and it was found that the handbrake was faulty. At the time of writing this report it was identified that the member of staff has still not returned to work
- On 15/08/2018 A member of staff working at Croft Highways Depot sustained a crush to the finger resulting in a severe laceration to the thumb whilst deploying a tail lift. When deploying the tail lift on a 7.5tonne flatbed vehicle the operative pulled from the top of the tail board rather than using the designated handle located on the side fall protection barrier. As the tail lift opened the operative had his hand in a pinch point which resulted in a cut to his right thumb. The member of staff was away from work for 104 days. An investigation was undertaken and a new safe system of work devised and communicated to all operatives. The tail lift manufacture was invited to attend site and have modified side barriers to remove potential pinch point.
- A HGV Driver in Highways Operations received a strain/sprain to the groin whilst operating a gully sucker on site. The injury occurred on 11/09/2017 and the member of staff was away for 21 days. An investigation was

undertaken and the site purchased new gully lifting handles which were different sizes and therefore more ergonomic for the operatives. A tool box talk was also delivered on different methods of lifting stuck lids and instructed staff to leave them if they can't be lifted.

- On 16/10/2017 A member of the public sustained a dislocated and fractured their ankle and broken their femur at Mountsorrel Recycling and Household Waste Site. The incident occurred after lifting a washing machine into the large household appliances (LDA) skip; he then lost his footing and fell down the ramp. It was suspected that the injured person has a suspected broken ankle so an ambulance was called and he was taken to hospital.
- On 26/02/2018 a Recycling Advisor at Barwell Recycling and Waste Site was in the process of releasing the last clamp on the general waste bin by lifting the lever upwards, when he felt a sharp pain in his lower back. He was away from 8 days as a result of the injury. An investigation was undertaken and actions to improve manual handling.
- A Parking Administrator within Notice Processing tripped in the Rutland Building at County Hall on 07/03/2018. She was entering the lift on the 1st floor of the building and tripped causing a bruised hand, grazed knuckle, twisted knee and ankle and lower back pain. As a result she was away from work for 8 days. The investigation is ongoing to determine the root cause but it is thought that the lift opened when it wasn't level with the floor causing a tripping hazard.



During the 2017/2018 financial year there has been sixteen RIDDOR reportable incidents within the **Children & Family Service**. These are summarised below:

- On the 4/4/17 a Classroom Assistant at Ashmount School sustained a fractured foot after tripping over a toy. This resulted in 6 days off work.
  - On the 24/4/17 a young child at Loughborough West Children and Family Centre sustained a burn to the chest from a cup of tea which was split. The centre has reviewed their safety procedures, hot drinks are no longer allowed in the areas when children/babies are attending.
  - On the 24/5/17 a Midday Supervisor at Whetstone Badgerbrook Primary School slipped in the school hall and fell resulting in a fractured arm and 65 days off work. Following this incident the school's risk assessment has been reviewed to consider safety procedures in the hall.
  - On the 22/6/17 a member of staff at Welland House was physically assaulted by a child at the home. As a result she had bruising and pain on her stomach area and on her elbow. The incident was reported to the police and the risk assessment was reviewed.
  - On the 31/10/2017 a member of staff a Birchwood Primary School sustained a head injury from trying to separate two pupils who were fighting. Following the incident the behaviour plan was implemented to manage the pupil's behaviour.
- A member of staff sustained a back injury on the 20/11/2017 after slipping on a newly mopped floor at All Saints Church of England Primary School (Wigston). The cleaning procedures have since been reviewed at the school.
  - On the 29/11/17 a member of staff at All Saints Primary School in Wigston sustained a sprained arm from trying to restrain a pupil. The incident was investigated and risk assessments were reviewed.
  - An employee at Stathern Primary School slipped on a wet floor on the 12/12/2017, following this incident cleaning procedures have been reviewed and the tiled floor has been replaced with carpet.
  - On the 15/12/17 at Diseworth Primary School a child's fingers were caught in a door closure mechanism resulting in a finger injury. Following this the door mechanism was changed so that it closes slower.
  - On the 19/12/17 a Teacher at Long Clawson primary School was hit in the face by a netball. Following this she was diagnosed with a detached retina which was linked to the netball collision. As a result the Teacher was off work for 40 days. Risk assessments have since been reviewed.
  - A pupil at Cossington Primary School sustained a cut to the knee from tripping after getting his foot caught in a football net. The incident was RIDDOR reportable as a part of the net was found to be faulty.



- A Learning Support Assistant at Birch Wood Special School sustained a fractured foot on the 19/1/18 after losing her footing on play equipment. Following this incident staff were reminded of the importance of wearing suitable footwear.
  - This incident happened on 30/1/18 when a member of staff within Children’s Social Care fell on a service user’s driveway and dislocated their shoulder. The member of staff contacted the office and asked for a worker to come out and specifically asked that an ambulance was not called. Two support workers attended and waited with them until their partner arrived to take them to hospital. The drive was uneven and was having some work done to it.
  - On the 2/2/18 a pupil at Newbold Verdon Primary School accidentally tripped a teacher up which resulted in a fractured nose and strained shoulders. Following this incident the safety procedures have been reviewed.
  - At Birchwood Primary School on 6/2/18 a Teaching Assistant was physically assaulted by a student she was working with. Injuries included soreness to the scalp from caused by hair pulling and bruising to the body from punching and hitting. Following this incident the pupil’s support plan was reviewed and further safety measures were implemented.
- On the 16/3/17 a Lunch Time Supervisor sustained a fractured wrist after being involved in a collision on the playground with two pupils. The incident was investigated and the school have reviewed their safety procedures.



## HS&W Activity by department

### A&C

- Supported Melton Short Breaks with a fire inspection from Leicestershire Fire and Rescue Service, resulting in the positive grade of 'broadly compliant'.
- Provided health and safety support to Bosworth Battle Field with the annual re-enactment event.
- The accident Reporting System AssessNET has been updated, with local administrators assigned for all teams.
- Accident investigation for all RIDDOR reportable accidents.
- Supported Provider Services with accident reporting, improve near miss reporting and reduce 'not specified' etc.
- Provided ongoing support to the Adult Mental Health Team regarding management of stress.
- 4 Stress assessment undertaken within the department

### CEX

- The Registration Service were supported with civil ceremony inspections throughout the year
- Legal Services have been support with risk assessments
- 1 accident investigation was conducted
- H&S team attended quarterly H&S meetings

### CR

- LTS shoe trial ongoing within LTS catering
- Advice and support to LTS catering regarding Type 1 fire risk assessment within all kitchens.
- Ongoing support to Sites Development
- Risk assessment support at Beaumanor Hall

### E&T

- HS&W service delivered 10 training sessions for Highways Delivery Managers and Supervisors on Management of H&S and Accident investigation.
- HS&W Service delivered H&S Induction to Area Managers/Supervisors (June 2017) and Site Operatives (August 2017) working for the Recycling and Household Waste Sites.
- HS&W Service have undertaken a number of site inspections at all 13 Recycling and Household Waste Sites.



