

Meeting: **Employment Committee**

Date/Time: **Thursday, 5 December 2019 at 10.00 am**

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

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. W. Liquorish JP CC Mr. R. J. Shepherd CC

AGENDA

<u>Item</u>	<u>Report by</u>	
1. Minutes of the meeting held on 26 September 2019.		(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. Staff Survey 2019.	Director of Corporate Resources	(Pages 9 - 18)
7. Attendance Management.	Director of Corporate Resources	(Pages 19 - 24)



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|-----|---|---------------------------------------|-----------------|
| 8. | Health and Safety Annual Report. | Director of
Corporate
Resources | (Pages 25 - 52) |
| 9. | Recruitment and Retention Incentives. | Director of
Corporate
Resources | (Pages 53 - 72) |
| 10. | Organisational Change Policy and Procedure:
Summary of Action Plans. | Chief Executive | (Pages 73 - 78) |
| 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 6 February 2020.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 26 September 2019.

PRESENT

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

Ms. L. Broadley CC

Mr. R. J. Shepherd CC

Mr. W. Liquorish JP CC

52. Appointment of Chairman.

RESOLVED:

That Mr. J. B. Rhodes CC be elected Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2020.

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

53. 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 date of the Annual Meeting of the County Council in 2020.

54. Minutes of the previous meeting.

The minutes of the meeting held on 28 February 2019 were taken as read, confirmed and signed.

55. Question Time.

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

56. 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).

57. Urgent items.

There were no urgent items for consideration.

58. 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.

Mr. R. J. Shepherd CC declared a personal interest in item 10 as he was in receipt of a pension from the Local Government Pension Scheme as a former teacher.

59. Recruitment and Retention Update.

The Committee considered a report and received a presentation from the Director of Corporate Resources concerning the issues and challenges faced by the County Council in relation to recruitment and retention, and the progress made on the work undertaken to address this. A copy of the report marked "Agenda Item 8 and presentation, is filed with these minutes.

Arising from discussion, the following points were raised:

- i. The County Council's Employment Deal was in place, but further steps were needed to promote the Council as an "employer of choice"; it was recognised that the recruitment process was very traditional and an alternative approach was required;
- ii. Over the last 12 months, a pilot had been undertaken in the Environment and Transport Department with recruitment using CVs only. This had been made clear on the advert, leading to an increase in the pool of applicants;
- iii. A combination of recruitment methods had been explored, including an interview and a variety of testing, particularly for digital and IT skills, and practical tests related to performance in particular aspects of the role; Offering market premia payments for hard-to-fill posts, for example in the Children and Family Services Department, had had a positive impact on applicant levels;
- iv. 199 people had attended a recruitment open day for the Environment and Transport Department and 11 vacancies from a number of frontline services had been filled. Lessons learned from the running of the open day would be used in future campaigns of this nature. The Adults and Communities Department planned to run a similar event;
- v. There was a continued focus on hard-to fill posts, working closely with individual departments, to improve the offer to potential applicants. A strategic and focused approach would be undertaken with graduate recruitment, working jointly with local universities;
- vi. The Council's use of agency staff, for example Social Workers, had reduced from a spend of £9m last year down to currently just under £6m. There was always a place for some agency staff, although this needed to be managed closely, and a mix of approaches used in order to secure the best applicants to fill vacancies;
- vii. A new dedicated website had been developed internally, which was had been low cost and was easily adaptable should information change. A modern format and style had been adopted, for use on mobile device or tablet. The website was due to be launched in December 2019 and would be promoted through the Council's website and used on all recruitment campaigns.

Members expressed concern that the use of market premia payments may have a detrimental effect on recruitment and retention and were informed that market premia

payments were based on market forces. A robust business case was needed, with a clear rationale, for this option to be considered.

Members recognised that there was a perception problem with how vacancies in Local Government were viewed by potential recruits. Additional work would be undertaken with the branding of marketing and recruitment materials to encourage applicants.

RESOLVED:

That the report on the issues and challenges facing the County Council in relation to recruitment and retention, and the progress made with work undertaken to address this, be noted.

60. Attendance Management.

The Committee considered a report from 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 2019. A copy of the report, marked "Agenda Item 9, is filed with these minutes.

Members were informed that the average absence rate for all county and unitary authorities was 9.2 days; the County Council was currently at 9.26 days.

Arising from discussion, the following points were raised:

- i. Absence data contained in the report would, in future, contain the number of people involved to enable Members to understand the levels of sickness absence per individual;
- ii. Referral to Occupational Health was discussed with the individual concerned; the focus being on support and on encouraging people to return to work. Occupational Health worked with individuals to build trust and transparency; the contact was confidential and the detail was not discussed with managers, only the issues themselves. The report of the Occupational Health support was discussed with the individual before submission to the Council and was handled carefully. It was recognised that people may feel threatened by contact with Occupational Health and that there was a need to promote absolute transparency;
- iii. HR Business Partners would be working with line managers to encourage people to return to work; there were many initiatives in place to manage attendance carefully. Managers needed to be clear with staff on expectations and the process that would be followed. It was acknowledged that managers needed to be clear with all staff about the cost and impact of sickness absence on the county council;
- iv. The report from the Peer Review completed by North Yorkshire County Council was awaited.

Mr. Rhodes added that absence management would be addressed with Directors during the Cabinet Star Chambers in November.

Members commended the work that had been completed to reduce levels of sickness absence across the County Council.

RESOLVED:

That:

- a. The update on the County Council's position on sickness absence as at the end of June 2019 be noted; and
- b. The report presented to the Committee concerning the levels of sickness absence at the County Council would be recirculated to Members with the addition of the numbers of staff involved, and future reports would continue to include this detail.

61. Pay Policy Statement 2020/21.

The Committee considered a report from the Director of Corporate Resources which sought approval for the County Council's Pay Policy Statement for 2020/21 prior to forwarding to the County Council for approval in December 2019. A copy of the report, marked "Agenda Item 10, is filed with these minutes.

Members were informed that the Trade Unions had made requests for additional annual leave, a reduced working week, a minimum increase in pay across all grades (under NJC Pay arrangements). Nationally, the response was awaited.

RESOLVED:

That the Pay Policy Statement 2020/21 be approved for submission to the full County Council on 4 December 2019.

62. Organisational Change Policy and Procedure.

The Committee considered a report from the Chief Executive which presented an update of the current Acton 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 on the current Action Plans which contain provision for compulsory redundancy and details of progress in their implementation be noted.

63. Dates of Future Meetings.

It was noted that the next meeting of the Committee would be held on 5 December 2019 at 10.00am.

Future meetings of the Employment Committee would be held at 10.00am on the following dates:

- 6 February 2020
- 14 May 2020
- 17 September 2020
- 3 December 2020

10.00 - 11.15 am
26 September 2019

CHAIRMAN

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EMPLOYMENT COMMITTEE - 5 DECEMBER 2019

STAFF SURVEY 2019

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to provide the Committee with a summary of the outcomes and actions identified from the 2019 staff survey.

Policy Framework and Previous Decisions

2. The People Strategy was approved by the Employment Committee at its meeting in June 2017. The results from the 2019 staff survey will be incorporated into departmental action plans and these will be used to further support the key aims of the People Strategy

Background

3. A full staff survey is carried out every two years across the Council. The 2019 Staff Survey, which ran from April to July, was the eighth staff survey and had the highest response rate to date of 54%, with 3,238 staff completing the survey. This is an increase from 46% (2,736 staff) in the 2017 survey. Questions have been consistent over the last three surveys.
4. There was an increased response rate for all departments except the Chief Executive's Department and Public Health. Response rates for these departments decreased (although they still had the highest response rates overall at 61% and 63% respectively).
5. There was a very good improvement in response rates since 2017 in the Children and Family Services Department (+10 % points to 55%), the Adults and Communities Department (+9 % points to 42%) and the Environment and Transport Department (+9 % points to 50%).
6. As was the case in 2017, the detailed results have been made available to all staff and managers. Line managers have been asked to review the results for their areas and develop appropriate local actions. The headline summary shows:

- i. Significant improvement in the overall result since the last survey in 2017. The average for questions 1 to 19 is 80.7% (+3.8 % points since 2017). There were many significant improvements for individual questions;
 - ii. Respondents on grade 13 or above and part time respondents (working less than 10 hours per week) are significantly more positive than average;
 - iii. Colleagues with disabilities are still significantly less positive than average but results are more positive than in 2017 (by 2.4 % points overall);
 - iv. Respondents who prefer to self-describe their gender are also significantly less positive than average;
 - v. Respondents from the Adults and Communities Department and the Children and Family Services Department are less positive than average but the difference is not statistically significant.
7. The survey was divided into three sub-sections over 19 questions, exploring views on My Council, My Manager and My Job. Appendix A shows the results overall. In summary:
- i. Under 'My Council' the highest scoring areas identified were:
 - a) 93.6% said the council is a good employer;
 - b) 92.9% said I believe the council is committed to equality and diversity.
 - ii. For 'My Manager' the areas scoring highest were:
 - a) 88.8% believed their manager supports flexible working
 - b) 88.6% believe their manager values their opinions and ideas; an increase of 2.8% from 2017.
 - iii. Under 'My Job' staff said:
 - a) 91.7% felt trusted;
 - b) 90.8% said they felt they were treated with fairness and respect.

8. The areas identified with the lowest ratings across the Council remained consistent with the lowest rated responses in 2017 (see Appendix B) although all these areas saw increases or significant increases since 2017. In summary:
- i. 57.9% said they felt that change is well managed in the Council;
 - ii. 66.1% said they think it is safe to speak up and challenge the way things are done;
 - iii. 63% said stress at work does not affect their job performance.
9. Equalities and Job Factors -

A full chart is attached at Appendix C. In summary:

- i. 11.9% experienced bullying or harassment in the previous 12 months (a slight decrease from 2.8% in 2017, though not statistically significant);
- ii. 26.9% experienced some form of discrimination (no significant change from 26.2% in 2017);
- iii. Job factors that 'matter a great deal' were:
 - a) Job satisfaction (81.2%);
 - b) Work/life balance (78.7%);
 - c) Pay and benefits (60.1%);
 - d) Career development (43.4%).

Employees with Disabilities

10. Employees with disabilities are still significantly less positive on all questions but are more positive than in 2017. In summary:
- i. The biggest difference to the average being: 'Stress at work does not affect my job performance' (42.1% compared to 63.0%, -20.9 % points);
 - ii. 'I feel I have got my work/life balance about right' (61.7% compared to 76.3%, -14.6 % points);
 - iii. Colleagues with disabilities are significantly more likely to have experienced bullying (+15.9 % points) and discrimination (+31.3 % points);
 - iv. There have been significant improvements for 12 of the 19 questions and no significant decreases;

- a) 'I feel that change is well managed in the Council' (+18.2 % point increase compared to a +9.9 % point increase for non-disabled staff)
- b) 'I feel the reasons for change are well communicated to me' (+13.4 % point increase compared to a +3.0 % point increase for non-disabled staff)
- c) 'I think it is safe to speak up and challenge the way that things are done at the council' (+13.2 % point increase compared to a +4.9 % point increase for non-disabled staff)

Summary

11. The survey highlights a number of positive areas and the direction of travel since the 2017 survey is generally positive. Work to build on these results and to address specific areas of concern is underway with HR Business Partners identifying the top issues for consideration with each of their departments and actions required. The survey results demonstrate that these vary from department to department.

Recommendations

12. The Committee is asked to note the summary of the outcomes and actions identified from the 2019 staff survey and to support the approach being taken to address the findings of the survey.

Equality and Human Rights Implications/Other Impact Assessments

13. The People Strategy and subsequent actions arising from the Staff Survey are subject to Equality and Human Rights Impact Assessments. Any actions that recommend changes to existing practice, processes or procedures as a result of the staff survey action plans will be subject to a full Equality and Human Rights Impact Assessment as required.

List of Appendices

Appendix A – Results for questions 1 - 19

Appendix B – Percentage point change over time (2017 – 2019)

Appendix C – 2019 Results – Equalities and Job Factors Questions

Officer to Contact

Sarah Short – HR Team Manager

Tel: 0116 30 57380

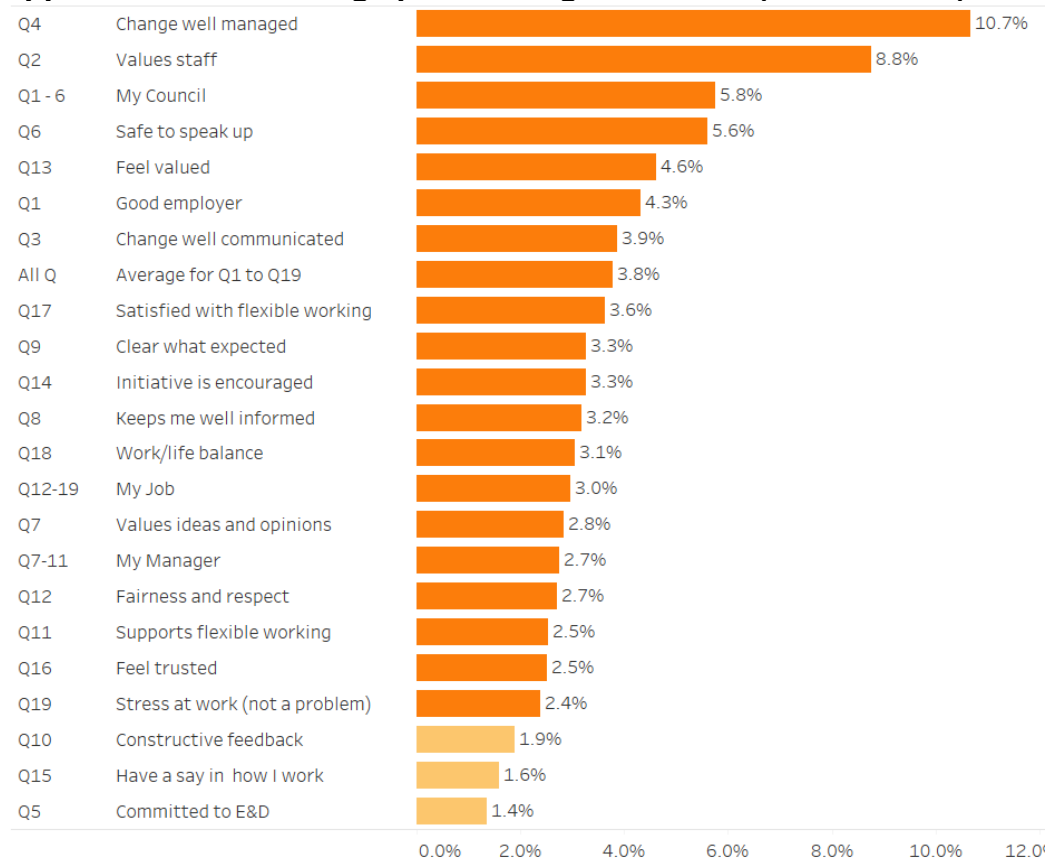
Email: sarah.short@leics.gov.uk

Appendix A - Results for questions 1 to 19



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Appendix B – Percentage point change over time (2017 to 2019)

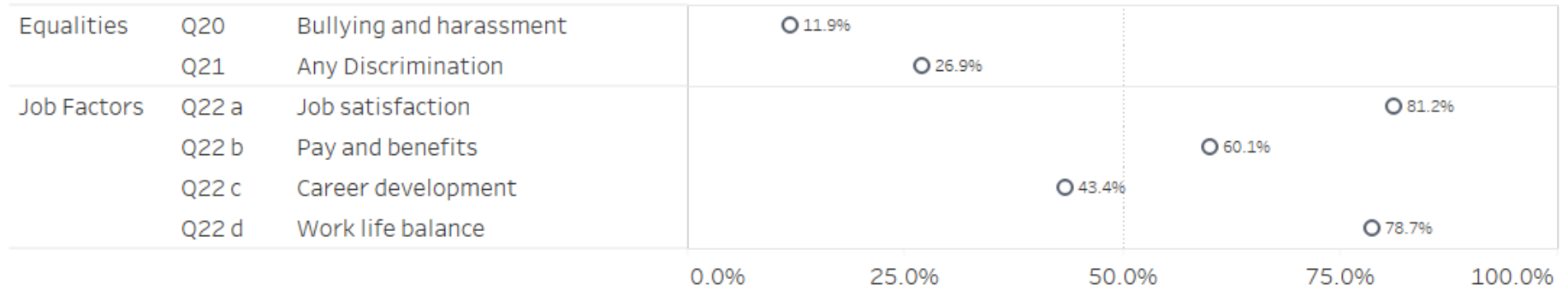


Key
(Compared to previous survey)

- Higher
- Significantly higher

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Appendix C – 2019 results: equalities and job factors questions



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EMPLOYMENT COMMITTEE – 5 DECEMBER 2019**ATTENDANCE MANAGEMENT****REPORT OF THE DIRECTOR OF CORPORATE RESOURCES****Purpose**

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 2019.

Background

2. On 26 September 2019, the Committee considered the Council's absence position as at the end of June 2019.

Sickness absence – current position

3. The table below details the end of year sickness absence levels of the previous 4 years together with last four quarters, including Q2 2019/20.