## CFS

- 31 audits were undertaken
- 3 stress assessments were undertaken
- Accident investigations for all RIDDOR reportable incidents
- 4 occupancy assessments were undertaken

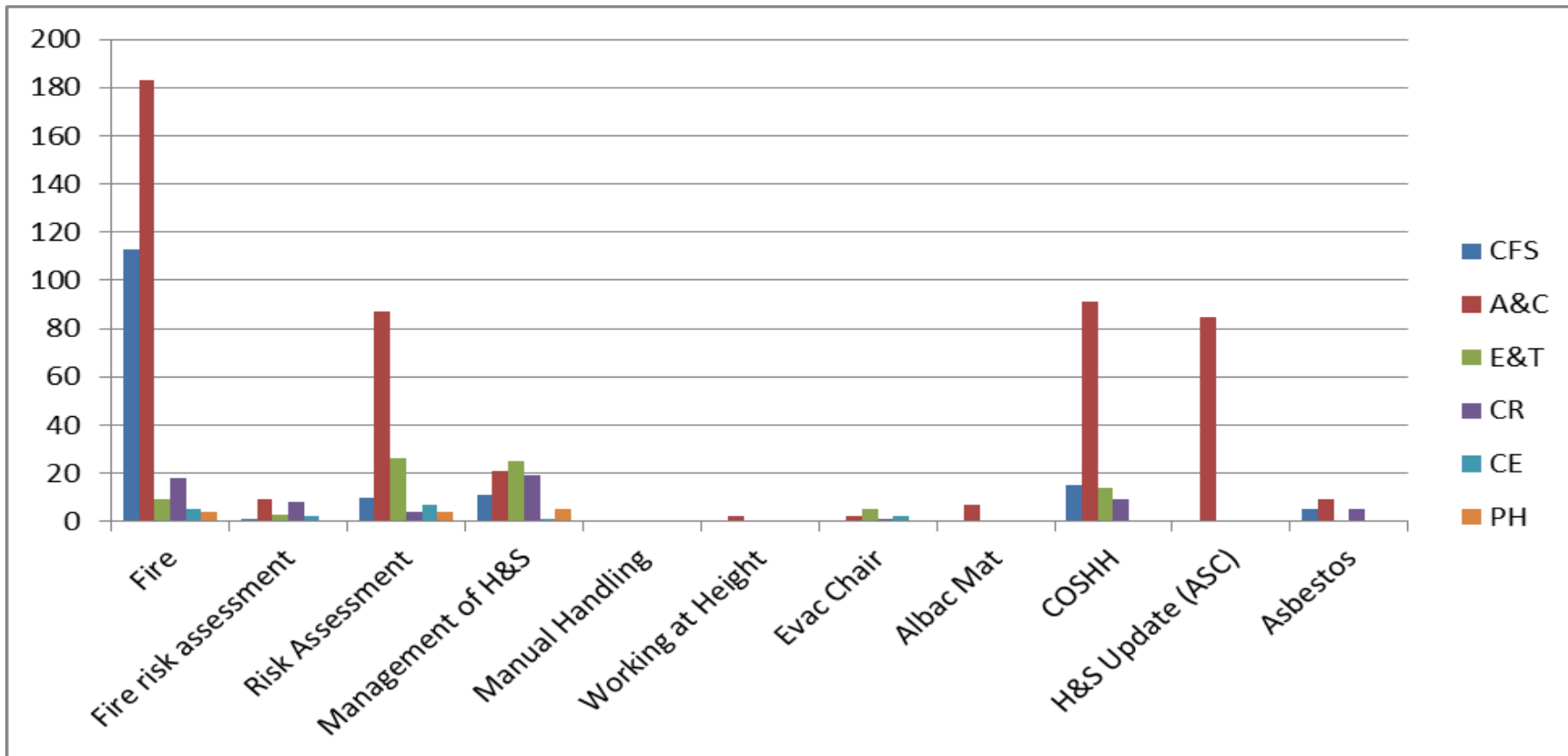
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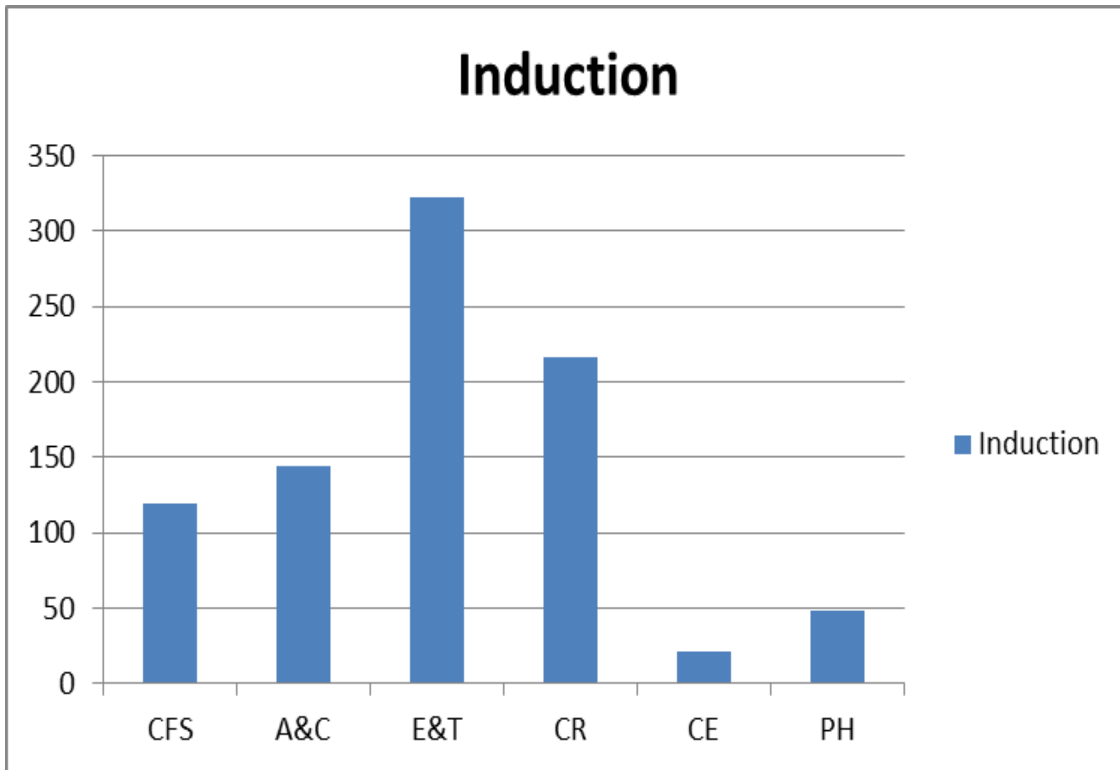
- The HS&W team have support with DSE assessment within the department.
- The HS&W team have worked closely with Public health to help implement the Wellbeing strategy.
- 5 managers from Public health attended the Management of Health & safety training course ran by the HS&W team.



## Training Statistics

The following section highlights the numbers of delegates from the Council that have attended corporate Learning and Development courses provided by the HS&W Service. **Note:** Figures also exclude job specific training which may have a safety consideration and also any training which may have been arranged directly by managers within departments.







The following Key Performance Indicators (KPIs) were set in the 2015 – 2020 Health, Safety and Wellbeing Strategy to monitor improvements in Health, Safety and Wellbeing across the Council. The table below details the performance of the whole council against the KPIs.

No.	Key Performance Indicator	Leicestershire County Council
1	Improvements in audit scores across all services of the authority, aim to achieve 50% reduction by 2018 on reports achieving 1 yearly audit revisits, and 100% by 2020.	45 audits were completed in 2017/2018. Some of the service areas which were audited are newly formed therefore there was not any previous audit data to compare the scores to. 3 service areas were given a category 1 score, which means the audit highlighted at least one major and several minor nonconformities. The audit highlighted an immediate risk to staff and customers of Leicestershire County Council and/or a significant risk of legal non-compliance. These services areas will be re-audited in 2018-19 to monitor improvement. The other service areas were scored category 2 or 3 which shows a better level of compliance and will be re-audited in 2 or 3 years respectively.
2	All audits reports and action plans are developed within 5 working days from the completion of the audit.	This KPI was not met for all audits.
3	LCC would like to realise a 10% reduction in workplace accidents and incidents year by year.	In comparison to 2016/17 there has been a 6.2% decrease in the overall number of incidents.
4	A 10% reduction in RIDDOR reported incidents year on year	In comparison to 2016/17 there has been a 12% decrease in the overall number of RIDDOR reportable incidents.
5	Robust documented investigations conducted in all instances where accidents are RIDDOR reportable for employees	All RIDDOR reportable incidents have received robust, documented investigations.
6	Ensure overall compliance with all applicable legislation across the authority.	Audit scores demonstrate partial compliance to health and safety legislation. Action plans have been developed to increase compliance.





## Wellbeing Service Statistics

The following section highlights the numbers of employees from the Council that have accessed the Employee Wellbeing Service.