Department	14/15	15/16	16/17	17/18	18/19 Q3	18/19 Q4 end of year	19/20 Q1	19/20 Q2	Total FTE days lost 01/10/18 – 30/09/19	Total cost of absence 01/10/18 – 30/09/19
Chief Executive's	5.55	6.99	6.03	6.38	9.12	7.60	6.98	6.46	1,464	£167,224
E&T	8.23	8.80	9.68	10.09	9.90	9.16	8.77	8.36	6,435	£564,440
C&FS	10.37	10.06	10.05	10.25	11.07	10.55	10.00	9.69	9,671	£1,129,838
Corporate Resources	7.86	6.95	7.94	8.12	7.64	7.39	7.85	8.24	9,433	£836,554
A&C	12.24	11.31	12.57	11.26	10.30	10.02	10.72	11.00	13,652	£1,302,761
Public Health	9.14	7.84	7.43	6.49	8.65	8.57	8.45	8.45	729	£86,876
LCC total	9.83	9.32	10.01	9.73	9.65	9.18	9.26	9.25	41,485	£4,087,694
ESPO	12.07	10.88	9.75	11.70	9.72	9.55	9.52	8.73	2,745	£221,582
EMSS	6.65	6.69	9.27	7.42	8.22	7.54	7.30	7.87	1,194	£92,0377

4. By the end of September 2019, although most departments have made reductions, only the Chief Executive's department are below the corporate target of 7.5 days per FTE. Therefore, further action is required to continue to address levels of sickness absence across all departments.

Reasons for sickness absence

5. Displayed in order of percentage of time lost (greatest first), the table below details the top 10 reasons for absence, plus the 'not disclosed' category.

Percentage of FTE days lost 12 months cumulative	2018/19 June 2018 Q1	2018/19 Sept 2018 Q2	2018/19 Dec 2018 Q3	2018/19 Mar 2019 Q4	2019/20 June 2019 Q1	2019/20 Sept 2019 Q2
Stress/depression, mental health	26.8%	27.2%	28.5%	29.9%	29.9%	30.5%
Other musculo-skeletal	17.0%	17.6%	17.1%	16.6%	16.5%	14.8%
Gastro-stomach, digestion	7.8%	8.4%	8.3%	8.2%	8.6%	8.2%
Cancer	3.0%	3.0%	3.4%	4.4%	5.5%	6.2%
Cough/cold/flu	7.9%	8.0%	7.8%	6.2%	6.0%	5.8%
Back & neck	4.9%	4.4%	4.6%	4.9%	5.0%	5.5%
Neurological	4.2%	3.8%	4.4%	4.9%	4.9%	5.1%
Viral infection, not cough/cold/flu	5.8%	5.7%	5.4%	5.1%	4.9%	4.5%
Chest, respiratory	4.8%	4.9%	4.8%	4.2%	4.0%	4.1%
Eye, ear, nose, mouth/dental	3.9%	4.1%	3.8%	3.7%	3.6%	4.1%
<i>Not disclosed</i>	<i>4.0%</i>	<i>3.5%</i>	<i>2.5%</i>	<i>2.5%</i>	<i>2.5%</i>	<i>2.7%</i>

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 2 2019/20.

2019/20 as at end of Quarter 2/September 2019						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	785.99	53.69%	21	678.05	46.31%	238
Environment and Transport	3,504.97	54.47%	100	2,929.53	45.53%	864
Children and Family Services	6,287.28	65.01%	153	3,384.17	34.99%	1053
Corporate Resources	6,094.98	57.35%	173	4,532.66	42.65%	1765
Adults and	8,583.92	62.88%	245	5,068.32	37.12%	1604

2019/20 as at end of Quarter 2/September 2019						
12 months cumulative						
Communities						
Public Health	412.05	56.52%	10	317.02	43.48%	94

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, 2017/18, 2018/19 and at the end of quarter 1 and quarter 2 2019/20, for service areas by department. It also shows the number of employees with absence, the headcount and the percentage of employees with an absence, in each service area, for the 12 months to September 2019.

Department	2016/17 Year end (Mar 17)	2017/18 Year end (Mar 18)	2018/19 Year end (Mar 19)	2019/20 End of Q1 (Jun 19)	2019/20 End of Q2 (Sep 19)	Oct 18 – Sept 19 Individual occurrence	Oct 18 – Sept 19 Emps with absence	Oct 18 – Sept 19 Head- count	Oct 18 – Sept 19 Emps with absence /Headcou nt
Chief Executive's	6.03	6.38	7.6	6.98	6.46	259	140	307	45.60%
Planning and Historic and Natural Environment	3.81	4.04	14.92	11.42	11.04	27	12	20	60.00%
Regulatory Services	6.95	4.87	6.2	6.73	6.28	53	41	67	61.19%
Trading Standards	8.76	9.65	7.24	9.33	8.18	29	22	39	56.41%
Strategy and Business Intelligence	6.28	8.04	6.93	6.23	6.32	85	47	87	54.02%
Democratic Services	10.69	8.91	14.81	15.17	12.13	30	15	23	65.22%
Legal Services	3.01	4.02	5.48	4.38	3.92	62	22	63	34.92%
Environment and Transport	9.68	10.09	9.16	8.77	8.36	964	537	994	54.02%
Highways and Transport	10.38	10.62	8.96	8.30	7.97	533	307	556	55.22%
Environment and Waste Management	4.85	7.98	10.07	10.91	10.14	181	98	154	63.64%

Department	2016/17	2017/18	2018/19	2019/20	2019/20	Oct 18 –	Oct 18 –	Oct 18 –	Oct 18 –
Days per FTE	Year end	Year end	Year end	End of	End of	Sept 19	Sept 19	Sept 19	Sept 19
12 months cumulative	(Mar 17)	(Mar 18)	(Mar 19)	Q1	Q2	Individual occurrence	Emps with absence	Head-count	Emps with absence /Headcount
				(Jun 19)	(Sep 19)				
Children and Family Services	10.05	10.25	10.55	10	9.69	1206	668	1182	56.51%
Education and Early Help	9.13	9.28	8.42	8.40	8.75	772	355	603	58.87%
Children's Social Care	11.90	11.62	14.18	13.24	11.66	368	203	403	50.37%
Corporate Resources	7.94	8.12	7.41	7.79	8.20	1938	1075	1985	54.16%
Strategic Finance and Assurance	4.89	4.25	6.63	8.63	9.89	143	82	169	48.52%
Corporate Services	4.68	5.88	4.18	3.9	3.86	252	152	305	49.84%
Commercial and Customer Services	10.55	10.04	8.91	9.32	9.65	1364	736	1327	55.46%
Adults and Communities	12.57	11.26	10.02	10.72	11	1849	1025	1753	58.47%
East care pathway	n/a	11.06	9.51	10.53	10.58	294	177	299	59.20%
West care pathway	n/a	13.16	12.01	12.23	12.08	242	132	204	64.71%
Commissioning and Quality	n/a	8.01	8.02	7.69	8.53	166	91	118	77.12%
Promoting Independence	12.26	15.11	13.26	13.43	13.04	271	157	237	66.24%
Personal Care and Support	15.62	11.99	13.86	15.73	15.83	461	221	280	78.93%
Communities and Wellbeing	7.67	7.98	6.97	7.58	8.37	366	215	549	39.16%
Public Health	7.43	6.49	8.57	8.45	7.93	104	63	100	63.00%

Peer review

8. A peer review was conducted by senior Human Resources staff from North Yorkshire County Council in early August 2019. This was a combination of a desktop review of policies, initiatives and our communication channels, and one day on-site interviewing a selection of managers, HR colleagues and trade union representatives.
9. The Absence Peer Review findings and feedback can be summarised as the following:
 - i. Consider introducing a 'statement of intent' into our Attendance Management policy;
 - ii. Review the process for short and long-term absence management to ensure it is effective and that a single approach is optimum;
 - iii. Review of our approach to attendance management intensive support, taking into consideration how absence is managed across the organisation in both areas in and out of scope of the project;
 - iv. Consider how effective messages from senior management to front line management regarding attendance management have been and review how Departmental Management Team meetings make managers more accountable for performance;
 - v. Review of our Occupational Health contract;
 - vi. Streamline our wellbeing offer to improve its accessibility for the user;
 - vii. Review our other supporting policies to give employees alternative options to taking sick leave; this will include a review of our bereavement leave/compassionate leave entitlement.
10. It is reassuring that the reviewers did not flag or recommend anything fundamental, such as initiatives that should stop, or significant gaps in our provision or approach.
11. Work is currently being undertaken by the Council's People Services on the above points; detail and outcomes of which will be reported to the Employment Committee at future meetings.

Attendance Management Intensive Support Project

12. The Attendance Management Intensive Support Project (IS) has been in place since August 2017. During the lifetime of the project the focus has been on training managers on basic attendance management as well as specific mental health management and support. Managers have also received coaching to improve their knowledge, skills and confidence in dealing with all attendance management issues and the project has also undertaken direct work with managers to support individual complex cases and where there is a high volume of absence.
13. The project has delivered a reduction in absence and it is also likely, based on the increases that were taking place before the project began, that absence would have continued to rise without this intervention across departments. Feedback collected through the peer review shows that the project is highly valued by those areas in scope and managers were complimentary about the support with which they had been provided.