Department	Q1		Q2		Q3		Q4	
	New referrals	No. of Sessions	New referrals	No. of Sessions	New referrals	No. of Sessions	New referrals	No. of Sessions
Adults and Communities	28	72	29	27	19	71	14	97
Chief Executives	0	0	2	1	1	2	1	5
Children and Family Service LA Schools	19	40	7	15	9	24	6	46
Children and Family Service Non Schools	8	66	7	17	13	73	14	117
Corporate Resources	16	71	14	45	15	72	13	121
Environment and Transport	2	6	2	4	2	2	1	4
Public Health	0	0	1	4	0	0	0	0
Non Declared	1	2	0	0	0	0	0	0
ESPO	1	3	0	0	1	3	1	8
<b>Totals</b>	<b>75</b>	<b>260</b>	<b>62</b>	<b>113</b>	<b>60</b>	<b>247</b>	<b>50</b>	<b>398</b>

25

Total new referrals : 247

Total sessions: 1018

**29% reduction** in number of **sessions** compared to 2016/17

**37% reduction** in number of **referrals** compared to 2016/17



**The Wellbeing Strategy was launched in 2018. The following KPI's were included within the strategy;**

- 10% reduction in the number of employees being referred to occupational health with mental health issues.
- 30% increase in attendance of Stress Management Training.
- Reduced sickness absences rates, target of less than 7.5 days per employee.
- Increased visibility of mental health first aiders.
- Increase in healthy food options in the canteen.
- Promote the importance of physical exercise in managing mental wellbeing.

A Stress Working Group has been set up with representatives from Strategic Human Resources, Health Safety & Wellbeing and Learning and Development to help address issues relating to work related stress and mental health issues. The group works closely with other groups and teams such as Public Health, Wellbeing Champions and the Employee Wellbeing Service to help achieve the KPI's within the strategy. The following work streams were identified and progressed during 2017-18 financial year;

- **Promotion and marketing of the support available to managers and employees.** A Wellbeing signposting page had been created which is located on the home page of the intranet. This page is designed to signpost employees and managers to the Wellbeing Support available through LCC.
- **Education and Training.** Further training has been developed to support managers and employees with mental health and stress.
- **Increased visibility of Mental Health First Aiders.** The team is working to increase the visibility of MHFA's.
- **Wellbeing Calendar.** The team is working closely with Comms to promote national wellbeing days on the intranet calendar.
- **Time for Change.** The pledge for Time for Change has been signed by the Council. The Time to Change pledge means that as a Council we pledge to stop the stigma around mental health in the workplace. An action plan has been completed and this centres on the key areas the Stress Group have been



working on; increased working with MHFA, training and support for managers to having conversations with employees around mental health and stress.



## Occupational health statistics

The follow 4 tables show the number of referrals to LCC's Occupational Health provider.

### Quarter 1

Division	1. Infections	2. Cancer / malignancy	3. Haematological	4. Endocrine / Metabolic	5.1 Stress	5.2 Psychotic illness	5.3 Anxiety	5.4 Depression	5.5 Alcohol & Drug Dependence	5.6 Other Psychiatric / Mental Health	6. Neurological	7. Ophthalmological	8. Audiological	9. Cardiovascular & cerebro-vascular	10. Respiratory	11. Gastro-Intestinal	11.1 Dental	12. Dermatological (P/MH)	13.1 Back Pain	13.2 Neck Pain	13.3 Fracture	13.4 Lower Limb Disorder	13.5 Upper Limb Disorder	13.6 Arthritis	13.7 Rheumatism	13.8 Other M/skeletal & injuries	14. Genitourinary	15. Gynaecological Pregnancy	17. Congenital malformations	18. Other	18.25. CFS/Fibromyalgia/ME	18.5 Connective tissue disorder	19. Injuries & poisoning	20. Unspecified surgery/post op	21. Fit	23. WSA	Total Diagnosed	Cancelled Case	Total Closed							
A001 ESPO				1	2						1				1				1				1	1	1				1										10	1	11					
C0001 Chief Executive's							1																																	1		1				
J0001 Environment & Transport														1	1	1						1	1			1	1													7	14	21				
K0001 Children & Young People's Service	3	6		3	19	1	16	11	1	1	4			1	2	2			3			2	2	1		7	2		1	1				1						90	13	103				
P0001 Public Health																																								0	1	1				
R0001 Corporate Resources		1			3		1	1						1	1								1																	9	2	11				
S0001 Adults & Communities	1			1			2	3		1	2			1	3				3		1	1	2			3	1	1		2	2				2					32		32				
Strategic Director - Community Wellbeing & Custome					1																																			1		1				
Strategic Director-Corporate Services C001		1			1			3								1										1														7	1	8				
Strategic Director-Housing, Planning, Regeneration					1		1				1								2					1		1								1						8	1	9				
<b>2017 - 2018</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>5</b>	<b>27</b>	<b>1</b>	<b>20</b>	<b>19</b>	<b>1</b>	<b>2</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>9</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>14</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>165</b>	<b>33</b>	<b>198</b>						
Subtotal (% of Total Diagnosed)								70 (42%)																																						
Work Related (% of Subtotal)								25 (36%)																																						
Covered by EQA (% of Subtotal)								35 (50%)																																						



Quarter 2

Division	1. Infections	2. Cancer / malignancy	3. Haematological	4. Endocrine / Metabolic	5.1 Stress	5.2 Psychotic illness	5.3 Anxiety	5.4 Depression	5.5 Alcohol & Drug Dependence	5.6 Other Psychiatric / Mental Health	6. Neurological	7. Ophthalmological	8. Audiological	9. Cardiovascular & cerebro-vascular	10. Respiratory	11. Gastro-Intestinal	11.1 Dental	12. Dermatological (P/MH)	13.1 Back Pain	13.2 Neck Pain	13.3 Fracture	13.4 Lower Limb Disorder	13.5 Upper Limb Disorder	13.6 Arthritis	13.7 Rheumatism	13.8 Other M/skeletal & injuries	14. Genitourinary	15. Gynaecological/Pregnancy	17. Congenital malformations	18. Other	18.25. CFS/Fibromyalgia/ME	18.5 Connective tissue disorder	19. Injuries & poisoning	20. Unspecified surgery/post op	21. Fit	23. WSA	Total Diagnosed	22. Cancelled															
A001 ESPO				1	8					1	1	1			2			1	6			1	2	3		3												31															
C0001 Chief Executive's																						1																	1														
External Organisation								1																															2	1													
J0001 Environment & Transport	1	1			4	5	1		1		3	1		3	2	2			6	1		2	4			5	1			2					4			48	23														
K0001 Children & Young People's Service	7	14	3	6	55	1	40	42	2	4	12	3	2	10	9	12			15	2	1	8	10	6	6	17		2		11	5			4					309	61													
P0001 Public Health							1												1																			2	1														
R0001 Corporate Resources	3	1	2	1	9	6	5		2	4			2	2	2				8				2	1	1	2		2		1			1	4				61	10														
S0001 Adults & Communities	5	1		1	17	15	15		1	8	1	1	2	4	4			1	15	1	2	1	6	5		13	2	3		7	5			8					144	15													
Strategic Director - Community Wellbeing & Custome					3						1															1												5															
Strategic Director-Corporate Services C001		1			1		2	1							2											1												8															
Strategic Director-Housing, Planning, Regeneration		1					2	3			2								5			2				2				1		1		1				21	7														
<b>Total</b>	<b>16</b>	<b>19</b>	<b>5</b>	<b>9</b>	<b>97</b>	<b>1</b>	<b>68</b>	<b>69</b>	<b>4</b>	<b>8</b>	<b>31</b>	<b>6</b>	<b>3</b>	<b>17</b>	<b>21</b>	<b>20</b>		<b>2</b>	<b>56</b>	<b>4</b>	<b>3</b>	<b>15</b>	<b>24</b>	<b>16</b>	<b>7</b>	<b>44</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>22</b>	<b>11</b>		<b>1</b>	<b>18</b>	<b>4</b>		<b>632</b>	<b>118</b>															
Work Related					55	1	19	13		2	1								11	1		2	4	1		9				1								121	19%														
Equality Act	3	19	3	5	17	1	31	42		5	21	5	3	11	11	7		1	17		1	6	6	13	5	11	2	1	1	7	9			5				269	43%														
Subtotal (% of total)					247 (39%)														169 (27%)																																		
Work Related (% of subtotal)					90 (36%)														28 (17%)																																		
Covered by the EQA (% of subtotal)					96 (39%)														59 (35%)																																		