14. Funding for the project currently ends in July 2020. A further period of funding to support the project has been agreed in principle and a review of the current model will take place this year, with proposals for its continuation being developed.

Recommendations

15. The Committee is asked to note the update provided on the County Council's overall position on sickness absence as at the end of September 2019, particularly the outcome of the Peer Review completed by North Yorkshire County Council and to provide any comments or feedback.

Background papers

16. Report to the Employment Committee 26 September 2019 – Attendance Management
[http://politics.leics.gov.uk/documents/s148256/Attendance%20Management.pdf?\\$LO\\$=1](http://politics.leics.gov.uk/documents/s148256/Attendance%20Management.pdf?LO=1)

Circulation under the Local Issues Alert Procedure

17. None.

Equality and Human Rights Implications

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

Officer to Contact

Gordon McFarlane
Assistant Director (Corporate Services)
Tel: 0116 3056123
Email: gordon.mcfarlane@leics.gov.uk



EMPLOYMENT COMMITTEE – 5 DECEMBER 2019

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 for 2018-19. This 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 to the Committee annually.

Background

3. The 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 an **Appendix** highlights the work that has been undertaken within the HSW Service during the financial year of 2018/19. 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
 - RIDDOR reportable and incidents of significance
 - Health and safety audits
 - Major non-conformities

- Training statistics
- Key performance indicators
- Wellbeing activity
- Occupational health statistics
- Health and safety changes
- 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 – Health Safety and Wellbeing Annual Report 2018 - 2019

Officer to Contact

Colin Jones
Health, Safety and Wellbeing Manager
01163057552
Colin.Jones@leics.gov.uk

Amy Walling
Senior Health, Safety and Wellbeing Advisor
01163050894
Amy.walling@leics.gov.uk



Annual Health Safety & Wellbeing Performance Report 2018 - 2019

Leicestershire County Council

Amy Walling (Senior HS&W Advisor)



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Key Facts

The Health, Safety and Wellbeing (HSW) Service endeavour 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 highlights some of the work that has been undertaken in the past year to put in place proactive measures, to address compliance issues and to raise awareness of the appropriate hazards and risks and highlight what departments have done to mitigate them.



1240

Injuries



34

RIDDOR Incidents



2183

Counselling sessions to
corporate staff



86

Audits undertaken



821

DSE assessments
undertaken by staff



381

Injuries caused by slips
trips and falls



220

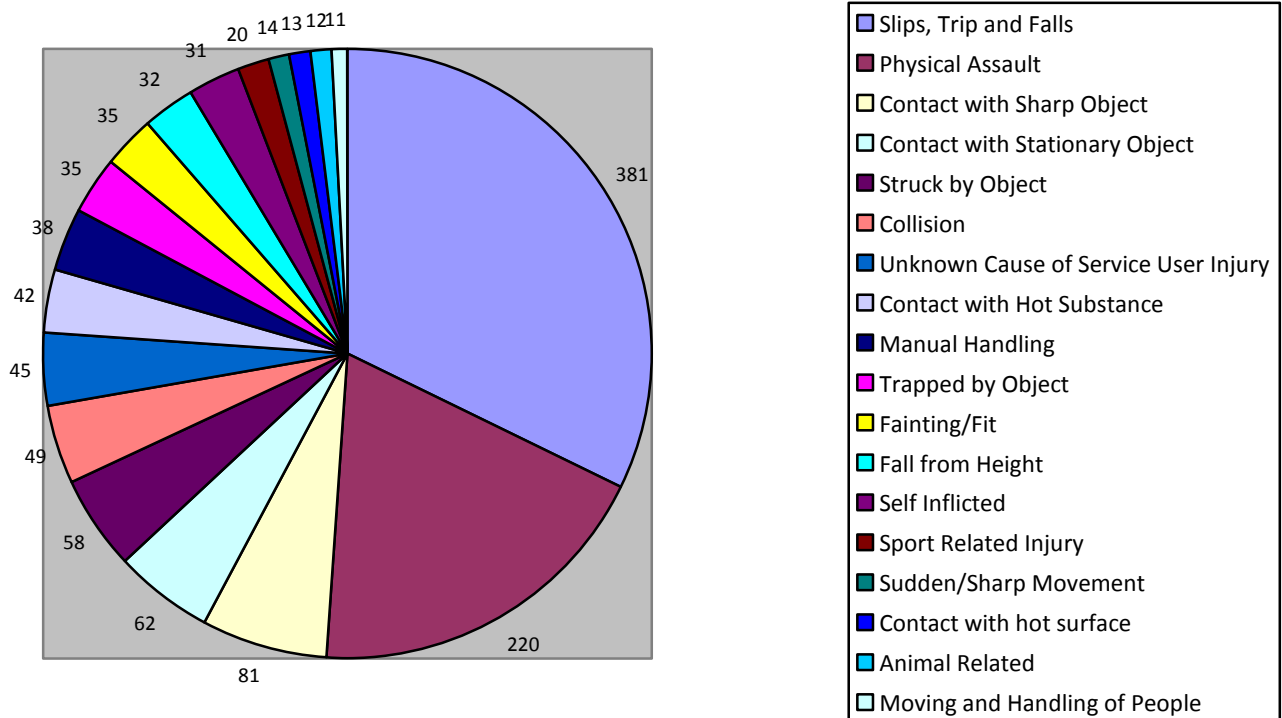
Injuries caused by
physical assault



1980

Staff attended Health and
Safety Courses

Accident Data Analysis for Leicestershire County Council April 2018 – March 2019



NB: All data with fewer than 10 instances has been omitted to enable clarity in the pie chart

436 near misses were recorded **428** Violent Incidents were recorded

- During the 2018/2019 financial year **1240 accidents** which resulted in injury were recorded (CFS & LA Schools, A&C, CR, CEx, E&T, Public Health and ESPO). This is an 18% increase in injuries compared to 2017 / 2018.
- Slips, trips and falls continue to be the greatest cause of accidents and represent 31% of all accidents.
- The number of physical assaults (resulting in injury) reported has increased since 2017/2018 by 26%.
- **436 near misses** were reported in 2018/2019 - 15% increase from 2017-2018.
- **34 RIDDOR incidents** were reported in 2018/2019 – compared to 33 in 2017-2018.
- **428 violent incidents** (this includes physical and verbal abuse) were reported in 2018/2019 – 42% increase from 2017/2018

Information within this report has been gained from Leicestershire County Council's accident and incident reporting system, AssessNET on 26/04/2019



Accident Data for the Council

Location of accidents (those resulting in injury)

The Council uses the AssessNET system to report all accidents and incidents. The information below shows the 5 services that have reported the highest number of injuries throughout the council.

Department	Service Area	No. of Injuries
CR	Commercial Services > LTS Catering	93
A&C	Direct Services > Provider Services > Coalville Community Resource Centre	63
CFS	Nursery School > Sketchley Hill Menphys Nursery	50
CFS	Nursery School > The Menphys Centre Wigston	42
E&T	Highways Transportation > Highways Delivery > Highways Operation	34



RIDDOR Reportable Incidents and Incidents of Significance

The Council is obliged to comply with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013. It is a requirement that certain incidents that are more serious are reported to the HSE. The following information outlines the incidents by department that have been reported under the RIDDOR regulations during 2018/2019.

A&C reported 5 RIDDOR incidents within 2018/2019. There were also 5 RIDDOR incidents reported in 2017/2018. The 2018/2019 incidents are summarised below:

1. Whilst pushing a service user in a wheelchair a Support Worker at Bridgeview Community Life Choices sustained a hip injury which prevented her working for 14 days. The Service User had a rucksack on the back of the chair, during the investigation it was noted that the rucksack prevented the Support Worker being able to adopt a safe pushing position. Risk assessments have since been reviewed and staff have been reminded not to carry bags on the back of wheelchairs.
2. An employee from The Trees Residential and Short Breaks Service was visiting County Hall to attend a training course. During the course the employee tripped over another delegate's handbag strap which caused her to fall on the floor. The employee sustained soft tissue damage to her knee which prevented her working for 70 days. The staff running the training courses have been reminded to check for tripping hazards before a course starts.
3. A Support Worker at The Trees was physically assaulted by a Service User with challenging needs. The IP (injured person) sustained neck and shoulder injuries after being pulled by her hair a short distance across the floor; she was unable to work for 15 days. The incident investigation identified that the service user became agitated because his music had not been set up correctly in the bathroom, however it was also identified that the IP was lacking in certain elements of training in relation to working with service users with challenging behaviours. The Trees were recommended to review all staff training needs.
4. The same Service User (SU) at the Trees assaulted another member of staff later in the year. The IP sustained neck injuries which prevented her working for 34 days. The cause of the attack was due to the service user becoming agitated during the handover period between the Support Workers and the day care staff. The investigation identified that there was a lack of consideration of what may trigger the SU to become aggressive and the IP was lacking certain elements of the required training which may have affected how she dealt with the situation.
5. On the 11th December at Coalville Community Resource Centre a Support Worker was hit in the face by a Service User with challenging needs. The IP was off work for 48 days. The SU had become agitated as he was worried about his brother who had been taken to the doctors. The investigation identified that there was a lack of forward thinking into the way the SU may react when he became emotional.



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6. Additional incident of significance - At Pennine House a business support employee noticed that asbestos containing tiles from the basement floor had been removed by the premises officer on site. The area was monitored and made safe by Property Services. The investigation into the incident identified communication issues within the Premises Officers team however it was also identified that the required Local Asbestos Management Plan (LAMP) was not in place at Pennine House. This identified a weakness in the management arrangements for shared premises as it was unclear where this responsibility lies. The HS&W team are addressing this by carrying out targeted premises related audits in 2019/20.

Corporate Resources reported 14 RIDDOR incidents within 2018/2019. This has increased from 6 in 2017/2018 but do include 5 cases of Hand-Arm Vibration required in response to an internal procedural change. The 2018/2019 incidents are summarised below:

1. An employee from the Supported Employees team working at County Hall stumbled and fell when walking up an access ramp. As a result, the IP sustained a fractured elbow which made the incident RIDDOR reportable. The investigation into the incident identified that safety procedures were followed correctly however it was identified that the IP tended to fall and panic. Following the incident, the IP's personal risk assessment was reviewed. The HS&W team have helped with reviewing the majority of the Supported Employee's personal risk assessments to ensure they take account of any medical conditions.
2. A visitor to Beaumanor Hall slipped and fractured her wrist whilst walking from a grassed area onto a path. The IP was taken directly to a walk-in centre for treatment. It was unclear what caused the accident to happen as it appeared that all surfaces were in good condition and the weather was dry.
3. A School Food Supervisor working at Viscount Beaumont School sustained a cut to her thumb whilst cleaning a bracket inside an oven. The IP was off work for 14 days because of the injury. During the investigation it was identified that cleaning the brackets was not a job that the supervisors would normally carry out as the ovens are designed to be self-cleaning, only wiping down of the racks is normally required. Prior to the incident occurring staff had reported that the oven was broken, a contractor had visited site and identified that the oven wasn't working due to a build-up of scale which caused the motors to break. As a result, the contractor applied a descaling solution and asked the IP to wipe down the brackets the following day, which caused the injury. It was further identified that the build-up of scale had occurred as the water filters had not been changed at the required time. The manufacturer recommended that the displays are changed from analogue to digital to make it easier to see when the filters need changing in future.
4. A pupil visiting Beaumanor Hall sustained a head injury after leaning up against a knee-high fence and subsequently falling backwards hitting his head on a sign. The IP was taken to hospital for treatment. The investigation identified that there was a lack of supervision from the teachers at the time of the incident and that the fence was not designed to take any weight.

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5. A LTS Catering Employee sustained a fractured ankle from slipping in the kitchen at Overdale Junior School. The investigation identified there was nothing obvious that caused the slip as all procedures were being followed correctly.
6. At Woodstone Primary School Kitchen an LTS Catering Employee sustained an injury to her wrist from slipping and falling in the kitchen. The investigation identified that the IP was washing up at the time and it is thought that the floor and the IP's shoes became wet which caused the slip. LTS catering have since started a roll out of new safety footwear which may help to prevent similar incidents in the future.
7. A LTS Catering Employee working at Mowacre Hill Primary School sustained a back injury from moving a trolley around the school. The investigation identified that the route the IP took made manoeuvring the trolley difficult as she had to go outside therefore the trolley was affected by the wind. The staff at the school have since reviewed this procedure.
8. A LTS Catering Employee sustained a back injury after slipping and falling in New Swannington Primary School's car park. The IP was subsequently off work for 8 days. The car park was icy at the time due to cold weather. Following the investigation, the school were recommended to improve their gritting procedures.
9. A LTS Catering Employee working at St Cuthbert's Primary School sustained a burn to her arm from the boiling water in the sterilising sink. The investigation identified that the IP did not report the incident at the time and did not seek first aid treatment onsite. The IP was subsequently off work for 8 days after reporting the incident to her supervisor the next working day. LTS Catering have risk assessments and safe systems of work in place for the use of the sterilising sink which the IP was aware of. Following the investigation, it was recommended that LTS Catering consider replacing sterilising sinks with dishwashers where practicable to eliminate the hazard.

Hand-Arm Vibration (HAV) Reports

During the year the Health, Safety and Wellbeing team made the decision to RIDDOR report several cases of diagnosed hand-arm vibration syndrome. Historically the Council have not reported cases of stage 1 HAVS as the symptoms are minor however after consultation with Occupational Health and the Health and Safety Executive it was recommended that all cases are reported. The 5 reports are summarised below;

10. Country Parks (Property Services). A Country Parks Operative was diagnosed with Stage 1 HAVS for the vascular component in both hands and HAVS Stage 1 for sensorineural component in both hands. They were deemed fit to continue in role without restrictions. Diagnosed July 2017 as part of health surveillance programme and when seen by occupational health again in November 2018, confirmed that the diagnosis had not deteriorated.
11. Hard FM (Sites Development). Site Development Operative was diagnosed with HAVS Stage 1 for the sensorineural component in his left hand. Deemed fit to continue in role without restrictions.



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12. Hard FM (Beaumanor Hall). Operative was diagnosed with Stage 1 HAVS for the vascular component in both hands and HAVS Stage 1 for sensorineural component in both hands. Deemed fit to continue role without restrictions. Diagnosed July 2017 as part of health surveillance programme and when seen by occupational health again in December 2018, confirmed that the diagnosis had not deteriorated.
13. Hard FM (Beaumanor Hall). Team Leader was diagnosed with Stage 2 (early) HAVS for the vascular component and sensorineural component in both hands. Deemed fit to continue role without restrictions. Diagnosed July 2017 as part of health surveillance programme and when seen by occupational health again in December 2018, confirmed that the diagnosis had not deteriorated.
14. Contract and Business Development (Post and Premises). Premises Officer diagnosed with Stage 2 HAVs for the vascular component in right hand and Stage 1 in left hand and HAVS Stage 1 for sensorineural component in both hands. Deemed fit to continue role without restrictions. Diagnosed in July 2017 as part of health surveillance programme. Report noted `both the vascular and sensorineural symptoms were pre-existing. Seen by occupational health again in December 2018 and it was confirmed that the diagnosis had not deteriorated.

CFS including schools reported 11 RIDDOR incidents within 2018/2019. This has reduced from 16 in 2017/2018. The 2018/2019 incidents are summarised below:

1. A teaching assistant from St Cuthbert's Primary School sustained a fractured bone in her foot from her foot slipping inside her shoe from walking from tarmac to grass. It was identified that her footwear did not provide enough support. The IP was off work for 3 days because of the injury. Staff at the school have been reminded to wear suitable footwear whilst at school.
2. A classroom assistant at Ashmount School sustained a whiplash injury from being physically assaulted by a student; the IP was off work for 21 days. The student who is diagnosed with autism became agitated and pulled the IP's hair. The school were recommended to review their positive handling plan and risk assessment for this student.
3. A pupil at Packington CofE Primary School fractured his fingers when a goal post he was holding onto collapsed. During the investigation it was identified that the bolts, which should have secured the cross bar to the main frame of the goal were missing, as a result the cross bar fell when pressure was applied (by the IP). The root cause of the incident was failure to comply with manufacturer's instructions, specifically regarding inspection. The school were recommended to review their risk assessments and procedures specifically regarding equipment inspections.
4. A Classroom support assistant at Ashmount School sustained a scratch to her face and bruising to her lower back after being physically assaulted by a student with autism who went into 'crisis'. The IP was off work for 10 days because of the injury. The school were recommended to review their risk assessments and plans for all pupils with challenging needs.