Awaiting Diagnosis

Grand Total

29



Quarter 3

Division	1. Infections	2. Cancer / malignancy	3. Haematological	4. Endocrine / Metabolic	5.1 Stress	5.2 Psychotic illness	5.3 Anxiety	5.4 Depression	5.5 Alcohol & Drug Dependence	5.6 Other Psychiatric / Mental Health	6. Neurological	7. Ophthalmological	8. Audiological	9. Cardiovascular & cerebro-vascular	10. Respiratory	11. Gastro-Intestinal	11.1 Dental	12. Dermatological (P/MH)	13.1 Back Pain	13.2 Neck Pain	13.3 Fracture	13.4 Lower Limb Disorder	13.5 Upper Limb Disorder	13.6 Arthritis	13.7 Rheumatism	13.8 Other M/skeletal & injuries	14. Genitourinary	15. Gynaecological/Pregnancy	17. Congenital malformations	18. Other	18.25. CFS/Fibromyalgia/ME	18.5 Connective tissue disorder	19. Injuries & poisoning	20. Unspecified surgery/post op	21. Fit	23. WSA	Total Diagnosed	22. Cancelled	Awaiting Diagnosis	Grand Total									
A001 ESPO													1	1	1			1	1			1	2			2											11	1	12										
C0001 Chief Executive's								1																													1		1	2									
D2895 Leicestershire Traded Service					5		4			1																												13	5	8	26								
J0001 Environment & Transport				1	1								1	2	2	1						1	3	2		1									2			18	4	22									
K0001 Children & Young People's Service	2	2			38	18	13		7	8			2	4	3	3			4	1	2	1	3	4		5	1	2	3	3		2	4				134	20	2	156									
R0001 Corporate Resources		1		1	3	1	2		2	3				2	2	3			3			1	5	3		1	1	1									38	4	2	44									
S0001 Adults & Communities	1	3			8	1	4	3		1	2			1		1			2			2	3	1		2	1	1	1	1							39	3	2	44									
Strategic Director - Community Wellbeing & Custome																								1		1											2	3		5									
Strategic Director-Corporate Services C001					2		1			1																										4	1		5										
Strategic Director-Housing, Planning, Regeneration					4	1				1									2			1				2											11	2		13									
<b>Total</b>	<b>3</b>	<b>6</b>	<b>2</b>	<b>61</b>	<b>1</b>	<b>24</b>	<b>24</b>	<b>10</b>	<b>16</b>	<b>4</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>1</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>16</b>	<b>11</b>	<b>14</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>2</b>	<b>271</b>	<b>43</b>	<b>15</b>	<b>329</b>																
Work Related				34	9	2			1				1					2				3															55	20%											
Equality Act	1	6	2	8	1	13	14		6	15		1	8	6	4			3	1	1	4	6	11		3	1	3	1	4	6			2				131	48%											
Subtotal (% of total)				120 (44%)										62 (23%)																																			
Work Related (% of subtotal)				45 (38%)										5 (8%)																																			
Covered by the EQA (% of subtotal)				42 (35%)										29 (47%)																																			



Quarter 4

Division	1. Infections	2. Cancer / malignancy	3. Haematological	4. Endocrine / Metabolic	5.1 Stress	5.2 Psychotic illness	5.3 Anxiety	5.4 Depression	5.5 Alcohol & Drug Dependence	5.6 Other Psychiatric / Mental Health	6. Neurological	7. Ophthalmological	8. Audiological	9. Cardiovascular & cerebro-vascular	10. Respiratory	11. Gastro-Intestinal	11.1 Dental	12. Dermatological (P/MH)	13.1 Back Pain	13.2 Neck Pain	13.3 Fracture	13.4 Lower Limb Disorder	13.5 Upper Limb Disorder	13.6 Arthritis	13.7 Rheumatism	13.8 Other M/skeletal & injuries	14. Genitourinary	15. Gynaecological Pregnancy	17. Congenital malformations	18. Other	18.25. CFS/Fibromyalgia/ME	18.5 Connective tissue disorder	19. Injuries & poisoning	20. Unspecified surgery/post op	21. Fit	23. WSA	Total Diagnosed	22. Cancelled	Awaiting Diagnosis	Grand Total		
A001 ESPO							1						2	1	1	1		1	3			1	2			2													16	1	17	
C0001 Chief Executive's								1																	1														3		1	4
D2895 Leicestershire Traded Service		3	3	27	7	8	1				5	3	2	2					3				2	1		6	1	1		4	1	1			3				84	17	5	106
E0001 Centre of Excellence				1	1																																	1		1		
J0001 Environment & Transport			1	1	1								1	4	3	1						1	4	2	1	1				1					1	4		27	5	1	33	
K0001 Children & Young People's Service	2	3		40	21	13		8	8	1	2	5	3	3				5	1	2		3	4		5	1	2		4	3			2	4				145	20	2	167	
R0001 Corporate Resources		1	1	4	1	3		2	4					2	2	3			3			1	5	4		1	1	2		1	3							44	4	1	49	
S0001 Adults & Communities	1	3		13	1	6	3		1	2			1	1	1	1			3	1		3	3	1		2			2	2			1					55	4	59		
Strategic Director - Community Wellbeing & Custome																								1		1												2	3	5		
Strategic Director-Corporate Services C001				2			1			1																											4	1	5			
Strategic Director-Housing, Planning, Regeneration				4	1					1									2							2												11	2	13		
<b>Total</b>	<b>3</b>	<b>10</b>	<b>5</b>	<b>92</b>	<b>1</b>	<b>37</b>	<b>30</b>	<b>1</b>	<b>11</b>	<b>21</b>	<b>4</b>	<b>8</b>	<b>15</b>	<b>10</b>	<b>9</b>	<b>1</b>	<b>19</b>	<b>2</b>	<b>2</b>	<b>7</b>	<b>19</b>	<b>13</b>	<b>2</b>	<b>20</b>	<b>4</b>	<b>7</b>	<b>1</b>	<b>13</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>392</b>	<b>57</b>	10	459				
Work Related				56	11	3				2			1					3				3		1	1				1			2			1		85	22%				
Equality Act	1	10	5	16	1	21	16		7	18	2	1	14	7	4			5	2	1	5	8	13	2	5	3	4	1	5	9	1	3	8	4	190	48%						
Subtotal (% of total)				172 (44%)															84 (21%)																							
Work Related (% of subtotal)				70 (41%)															8 (10%)																							
Covered by the EQA (% of subtotal)				61 (35%)															41 (49%)																							



## Forthcoming Changes

Managers and staff within departments are advised to be aware of potential legislative and policy changes that may impact on their operations in the 2017 / 18 financial year. There are no forthcoming changes to health and safety legislation or approved codes of practice publicised by the HSE that would impact on the Council as a whole.

The HS&WS have been actively engaged in reviewing all of the Council's policies and guidance documents available on the Intranet. This ensures that it all remains relevant and up to date. The following table outlines the policies have been reviewed or developed within the 2017/18 financial year and those that are planned for review during the next. Managers are advised to ensure that they are familiar with those that are applicable to their operations.