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5. A Midday Supervisor at Houghton on the Hill Primary school sustained a fracture to her hip after tripping and falling in an outside area which had been designated as 'out of bounds', the IP was unable to work for 67 days. The investigation identified that the area has not been sufficiently segregated to protect staff and the public. The school were recommended to review their procedures and risk assessments in relation to this area.
6. A classroom assistant at Ashmount School was assaulted by being bitten by a pupil with challenging needs. The IP was off work for 13 days. The investigation into the incident identified that the risk assessments and positive handling plans for the pupil required reviewing however the school were also recommended to review their first aid arrangements and protocols.
7. A pupil at Packington CofE Primary School sustained a burn to her hand after melted soap dripped through a bowl which was being used during a D&T lesson. The lesson was supervised by teachers however the bowl used to melt the soap in the microwave was not suitable and melted. The investigation identified that the school were not following the equipment's instructions. The school were recommended to review all risk assessments to ensure instructions are followed correctly.
8. A Learning Support Assistant at Birch Wood School sustained a foot injury after a table was turned by a pupil with challenging needs; the IP was off work for 52 days because of the incident. The school have since reviewed their Behaviour Support Plan for each pupil.
9. A member of staff at Coalville Children and Family centre was pushed by a parent at the centre. The investigation identified that there were several contributing factors which caused the incident to happen which were triggered by the fact the parent was upset that contact with their child had been cancelled. The staff at the children centre have been recommended to liaise with the social work teams to review their risk assessments and procedures.
10. A teacher at Wymeswold CofE Primary School sustained a head injury after tripping over a child's chair and hitting her head on the corner of a table. The IP was subsequently off work for 13 days. The HSW team have sent the school information on preventing slip, trip and fall incidents and the school have been recommended to review their classroom risk assessments.
11. A teacher at Maplewell Hall School dislocated her shoulder after falling in a wooded area on the school site. The IP was off work for 15 days because of the injury. A full investigation has taken place at the school which has raised questions as to why the IP was in the area where the fall happened. The school have been recommended to review their risk assessments.



E&T reported 2 RIDDOR incidents within 2018/2019. This has decreased from 8 in 2017/2018. The 2018/2019 incidents are summarised below:

1. It was reported that a member of the public had sustained a cut to their shin from a metal support bracket attached to a bus shelter. The incident was reported to Charnwood Borough Council by a witness. The incident was deemed RIDDOR reportable as the injured person was attended to by an ambulance and was taken to hospital for treatment. The maintenance of the bus shelters in the county is managed by the Safe and Sustainable Travel team who contract the maintenance out to an external organisation. Prior to the incident it was identified that the bus shelter required maintenance as a panel was missing which exposed a metal support bracket. As a temporary solution hazard tape had been wrapped around the bracket however this did not prevent the injury occurring, replacing the panel has been planned. Following the investigation, the team are exploring different options to make bus shelters safer if they are damaged, for example using a protective sleeve. The team also plan to install signs which highlight who should be contacted to report damaged shelters.
2. A Highways Operative was walking along the roadside when he went over on his ankle after allegedly losing his footing in a small divert in the road after the road had been resurfaced. The incident became RIDDOR reportable as the IP was off work for 48 days. During the investigation it was identified that the IP's safety boots were inadequately laced which may have contributed to the cause of the incident. Following this incident Highways Delivery issued a tool box talk on safe PPE use including lacing boots. In addition, Environment and Transport have improved and reviewed their standards for PPE.
3. **Additional incident of significance** - A member of the public fell into an open man hole which had been left unguarded by the operative's onsite. The injury sustained was reported to be a cut to the knee and a graze to the elbow which did not result in hospital treatment therefore the incident was not RIDDOR reportable. Following this incident, LCC was contacted by the HSE who asked questions in relation to the safety procedures and controls that were in place at the time of the incident. The internal investigation identified that inadequate risk assessments and safe working procedures were in place. Following this, a safety alert was sent out, risk assessments have been reviewed, light weight barriers have been purchased and operatives have been retrained. LCC have not had any further communications from the HSE in relation to the incident since answering their questions by email.
4. During the year the Signs Workshop at Mountsorrell Depot was inspected, several major health and safety issues were identified in relation to the control of welding, housekeeping and the management of plant and equipment. Due to the issues that were identified welding activities were suspended until improvements were made. It has since been noted that the new Local Exhaust

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Ventilation System was installed in May, the air compressor system is subject to routine maintenance and inspection programme and housekeeping has been improved.

5. Barwell Recycling of Household Waste Site was inspected by a HSE inspector. The following recommendations were made;
- Review procedures for vehicle movement and pedestrian segregation at waste sites.
 - Review legionella management procedures.
 - Risk assessments to refrain from using terminology such as 'where possible'.
 - Safe systems of work should be specific and include visual explanations.
 - Ensure subcontractors are given safety information.
 - Following this visit the Waste team are working through an action plan to ensure all recommendations are considered.



Health and Safety Audits

By auditing proactively, issues are identified at the earliest opportunity. Where non-conformities are identified, the auditor supports the manager 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.

The following Services were audited in 2018/2019. A total of 86 audits took place.

- A&C > Communities and Wellbeing (Digital and Stock Services)
- A&C > Direct Service X3
- A&C > East Care Pathway X5
- CE > X3
- E&T > Highways Transportation X5
- E&T > Environment and Waste X4
- CR > Commercial Services X4
- CR > Operational Property Services X5
- CR > Strategic Property Services
- CFS > Children's Social Care X2
- LA Schools X46
- Public Health > X2

Non-conformities in relation to lack or risk assessment, training and unclear roles and responsibilities were identified. Service managers have been provided with an action plan and audit reports. Service Managers are expected to ensure progress is made to complete actions within the action plans. Monitoring visits and inspections will be carried out in 2019/2020 to check progress.



Major Non-Conformities

The table below outlines the **major non-conformities** identified in audits undertaken in 2018/2019.

A **major non-conformity** is defined within the OHSAS Internal H&S Auditing Procedure as “A significant breach of an appropriate legal requirement or the LCC OHSMS which may present a risk to the health, safety and wellbeing of LCC staff and other stakeholders and/or that may leave the authority open to external scrutiny.”

E & T Croft Vehicle Workshop	
Major Non-Conformity	Action taken (updated 13/08/2019)
	*The Service was re-audited in August 2019- new action plan has been issued
Fire safety related non-conformities were identified including; lack of fire risk assessment, blocked fire exits, missing fire extinguishers and a lack of personal emergency evacuation plans.	Partially complete. Additional fire safety hazards have also been identified within the most recent health and safety audit for the workshops.
There was a significant lack of communication procedures in place for health and safety information.	Partially complete – staff briefing form has not been used to formally communicate health and safety documentation i.e. RA’s
It was identified there were no risk assessments in place for the activities undertaken within the workshop.	Ongoing – no further risk assessments have been developed since update on 20/05/2019
Lack of monitoring and management of vibrating equipment.	Incomplete
Lack of management of COSHH including; no COSHH risk assessments were in place.	Incomplete
Lack of suitable and sufficient ventilation	Complete
Lack of fall from height protection around the inspection pit	Incomplete

* Minor non-conformities were also identified.



An audit of LTS Print (formally Central Print) was undertaken in February 2019. **The audit highlighted that many of the minor non-conformities identified in the previous audit carried out in February 2016 had not been actioned, these non-conformities have been escalated to major non-conformities due to the time that has lapsed.**

CR LTS Print	
Major Non-Conformity	Action taken Update provided 10/09/2019
Lack of competent risk assessors. It was identified that staff have not undertaken risk assessment training.	In progress - Michael Jacques booked on training on 26/11/2019 and Charles Greasley booked on 04/10/2019.
Lack of health and safety training. There appeared to be no formal method of identifying health and safety training needs.	Complete – copy of the training matrix was shown on the 10/09/2019.
Lack of clarify regarding first aid requirements and provision.	In progress – Steve Hume and Michael Jacques are booked on training in October and November 2019. First Aid Needs Risk Assessment has been completed by Mark Watts.
Poor fire safety awareness and training.	In progress – Michael has verbally confirmed that all staff will have completed the e-learning course by end of October 2019. The practical element will then be arranged.
Lack of regular health and safety inspections and monitoring.	Complete – inspections now taking place and recorded.
Unclear health and safety responsibilities. No local arrangements procedure in place to identify responsibilities.	Complete – local arrangements procedure in place.
Non-compliance with the Display Screen Equipment Regulations.	In progress – Michael has verbally confirmed that staff are currently completing this and will be done by end of October 2019.



Poor Contractor management and control.	In progress
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* Minor non-conformities were also identified.

The Country Parks Service was audited in August 2018. The audit identified many minor non-conformities including lack of risk assessments, poor control over accident and incident reporting, COSHH and emergency procedures. The audit also identified a major non-conformity which is detailed below. The HS&W team have provided regular support to the Country Parks team to ensure actions are closed out.

CR Country Parks	
Major Non-Conformity	Action taken Update provided 02/04/2019
Lack of health and safety training. It was identified that many health and safety training and qualifications has lapsed. It was recommended that a formal training matrix system was adopted to monitor training needs.	All training records have been collated and are recorded on the Learning Hub. L&D have supported with identifying training needs.

The Premises and Post Service was audited in February 2019. The audit identified many minor non-conformities including lack of clarity regarding H&S responsibilities at each site, out of date documentation, and a lack of training and risk assessment. The HS&W team have planned to closely monitor the progress made following this audit during the year 2019/2020. The audit also identified two major non-conformities which are detailed below.