Policy Changes 2017 / 2018	Planned Policy Changes 2018 / 2019
The Management of Stress in the Workplace	Driving in Hot Weather
Electrical Safety	AssessNET Guidance
First Aid Guidance	Use of Car Seat Belts and Restraint Systems for Children
Driver and Vehicle Safety Policy	Contractor Management policy and Form
Winter gritting	Driving Mini Buses
Noise at Work	Driving in adverse weather
Manual Handling and Risk Assessment	Pocket Guide to Health and Safety for Premise Managers
Glazing	CDM Adequacy of construction phase health and safety plan





Asbestos Management Plan & Exposure form	CDM Construction phase health and safety plan
Policy Statement	CDM Design Hazard Identification
Work at Height	CDM Preconstruction information pack
Challenging Behaviour & Violence at Work	CDM Summary of Duties under CDM 2015
Fire Safety Guidance	
General arrangements	
Work Equipment	
HAVS	

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## **EMPLOYMENT COMMITTEE – 6 DECEMBER 2018**

### **ATTENDANCE MANAGEMENT**

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

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

1. The purpose of this report is to update the Employment Committee on the County Council's overall position on sickness absence as at the end of September 2018 and inform them of the wellbeing support offer that is available to the workforce, specifically those who are absent or who are at risk of being absent from work due to stress, depression or mental health issues.

##### **Background**

2. On 13 September 2018, the Committee considered the County Council's absence position as at the end of June 2018.

##### **Absence Data – September 2018**

3. By the end of September 2018, absence reductions have been consistently achieved in Adults and Communities and the Corporate Resources departments.
4. Only Public Health and Corporate Resources are close to the corporate target of 7.5 days per full time equivalent (FTE). All other departments need to take further action to address their current levels of sickness absence.

Department	2015/16	2016/17	2017/18	2018/19	2018/19
Days per FTE	Year end	Year end	Year end	End of Q1	End of Q2
12 months cumulative				(June 18)	(Sept 18)
Chief Executive's	6.99	6.03	6.38	7.24	8.47
Environment and Transport	8.80	9.68	10.09	9.95	9.98
Children and Family Services	10.06	10.05	10.25	11.15	11.00
Corporate Resources	6.95	7.94	8.12	7.69	7.51
Adults and Communities	11.31	12.57	11.26	10.57	10.40
Public Health	7.84	7.43	6.49	6.83	7.55
<b>Total</b>	<b>9.32</b>	<b>10.01</b>	<b>9.73</b>	<b>9.64</b>	<b>9.59</b>
ESPO	10.88	9.75	11.70	10.96	10.08
EMSS	6.69	9.27	7.42	7.60	7.62

### Reasons for Absence

5. Displayed in order of percentage of time lost (greatest first), the table below details the top 10 reasons for absence.

Percentage of FTE days lost	2017/18	2017/18	2017/18	2018/19	2018/19	Oct 17– Sept 18	Oct 17 – Sept 18
12 months cumulative	Sept 2017 Q2	Dec 2017 Q3	March 2018 Q4	June 2018 Q1	Sept 2018 Q2	FTE Days lost	No. of employees
Stress/depression, mental health	25.2%	25.8%	26.3%	26.8%	27.2%	11,366	535
Other musculo-skeletal	17.4%	17.3%	16.6%	17.0%	17.6%	7,371	529
Gastro- stomach, digestion	8.7%	8.4%	8.1%	7.8%	8.4%	3,500	1,323
Cough/cold/flu	0.9%	2.2%	7.5%	7.9%	8.0%	3,366	1,202
Viral infection not cough/cold/flu	11.8%	9.1%	6.1%	5.8%	5.7%	2,393	698
Chest, respiratory	4.7%	4.5%	4.6%	4.8%	4.9%	2,032	309
Back and neck	4.7%	4.7%	4.9%	4.9%	4.4%	1846	255

Percentage of FTE days lost 12 months cumulative	2017/18 Sept 2017 Q2	2017/18 Dec 2017 Q3	2017/18 March 2018 Q4	2018/19 June 2018 Q1	2018/19 Sept 2018 Q2	Oct 17– Sept 18 FTE Days lost	Oct 17 – Sept 18 No. of employees
Eye, ear, nose, mouth/dental	3.8%	3.8%	3.8%	3.9%	4.1%	1,655	421
Neurological	5.4%	4.6%	4.3%	4.2%	3.8%	1,603	434
Not disclosed	6.5%	6.5%	5.7%	4.8%	3.5%	1,455	237

### Short and Long Term Absence Split

6. The table below details the number of FTE days lost due to absence and the percentage split of FTE days lost at the end of quarter 1 2018/19 and quarter 2 2018/19. All departments with the exception of Chief Executive's show a greater percentage of longer term absence compared to short term.

Percentage of FTE days lost 12 months cumulative	2018/19 Q1				2018/19 Q2			
	Long term		Short term		Long term		Short term	
	FTE days lost	%	FTE days lost	%	FTE days lost	%	FTE days lost	%
Chief Executive's	668.4	42.4%	906.7	57.6%	917.9	49.1%	948.1	50.9%
Environment and Transport	4431.0	61.0%	2830.6	39.0%	4,522.9	61.8%	2,801.7	38.2%
Children and Family Services	7142.9	66.5%	3595.8	33.5%	7,029.5	65.9%	3,636.7	34.1%
Corporate Resources	4985.1	53.0%	4420.6	47.0%	5,034.3	54.4%	4,214.0	45.6%
Adults and Communities	7981.1	59.2%	5508.5	40.8%	7,878.8	59.9%	5,276.3	40.1%
Public Health	334.6	58.9%	233.9	41.1%	412.6	62.8%	244.8	37.2%

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

### Service Level Data

7. The table below provides details of the days lost per FTE at the end of 2016/17, quarter 1, 2, 3 and 4, 2017/18 and at the end of quarter 1 and 2 2018/19, for service areas by department.

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>
<b>Days per FTE</b>	<b>Year end</b>	<b>End of Q1</b>	<b>End of Q2</b>	<b>End of Q3</b>	<b>End of Q4</b>	<b>End of Q1</b>	<b>End of Q2</b>
<b>12 months cumulative</b>	<b>(Mar 17)</b>	<b>(Jun 17)</b>	<b>(Sept 17)</b>	<b>(Dec 17)</b>	<b>(Mar 18)</b>	<b>(June 18)</b>	<b>(Sept 18)</b>
<b>Chief Executive's</b>	<b>6.03</b>	<b>5.98</b>	<b>5.03</b>	<b>4.73</b>	<b>6.38</b>	<b>7.24</b>	<b>8.47</b>
Planning and Historic and Natural Environment	3.81	3.73	3.20	2.51	4.04	8.02	11.68
Regulatory Services	6.95	6.61	5.04	4.56	4.87	6.01	7.04
Trading Standards	8.76	1.49	2.13	5.73	9.65	8.72	11.03
Strategy and Business Intelligence	6.28	6.07	5.17	6.56	8.04	8.82	8.86
Democratic Services	10.69	11.50	9.98	5.89	8.91	9.06	13.22
Legal Services	3.01	3.30	3.21	2.93	4.02	4.70	4.95
<b>Environment and Transport</b>	<b>9.68</b>	<b>9.17</b>	<b>9.45</b>	<b>9.53</b>	<b>10.09</b>	<b>9.95</b>	<b>9.98</b>
Highways and Transportation	10.38	9.79	10.10	10.20	10.62	10.27	9.86
Environment and Waste Management	4.85	4.71	5.77	6.34	7.98	8.63	10.57
<b>Children and Family Services</b>	<b>10.05</b>	<b>9.50</b>	<b>9.58</b>	<b>9.75</b>	<b>10.25</b>	<b>11.15</b>	<b>11.00</b>
Education and Early Help	9.13	8.55	8.45	8.42	9.28	9.20	9.24
Children's Social Care	11.90	10.91	11.21	11.65	11.62	13.97	13.71
<b>Corporate Resources</b>	<b>7.94</b>	<b>7.98</b>	<b>8.25</b>	<b>8.26</b>	<b>8.12</b>	<b>7.69</b>	<b>7.51</b>
Strategic Finance and Assurance	4.89	4.42	4.66	4.21	4.25	4.11	5.19