CR Premises and Post	
Major Non-Conformity	Action taken Update provided 24/05/2019
Lack of robust lone working risk assessment and suitable lone working procedure. It is recommended that a formal lone working procedure is implemented. The Service was recommended to consider implementing lone working devices with man down and GPS features.	The Service is considering using a lone working device. This action is currently on hold pending a corporate approach.
Review all health and safety arrangements at all locations where premises officers work	In progress – The team are in the process of reviewing documentation contained within each site's manual (including risk assessments, policies, COSHH assessments).



The Sites Development Service was audited in August 2018. The audit identified many minor non-conformities including lack of near miss and accident reporting, provision of welfare facilities and improvement required in relation to communication and tool box talks. The audit also identified several major non-conformities which are detailed below. The HS&W team have provided regular support to the Sites Development team to ensure actions are closed out.

CR Sites Development	
Major Non-Conformity	Action taken Update provided 13/08/2019
Lack of suitable and sufficient risk assessments. Risk assessments were lacking detail and required reviewing.	All risk assessments and safe systems of work being fully re-written by a third party then reviewed by the service.
Lack of control and assessment of working at height activities.	Risk assessments have been reviewed. Work at Height training undertaken. Ladders removed from use.
Lack of control and assessment of manual handling activities.	Risk assessments and training has been reviewed.
It was identified that further work was required to ensure compliance with the Provision and Use of Work Equipment regulations (PUWER). The service was recommended to collate manufacturer's instructions for all work equipment to ensure compliance with servicing requirements.	Sites Development now have a full inventory with servicing and vibration records All equipment currently being serviced or inspected (min within 12months)
Improving monitoring and control over CPC driver training.	CPC currently being done, majority of staff will have all driver hours by Autumn 2019.
Lack of health and safety supervision on site.	Supervisors have started to record inspection visits.



HSE enforcement action

Leicestershire County Council have not received any HSE enforcement action or prosecutions during the year 2018/2019.



Training Statistics

The following section highlights the numbers of delegates from the Council that have attended or completed 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 any training which may have been arranged directly by managers within the department.

Course	A&C	E&T	CFS	CE	CR	PH
Stress Awareness E-learning	45	6	11	3	9	1
Managing Wellbeing, Stress and Pressure	28	5	7	0	3	2
COSHH	43	15	13	0	9	0
Fire Safety	282	38	63	11	37	2
Introduction to H&S (Mandatory) % shows the level of compliance within the department	216 (35% completed)	90 (56% completed)	72 (28% completed)	36 (39% completed)	282 (29% completed)	14 (69% completed)
Legionella Awareness	16	16	15	0	3	0
Management of H&S (Mandatory) % shows the level of compliance within the department	21 (40% completed)	50 (82% completed)	12 (24% completed)	11 (44% completed)	61 (57% completed)	3 (47% completed)
Manual Handling	46	40	21	9	36	1
Principles of Risk Assessment	30	99	6	2	1	8
Working at Height	16	21	2	0	10	1
Asbestos Awareness	0	1	2	0	1	0
Fire Risk Assessment	2	4	1	2	0	0
Albac Mat	37	0	13	0	7	0
Evac Chair	5	0	0	1	4	0



Key Performance Indicators

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 Leicestershire County Council. The table below details the performance of the Council against the KPIs.

No.	Key Performance Indicator	Performance
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.	86 audits were undertaken within 2018/2019. Major non-conformities were identified in 5 audits that were completed
2	All audit reports and action plans are developed within 5 working days from the completion of the audit.	The KPI was not met for all audits. 75% compliance.
3	LCC would like to realise a 10% reduction in workplace accidents and incidents year by year.	There has been an 18 % increase in the number of workplace accidents and incidents.
4	A 10% reduction in RIDDOR reported incidents year on year	This has not been achieved. (The number of RIDDORS increased by 1). This includes the 5 HAVS reports.
5	Robust documented investigations conducted in all instances where accidents are RIDDOR reportable for employees	100%
6	Ensure overall compliance with all applicable legislation across the authority.	The audits undertaken demonstrated partial compliance to applicable legislation. Details of major non-conformities are included in the report.



Wellbeing Activity

The data below is in relation to the usage of the internal Wellbeing Service (Counselling Sessions);

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	3	78	15	90	21	121	20	150
Chief Executives	0	6	2	12	1	15	2	7
Children and Family Service LA Schools	7	24	5	32	10	44	7	173
Children and Family Service Non Schools	8	87	13	94	24	135	12	76
Corporate Resources	13	65	14	68	16	149	9	181
Environment and Transport	4	23	5	38	4	38	11	70
Public Health	1	5	0	17	2	8	3	17
Non-Declared	0	0	0	0	0	0	0	0
ESPO	0	0	1	0	2	5	2	14
Totals	44	355	67	420	105	609	88	799

Overview	2016/2017	2017/2018	2018/2019
Total new referrals	391	247	304
Total sessions	1442	1018	2183

23% increase in number of **referrals** compared to 2017/18

114% increase in number of **sessions** compared to 2017/18

The increased usage of the services is partially attributed to the additional full time Wellbeing Advisor that was appointed in Q3. The Wellbeing team have made significant progress in reducing the waiting time to access the service.

New for 2019/2020 - Employee Assistance Programme

Launched in April 2019 the new telephone counselling service will be trialled for 1 year. The EAP will work alongside our current Wellbeing Service and will provide additional confidential telephone counselling and self-help via our external Occupational Health Provider. The usage of this service will be monitored quarterly and will be reported on in the 2019/20 Health and Safety annual report.



Time to Change

The Time to Change pledge was signed by the Chairman of the County Council during the Stress Awareness Events that took place in the summer. During the events managers were asked to complete two HSE stress toolkits. The HSE Stress Indicator Toolkit which is designed to identify stress levels within a team, and the Line Manager Competency Indicator Tool which can help to measure how well managers are managing stress within their team. Following the event the HS&W team received several requests to undertake stress audits using the HSE Stress Indicator Toolkit.

The HS&W team have also supported with several personal stress risk assessments for various teams. The Line Manager Competency Indicator Tool will be promoted further in 2019-2020.

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 2018-19 financial year;

- **Promotion and marketing of the support available to managers and employees.** The group have been regularly updating information on the Corporate notice boards in line with stress and wellbeing information as well as the recently launched EAP scheme.
- **Education and Training.** Further training has been developed to support managers and employees with mental health and stress. Including stress awareness, sleep management and resilience.
- **Increased visibility of Mental Health First Aiders (MHFA).** The team is working to increase the visibility of MHFAs. A web form has been launched where MHFAs can record their MHFA intervention, refresher training has also taken place. MHFAs have also been issued with specific lanyards and have been instructed how to update their online profile to show they are a MHFA.
- **Wellbeing Calendar.** The team is working closely with Communications to promote national wellbeing days on the intranet calendar. Specific events and information has been provided to staff on national wellbeing days including Time to Talk Day and World Mental Health Day.



Occupational Health Referrals

Division	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	Total
ESPO	1	1	3	3	1	0	2	2	2	2	0	1	18
Chief Ex	0	2	2	0	0	0	0	3	0	0	0	0	7
E&T	3	8	7	1	9	2	3	3	3	4	4	2	49
CFS	3	1	6	6	5	1	1	0	2	2	1	3	31
PH	0	2	0	1	0	0	1	0	1	0	0	0	5
CR	4	4	7	4	4	4	1	7	2	1	7	3	48
A&C	7	5	6	7	10	5	5	8	8	14	6	5	86
Total	18	23	31	22	29	12	13	23	18	23	18	14	244

Health and Safety Changes

There are a number of recent HSE safety alerts that could impact on service delivery. Where relevant, action has been taken at a department level.

Platform Lifts - Risk of falls from height to employees/workers and members of the public

Key Issues

Potential danger from:

- inadequate maintenance of door components;
- inappropriate adjustment of door locks;
- interference with zone bypass switches at doors;
- unauthorised access to lift well (shaft) when the lifting platform (lift car) is at a different level

Action required:

- carry out appropriate levels of maintenance; and
- regular safety checks

Change in Enforcement Expectations for Mild Steel Welding Fume

Key Issues

- There is new scientific evidence that exposure to all welding fume, including mild steel welding fume, can cause lung cancer.
- There is also limited evidence linked to kidney cancer.
- There is a change in HSE enforcement expectations in relation to the control of exposure of welding fume, including that from mild steel welding.
- All businesses undertaking welding activities should ensure effective engineering controls are provided and correctly used to control fume arising from those welding activities.
- Where engineering controls are not adequate to control all fume exposure, adequate and suitable respiratory protective equipment (RPE) is also required to control risk from the residual fume.