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2018/19</b>
<b>Days per FTE</b>	<b>Year</b>	<b>End of</b>	<b>End of</b>	<b>End of</b>	<b>End of</b>	<b>End of</b>	<b>End of</b>
<b>12 months</b>	<b>end</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Q1</b>	<b>Q2</b>
<b>cumulative</b>	<b>(Mar 17)</b>	<b>(Jun 17)</b>	<b>(Sept 17)</b>	<b>(Dec 17)</b>	<b>(Mar 18)</b>	<b>(June 18)</b>	<b>(Sept 18)</b>
Corporate Services	4.68	4.66	4.99	5.59	5.88	6.08	5.80
Commercial and Customer Services	10.55	10.65	10.98	10.50	10.04	9.22	8.79
<b>Adults and Communities</b>	<b>12.57</b>	<b>12.23</b>	<b>11.57</b>	<b>11.38</b>	<b>11.26</b>	<b>10.57</b>	<b>10.40</b>
East	n/a	n/a	7.49	10.77	11.06	9.69	9.97
West	n/a	n/a	11.13	12.14	13.16	12.38	11.94
Commissioning and Quality	n/a	n/a	6.92	7.52	8.01	8.08	7.38
Departmental Support Services	n/a	n/a	9.46	10.17	9.46	7.90	5.73
Promoting Independence	12.26	13.07	13.53	14.24	15.11	14.81	14.46
Personal Care and Support	15.62	14.90	13.60	12.85	11.99	11.47	13.01
Communities and Wellbeing	7.67	7.26	6.96	7.42	7.98	7.77	7.27
<b>Public Health</b>	<b>7.43</b>	<b>8.64</b>	<b>8.80</b>	<b>7.89</b>	<b>6.49</b>	<b>6.83</b>	<b>7.55</b>

### **Wellbeing support and stress/mental health/depression absence**

8. 'Stress/mental health/depression' is the Council's leading cause of time lost due to sickness absence. The table below details the time lost and related cost of absence due to 'stress/mental health/depression' sickness on a rolling 12 month basis. The data shows that the trend over this period has been increasing.

As at the end of rolling 12 months:	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/2018 Q4 end of year	2018/19 Q1	2018/19 Q2
FTE days lost	10,473	10,814	10,978	11,412	11,272	11,366
Cost (12mth)	£1,001,647	£1,042,760	£1,051,970	£1,105,025	£1,135,982	£1,163,710
% of time lost due to sickness absence	24.1%	25.2%	25.8%	26.3%	26.8%	27.2%

9. The Chartered Institute of Personnel and Development Health and Well-being at Work report (May 2018) suggests that public sector employers face 4 key challenges in preventing poor mental health and associated absences, these are to:

- a. Identify and tackle the root cause of ill health
- b. Build a more robust framework to promote good mental health
- c. Strengthen the capability of line managers
- d. Ensure a holistic approach

10. As a good employer, and as part of the delivery of the Wellbeing Strategy 2018-2023, the Council has a developed wellbeing offer supported by a range of activities which are detailed below; grouped under each of the 4 key challenges:-

**a. Activity to help identify and tackle the root cause of ill health:**

11. The Intensive Support team is collating data to help understand the underlying causes of absence due to 'stress/mental health/depression'. This data will provide an understanding of the actions which can support individuals to remain in, or return to work.
12. Questions were included in the staff survey around wellbeing which were based on the HSE stress management standards and provide a bi-yearly staff feedback.
13. The use of HSE stress audits and management stress audits has provided an understanding of the underlying causes of stress in teams and individuals which allows targeted actions to be taken.
14. Mental Health First Aiders will be using a web portal to record anonymised details of support they have provided. This will provide an insight into both



causes of poor mental health at work and the value of Mental Health First Aid. In addition quarterly networking events will give Mental Health First Aiders the opportunity to provide feedback regarding their role.

***b. Activity to build a more robust framework to promote good mental health:***

15. "Time to Change" is an organisation that is funded by the Department of Education and run by Mind and ReThink Mental Illness. The Council is already a Mindful Employer, and signed the Time to Change pledge in June 2018 to further strengthen the organisation's commitment to employees to make sure that the right resources are in place to support emotional wellbeing.
16. A task group led by the Health, Safety and Wellbeing service is focusing on practical ways to achieve the reduction of stress and depression across the Council.
17. Improving access and visibility of Mental Health First Aider support.
18. Providing an in-house counselling service to employees for times when they need additional, confidential support. Employee assistance programme options are also being explored.

***c. Activity to strengthen the capability of line managers:***

19. Stress awareness and managing employees with stress and mental health issues training is available for line managers.
20. The Attendance Management Intensive Support project team is delivering training to managers to specifically help them to manage staff who are absent due to 'stress/depression/mental health' sickness.
21. Guidance for managers on how to support employees experiencing mental health issues has recently been updated and is available via the intranet.

***d. Activity to ensure a holistic approach to wellbeing:***

22. The Wellbeing Strategy 2018-2023 sets out the Council's priorities to improve the health and wellbeing of staff. The attainment of staff wellbeing is delivered through a range of both physical and mental health support policies and activities.
23. To support the Council's drive towards a healthier workforce the Council has recruited a number of volunteer 'workforce wellbeing champions'. Their role is to coordinate and promote wellbeing initiatives within their own departments and many of them lead on corporate wellbeing activities, for example, couch to 5k.

**Recommendation**

24. The Committee is asked to note the contents of this report and provide any comments or feedback.

### **Background Papers**

Report to the Employment Committee on 13 September 2018 – Attendance Management

<http://politics.leics.gov.uk/documents/s140191/Attendance%20Management.pdf>

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

25. None.

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

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

### **Officer to Contact**

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HR Service Manager

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## **EMPLOYMENT COMMITTEE – 6 DECEMBER 2018**

### **REVIEW OF PERFORMANCE DEVELOPMENT REVIEW PROCESS**

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

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

1. The purpose of this report is to provide the Employment Committee with an overview of the changes made to the County Council's performance review process and guidance.

##### **Background**

2. The performance management work stream of the People Strategy consists of a number of initiatives that support managers in ensuring that employees know what is expected of them and that they also have a range of policies, procedures, tools and systems to support the effective management and productivity of their teams.
3. As part of this work it was identified that the current Performance Development Review (PDR) was not as effective as it should be in helping to manage individual performance, therefore it was agreed to carry out a more comprehensive review.
4. The current Performance Development Review has been in place since 2012 and its key characteristics are:
  - It is mandatory for all staff;
  - It is an annual process, with the main review taking place in the spring;
  - There is a 6 month interim review which should be completed in the autumn;
  - It is manager-led (i.e. the manager completes the majority of the sections and the employee only completes comments on the summary);
  - There is a separate section for Leadership Behaviours and the Council's values and behaviours both of which have been replaced by the Performance Management Framework and refreshed organisational values and behaviours;

- Only the values and behaviours together with the summary sections provide an opportunity to comment on the performance of those in a non-management role.
5. Through engagement with managers and employees, the following issues with the PDR process were identified:-
    - Some services had created an adapted version of the form to meet their needs;
    - It had become more about the process and completion of paperwork than the quality of the performance conversation;
    - The recorded rate of completed reviews across the Council was low and did not indicate a robust approach was being taken to performance management.
  6. The People Strategy Board was consulted on a proposal to replace the Performance Development Review with a revised performance management process, renamed the Annual Performance Review (APR).
  7. Departmental Management Teams were also consulted on the APR design and their feedback was used to refine the final design.

#### Annual Performance Review Design

8. The APR has been designed to align with the Council's Performance Management Framework, the values and behaviours and the 360° feedback tool. The APR will sit within a cycle of more regular one-to-one/supervision meetings, to ensure that there is continuous all year round management of performance and development.
9. The key principles of the new APR process are:
  - Annual review is mandatory – every employee is entitled to an annual review;
  - The process is employee driven – the reviewee will be expected to complete their section first;
  - Non-seasonal – line managers can choose when to carry out reviews across the year rather than being restricted to a particular 'season';
  - Frequent one-to-one/supervision meetings – 6 month interim reviews will not be carried out. Instead managers will be expected to carry out more frequent one-to-one meetings/supervision, where actions, performance and objectives will be discussed regularly;
  - In order to support the development of people managers, senior managers will have access to review APRs.
10. The expected outcomes of the proposed change are:

- All managers carry out effective performance reviews with staff who report directly to them;
  - Improved performance and productivity levels throughout the organisation;
  - Line managers have a higher level of knowledge, skill and confidence in managing performance;
  - Reduced voluntary employee turnover; increased motivation and job satisfaction;
  - Improved one-to-one/supervision practice across the Council.
11. The APR form has two sections for the employee and line manager to complete. It has been designed in consultation with users to ensure it is simple, scalable and adaptable to all roles across the Council. A summary of the sections of the form and review process are:
- Section 1 - Employee
- Looking back and reflecting
  - Looking forward
  - Performance summary
- Section 2 – Line manager
- Line manager reflections
  - Wellbeing and attendance
  - Looking forward
  - Specific professional requirements (if applicable)
  - Performance summary
12. A copy of the APR form is attached at **Appendix A**. Guidance to signpost employees and managers to resources which will support them in having effective conversations about performance and development have been developed.

### Implementation

13. The APR was launched in November 2018, with activity taking place through December 2018 and January 2019 to reinforce messages about the change.
14. Staff and managers will complete E-learning to aid their understanding of the new process and documentation, and to ensure they are aware of how the APR process brings together a range of other tools such as the Performance Management Framework and 360° degree feedback tool.
15. Departmental Management Teams will receive presentations to ensure they understand the key changes to reinforce completion of the new APR process within their services.
16. The transition from the PDR to APR process will be monitored and reviewed by the People Strategy Board and a 12 month post-

implementation review will be undertaken. The Employment Committee will be asked to consider this report in Spring 2020.

### **Recommendations**

17. It is recommended
- a) That the Committee notes the contents of this report and provides any comments or feedback; and
  - b) That a further report be submitted to the Committee in Spring 2020 regarding the post-implementation review of the Annual Performance Review Process.

### **Background Papers**

18. None.

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

19. None.

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

20. An Equality and Human Rights Impact Assessment has been completed for the Annual Performance Review. There are no issues arising out of this assessment.

### **List of Appendices**

Appendix A - Annual Performance Review form.

### **Officer to Contact**

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# Annual Performance Review

Employee

Manager

Date of APR Meeting

Position

Position

47

Please make reference to your Department's / Service Area / Teams objectives or actions during planning.

- What has this meant for me over the last 12 months?
- What does this mean for me for the next 12 months?



Positivity



Trust and respect



Flexibility



Openness and transparency

## Section 1 – Employee Section

### Part 1A – Looking back and reflecting

#### Summary of your main achievements and performance in the last 12 months

This could include:

- Personal and work achievements during the last 12 months
- How well you feel you have performed in your role
- Any personal reflections on the previous 12 months
- What went well, what's not gone so well and what you have learnt from it
- Any objectives, targets or projects you are working on or completed
- How you feel you have demonstrated the LCC Values and Behaviours
- How you feel about your health and wellbeing and general attendance
- Any personal development you have had either through training or 'on the job'
- Do you have all the digital skills you need and if appropriate access to equipment
- If appropriate how you have performed against the LCC Performance Management Framework
- The results of any development tools and assessments you have used, for example, the LCC 360° feedback tool.



## Part 1B – Looking forward

### Suggested work, training & development objectives for the next 12 months

This could include:

- Any work objectives or targets you want to achieve or any personal objectives you may have
- Any work or career aspirations you may have
- Any learning and development you might need or want and how it could be delivered

**Part 1C – Performance Summary**

Employee's comments

[Empty box for employee comments]

**Employee Signature**

**Date**

## Section 2 – Manager’s Section

### Part 2A – Manager’s reflections

#### Manager’s reflections on performance from the last 12 months

This could include:

- What you consider are the employee’s personal and work achievements during the last 12 months?
- How well you feel the employee has performed?
- How has the employee performed in relation to any objectives, targets or projects they are working on or completed and any attendance or capability issues?
- What has gone well and not so well and what needs to improve?
- How they have demonstrated the LCC Values and Behaviours
- Do they have all the digital skills you need and if appropriate access to equipment?
- Any personal development they have had either through training or ‘on the job’
- If appropriate how they have performed against the LCC Performance Management Framework (leaders & managers)
- The manager’s reflection on any development tools and assessments they may have used.

## Part 2B – Wellbeing and attendance

### Manager's comments

This could include:

- Employee wellbeing & support
- Manager's performance on attendance & wellbeing support to their team

## Part 2C – Looking forward

### Agreed work and development objectives for the next 12 months

Objectives	Target date for completion	
		<p>This should be agreed by both parties and should include:</p> <ul style="list-style-type: none"><li>• Reviewee objectives, personal, developmental and work</li><li>• Reviewer objectives, personal, developmental and work</li><li>• Work towards service and business plans</li></ul>

**Part 2D – Specific professional requirements (complete if necessary)**

	<p>This could include:</p> <ul style="list-style-type: none"><li>• DBS status</li><li>• HCPC Registration</li><li>• Equipment checks</li><li>• Uniform checks</li><li>• Required training/refreshers</li><li>• Annual check of driving licence and insurance documents</li></ul>
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**Part 2E – Performance Summary**

Manager's comments

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**Manager's Signature**

**Date**



## **EMPLOYMENT COMMITTEE – 6 DECEMBER 2018**

### **RE-ENGAGEMENT OF FORMER EMPLOYEES** **REPORT OF THE DIRECTOR OF CORPORATE RESOURCES**

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

1. The purpose of this report is to provide further information to the Employment Committee as requested to clarify the:
  - application of the policy with regard to Casual workers;
  - national provision for redundancies;
  - County Council's approach to redeployment

following approval of the Policy by the Committee at its meeting on 13 September 2018.

#### **Policy framework and previous decisions**

2. At its meeting on 1 February 2018, when approving the Pay Policy Statement, the Committee agreed that consideration should be given to extending the timeframe after which an employee who had been made redundant by the Council may return to its employment. The draft Policy on re-engagement of former employees was presented to and approved by the Employment Committee at its meeting on 13 September 2018.

#### **Background**

3. Employees are entitled to receive statutory redundancy pay in accordance with the national legislative provisions. As with the statutory scheme, redundancy compensation under the Council's occupational scheme varies depending on the age, length of continuous service and salary of the individual employee and the provisions of their pension scheme, together with any discretion exercised by the Council.
4. Before September 2018, the Council did not have a policy restricting employees from returning to the Council's employment following redundancy or a settlement agreement. In the case of redundancy, the national agreement allows an employee to return to Local Government employment without the need to repay their redundancy payment, once the statutory four week break in employment has passed.

5. The draft Policy on re-engagement of former employees was considered and approved by the Employment Committee at its meeting on 13 September 2018. The Committee asked that a further report be presented to the Committee at its meeting on 6 December 2018, clarifying the
  - i. application of the policy with regard to casual workers;
  - ii. national provision for redundancies; and
  - iii. County Council's approach to redeployment.

#### Principles of the agreed policy

6. In order to ensure the appropriate use of public funds whilst still satisfying operational requirements, the agreed policy restricts employees who leave due to voluntary redundancy<sup>1</sup> or under a settlement agreement from being re-engaged by the Council for a period of 12 months unless approval is granted.
7. This restriction will apply to the re-engagement of former employees in any capacity until the 12 month time period has elapsed, including:
  - On a contract of employment (either fixed-term or permanent);
  - On an apprenticeship contract;
  - As a casual worker;
  - As an agency worker through the Council's approved provider or another agency;
  - On a self-employed basis or as a consultant.
8. Where re-engagement of the former employee is agreed, the individual will be required to repay either all or a proportion of any severance payment received from the Council. The amount to be recovered will depend on the time that has elapsed since they received the payment but usually will equate to 1/12 per month of time remaining of the 12-month non re-engagement period. Any compulsory redundancy payment that has been made will not be included in the calculation for recovery of severance monies paid.
9. For example, an employee on a permanent contract chooses to accept voluntary redundancy on 1st January 2019 receiving a severance payment of £12,000. If it is subsequently agreed that the individual can be re-engaged as an agency worker from 1<sup>st</sup> July 2019, they will be required to repay £6,000 (half of the original severance payment).
10. The trade unions have been consulted on the proposed policy and they are in agreement with its contents.

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<sup>1</sup> The term voluntary redundancy does not apply to those employees who have volunteered to be made compulsorily redundant.



The Council's approach to minimising compulsory redundancies

11. In order to remove or minimise the need for organisational change that results in compulsory redundancies, managers are required to consider the following measures before planning any change process:
  - i. Deletion of vacant posts;
  - ii. Restriction or suspension of recruitment;
  - iii. Cessation or reduction of overtime;
  - iv. Cessation or reduction of casual contracts;
  - v. Cessation or reduction in the use of agency workers;
  - vi. Review of all expenditure (e.g. reduction in absence levels, travel mileage).
  
12. In addition, managers are encouraged to consider whether the following alternative measures would be appropriate:
  - i. Voluntary reduction in hours;
  - ii. Voluntary redundancy requests;
  - iii. Flexible retirement requests.

The Council's approach to managing redeployment opportunities

13. The Council's redeployment policy and procedure provides information regarding redeployment eligibility, trial periods, pay protection and other supportive measures.
  
14. The Policy details that eligible employees will be given redeployment status where:
  - i. It is proposed that all posts in a structure will be deleted (for example, as the result of the cessation of a service). In these circumstances, all affected employees will receive redeployment status from the beginning of the formal consultation period;
  
  - ii. They do not have a comparable post in the new structure. Such employees will receive redeployment status from the beginning of the formal consultation period;
  
  - iii. During implementation of a restructuring, an employee has failed to obtain a job following a selection process. Such employees will receive redeployment status from the point where it is confirmed that they have not been able to obtain a post in the new structure;
  
  - iv. As a result of their own or another employee's comparability challenge, they no longer have a comparable post in the new structure. In these circumstances the employee will receive

redeployment status from the date when the new non-comparability decision was made.

15. Line managers are responsible for assisting employees to secure redeployment and this support should continue throughout an employee's notice period.

### **Recommendations**

16. It is recommended that the Committee support the practical application of the agreed policy on the re-engagement of former employees which is attached as Appendix A to this report.

### **Background papers**

17. None.

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

18. None.

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

19. An Equality and Human Rights Impact Assessment has been completed and no issues were identified.

### **List of Appendices**

Appendix A - Policy on the Re-Engagement of Former Employees

### **Officer to contact**

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## Policy on the Re-Engagement of Former Employees

### Contents

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<b>Circumstances in which re-engagement may be considered</b> .....	2
<b>Managers' responsibilities</b> .....	2
<b>Approval procedure</b> .....	3

### Purpose

This policy sets out the circumstances in which an employee who has left the Council's employment for one of the following reasons may, or may not, be re-engaged by the Council:

- Voluntary redundancy<sup>1</sup> (with or without release of pension benefits);
- Compulsory redundancy where an additional payment is made through a settlement agreement or additional pension benefits are given;
- Settlement agreement.

The re-engagement of such individuals can, in certain circumstances, provide practical solutions to specific workload or staffing needs. However, where the employee has only recently left the organisation and was in receipt of a severance payment and/or pension benefits, the Council needs to ensure that there is transparency regarding the decision to re-engage in order to ensure the appropriate use of public funds.

### Scope

This policy applies to the re-engagement of former employees in any capacity including, but not limited to, the following:

- On a contract of employment (either fixed-term or permanent);
- On an apprenticeship contract;
- As a casual worker;
- As an agency worker through the Council's approved provider or another agency;
- On a self-employed basis or as a consultant.

It does not apply to appointments or terminations made by schools and colleges with delegated budgets.

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

## Circumstances in which re-engagement may be considered

Where an individual left the Council's employment for one of the reasons specified above within the last 12 months, re-engagement should only be considered in exceptional circumstances where there is a business critical reason. For example:

- It has not been possible to fill the post internally;
- There is a need for a discrete, short-term piece of work to be completed and the skills and experience required are not available within the Council;
- It is more cost effective to employ the former employee.

Where exceptional circumstances exist, managers must follow the procedure set out below to obtain approval for the individual to be re-engaged.

The above restriction does not apply where an employee was dismissed on the grounds of voluntary redundancy but without an entitlement to both a redundancy payment and pension benefits unless a settlement agreement with a severance payment was entered into.

Where it is agreed that the former employee should be offered re-employment with the Council during the 12 month non re-engagement period, the individual will be required to repay either all or a proportion of any sums received from the Council. The amount to be recovered will depend on the time that has elapsed since they received the payment, the breakdown of the payments made and the individual circumstances, but usually will equate to 1/12 per month of time remaining of the 12-month non re-engagement period. Individuals who have received additional pension benefits above what they would ordinarily have been entitled to under the circumstances of their departure may be asked to make an appropriate payment to the Council. The individual must be advised of the amount they would be expected to repay and the reasoning for the calculation when they are provisionally offered the post and it must be repaid before any new contract commences.

Any compulsory redundancy payment that has been made will not be included in the calculation for recovery of severance monies paid.

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## Managers' responsibilities

Managers are responsible for checking whether the individual they are wishing to engage has previously worked for the Council, the date they left its employment, and their reason for leaving.

Where a manager is required to undertake a procurement process, they should ensure that applicants are clear, at the outset, of the re-engagement restrictions set out in this policy.

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## Approval procedure

Where a manager believes that there is a business critical reason for re-engaging an individual within the 12 month non re-engagement period, they must produce a business case and submit this to their Director for initial agreement. If this is granted, the form must be emailed to Strategic HR ([HRPolicy@leics.gov.uk](mailto:HRPolicy@leics.gov.uk)) for final approval.

Strategic HR will retain a copy of all re-engagement requests for audit purposes. For directly employed individuals, the manager must ensure that a copy of the approved request is uploaded onto the recruitment portal along with the other appointment paperwork. If final approval is not given, the manager will be advised accordingly.

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### Document Control:

Version Number	Agreed At	Date Agreed	Review Date
2018-3	CNCC	18/9/2018	18/9/2019

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**EMPLOYMENT COMMITTEE – 6 DECEMBER 2018**

**ORGANISATIONAL CHANGE POLICY AND PROCEDURE**  
**SUMMARY OF ACTION PLANS**

**REPORT OF THE CHIEF EXECUTIVE**

**Purpose of the Report**

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

**Policy Framework and Previous Decisions**

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

**Background**

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

**Recommendations**

6. That the report be noted.

**Background Papers**

7. None.

**Circulation under the Local Issues Alert Procedure**

8. None.

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

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

**List of Appendices**

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

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

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**EMPLOYMENT COMMITTEE – 6 DECEMBER 2018**

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

<b>Action Plan</b>	<b>Date Approved</b>	<b>Outcome</b>
Adults & Communities - Wigston Carlton Drive and Waterlees Court	30/01/2018	5 compulsory redundancies
Adults & Communities - CareOnLine	20/08/2018	4 compulsory redundancies

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**EMPLOYMENT COMMITTEE – 6 DECEMBER 2018**  
**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY**

<b>Action Plan</b>	<b>Date Approved</b>	<b>Current Position</b>	<b>Next Steps</b>	<b>Max Compulsory Redundancies</b>
Adults & Communities - Library Plus Stage 1 Action Plan	01/10/2018	Currently in consultation with a predicted 3 FTE redundancies	Depends on how many employees are resigning	3 redundancies
Adults & Communities - Service User Finance Pathway Action Plan	10/10/2018	Launched on 6 November 2018	Receive comparability challenges. VR received from one employee.	1 redundancy
Chief Executives - Admin Review	20/10/2018	Currently in consultation with employees.	See if we receive any VR requests during consultation	2 redundancies
Children & Families - Early Years Review	28/08/2018	Signed off - 28 August 2018	Awaiting information regarding two possible voluntary redundancies	2 redundancies
Corporate Resources - County Hall Site Team	22/08/2018	Launch date 24 August 2018	Competitive recruitment to take place At risk staff - notice to be served	1 redundancy
Corporate Resources - Strategic Finance Management Team	23/10/2018	In consultation. JE's for new and existing roles underway	Continue to consult	2 redundancies

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By virtue of paragraph(s) 4, 10 of Part 1 of Schedule 12A of the Local Government Act 1972.

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