Preventing unauthorised access onto scaffolding and other work platforms

Key Issues

- Security of a construction site including scaffolding and ladders is vital to prevent unauthorised access onto scaffolding or other work platforms. Falls from height from scaffolding or incomplete buildings following unauthorised access by the public frequently involve children and result in major and sometimes fatal injuries. Access points may be designed for access or be opportunistic. All such routes may need to be secured by a combination of perimeter fencing, local fencing and ladder removal out of working hours, or securing ladders using a suitable ladder guard to make them unclimbable

The Health and Safety (Amendment) (EU Exit) Regulations 2018

- The above piece of legislation has been introduced to remove EU references in Health and Safety Legislation, the legal requirements of these regulations remain the same.



Guidance and Information

The HS&W Service have been actively engaged in reviewing all of the LCC 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 table outlines the policies have been reviewed or developed within the 2018/19 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.

Guidance Changes 2018 / 2019	Planned Guidance Changes 2019 / 2020
Microwave Guidance	CDM Guidance (completed)
Working at Height	HAVS Guidance (completed)
Driving in adverse weather	Confined Spaced (completed)
Use of Car Seat Belts and Restraint Systems for Children	Contractor Management (completed)
Driving in Hot Weather	First Aid (completed)
Driver and Vehicle Safety Guidance	Accident Reporting (completed)
	Pregnancy and Breast feeding (Formally New and Expectant Mother) (completed)
	COSHH
	Lone Working
	Safety whilst Smarter Working
	Management of Stress

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EMPLOYMENT COMMITTEE - THURSDAY 5 DECEMBER 2019

RECRUITMENT AND RETENTION INCENTIVES

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to inform the Employment Committee of work that is currently underway to introduce a range of new recruitment and retention incentives for hard-to-fill posts.

Policy Framework and Previous Decisions

2. The Committee previously noted the planned initiatives for recruitment and retention at its meeting in September 2019.

Background

3. The recruitment and retention of employees is an important factor in the successful implementation of the Council's People Strategy 2017-2020. As it becomes increasingly more challenging for the Council to attract and retain employees, the need to consider the use of recruitment and retention incentives for certain hard-to-fill posts has become a necessity. Several initiatives designed to strengthen the Council's ability to recruit and retain a high performing workforce are currently being developed, one of which is the introduction of a range of new incentives for hard-to-fill posts.
4. The only recruitment incentives that have been operated to date by the Council are market premia payments and relocation expenses.
5. This is consistent with other comparator county and city councils within the East and West Midlands, except for:
 - **Derby City Council** who offer a mortgage subsidy scheme to Social Workers;
 - **Rutland County Council** who provide one-off golden hello payments for hard-to-fill posts, repayable on a sliding scale if the employee leaves;

- **Worcestershire County Council** who operate welcome payments, retention payments, and a recommend a friend scheme for hard-to-fill posts.
6. As it becomes increasingly more challenging for the Council to attract and retain employees, the need to consider the introduction of additional incentives has become a necessity.
 7. A new Recruitment and Retention Incentives Policy for Hard-to-Fill Posts has been developed (attached at Appendix A) which provides managers with the opportunity to consider, and request approval for via a robust business case, the use of a range of new incentives including:
 - Golden hello payments;
 - Retention payments;
 - Additional annual leave;
 - Payment of professional fees;
 - Subsidised private healthcare;
 - Recommend a friend scheme.
 8. These incentives are designed to complement the Council's current employment offer which is attached at Appendix B.
 9. Each incentive has a set of applicable terms and conditions which are specified within the policy. These describe which employees may qualify for the incentive as well as payment limits and repayment arrangements.
 10. Hard-to-fill posts are those where, despite various recruitment activities having been undertaken, it has not been possible to attract or recruit candidates with the necessary competencies. This may be due to a number of reasons including:
 - A local and/or national skills shortage;
 - Comparator organisations offering a higher salary and/or a more attractive benefits package.
 11. The trade unions have been consulted on the new policy and have supported its introduction.

Approval Process

12. Managers will be required to complete a business case when requesting a recruitment or retention incentive. Each request must follow the relevant approval process set out in the policy. Approvers will ensure that requests are supported by tangible evidence and that all relevant factors have been considered including whether alternative actions would be more appropriate. In the case of golden hello, retention and market supplement payments, final approval must be granted by the

Chief Executive and the Chairman or Vice Chairman of the Employment Committee.

Monitoring and Review

13. The use of recruitment and retention incentives will be reviewed on a regular basis by the Council's Strategic Human Resources Team to determine whether the recruitment and/or retention difficulties still exist. Managers will be required to provide comparative market data as part of this review process.

Recommendations

14. It is recommended that the Committee considers and notes the Recruitment and Retention Policy for Hard-to-Fill Posts.

Background Papers

None.

Circulation under the Local Issues Alert Procedure

None.

List of Appendices

Appendix A - Recruitment and Retention Incentives Policy for Hard-to-Fill Posts

Appendix B – Leicestershire County Council's Current Employment Offer

Equality and Human Rights Implications/Other Impact Assessments

15. An Equality and Human Rights Impact Assessment has been completed and no adverse impacts have been identified.

Officer to Contact

Gordon McFarlane, Assistant Director - Corporate Services

Tel: 0116 3056123

Email: gordon.mcfarlane@leics.gov.uk

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Recruitment and Retention Incentives Policy for Hard-to-Fill Posts

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Purpose

As it becomes increasingly more challenging for the Council to attract and retain employees, the need to consider the use of recruitment and retention incentives for certain hard-to-fill posts has become a necessity. This policy provides a framework under which managers may request such an incentive so that only those that can be objectively justified will be approved.

Scope

Recruitment and retention incentives may be considered for all hard-to-fill posts within Leicestershire County Council.

Hard-to-fill posts are those where, despite various recruitment activities having been undertaken, it has not been possible to attract or recruit candidates with the necessary competencies. This may be due to a number of reasons including:

- A local and/or national skills shortage;
- Comparator organisations offering a higher salary and/or a more attractive benefits package.

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Examples of Recruitment and Retention Incentives

The following are the Council's agreed recruitment and retention incentives that managers may wish to consider for hard-to-fill posts:

- [Golden hello payments](#);
- [Retention payments](#);
- [Market supplement payments](#);
- [Additional annual leave](#);
- [Relocation expenses](#);
- [Professional fees](#);
- [Subsidised private healthcare](#);
- [Recommend a Friend Scheme](#).

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Golden Hello Payments

- A golden hello payment is a one-off lump sum paid to a new starter on their appointment with the Council;
- The maximum amount payable is 10% of the employee's salary;
- Existing employees or those who have returned to the Council within 12 months of their leaving date are not eligible to receive a golden hello payment. Agency workers appointed to permanent or fixed-term posts are eligible for the payment unless an introductory fee is payable to the agency;
- Casual workers are not eligible for golden hello payments;
- Managers are responsible for including details of applicable golden hello payments within job adverts;
- The payment will be made as part of the employee's first salary. The manager is responsible for requesting, as part of the appointment process, that the payment is made;
- The payment will be subject to tax, national insurance and pension deductions;
- The cost of the payment must be met by the employing department unless agreed otherwise with Strategic Finance;

- The employee will be required to remain in the Council's employment for a period of 2 years otherwise they will be required to [repay](#) either all or a proportion of the amount. The manager is responsible for advising the Employee Service Centre, as part of the leaver process, of the amount to be reclaimed.

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Retention Payments

- A retention payment is a lump sum paid to an employee on completion of a specified period of time in a post.
- The maximum amount payable per year is 10% of the employee's salary;
- Managers may wish to pay a one-off amount after a set period of time (e.g. 10% of salary on completion of 2 years of employment) or a graduated amount over a set period (e.g. 2.5% on completion of 1 year, 5% on completion of 2 years, 7.5% on completion of 3 years and 10% on completion of 4 years);
- Agency and casual workers are not eligible to receive retention payments;
- Retention payments are subject to satisfactory performance in the post. Payments may be withheld should an employee's performance or conduct fall below expected standards and the employee is being managed under a formal process (i.e. disciplinary, capability, managing attendance). Advice must be sought from Strategic HR before a decision is made to withhold a payment. Where a retention payment is to be withheld, the manager is responsible for advising the employee of the reasons for this;
- Managers are responsible for including details of applicable retention payments within job adverts;
- The employee will be eligible for the payment to be made in the first available payroll following completion of the required period of time. The manager is responsible for submitting a request to the Employee Service Centre at the relevant time so that the payment can be made;
- The payment will be subject to tax, national insurance and pension deductions;
- The cost of the payment must be met by the employing department unless agreed otherwise with Strategic Finance;
- The employee will not be required to repay the retention payment if they subsequently leave the Council's employment.

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Market Supplement Payments

- A market supplement payment is a monthly payment paid for an agreed period of time (up to 3 years);
- Market supplement payments should be calculated using comparator salary data from other organisations;
- The payment will be subject to tax, national insurance and pension deductions;
- The cost of the payment must be met by the employing department unless agreed otherwise with Strategic Finance;
- The award of a market supplement payment does not change the evaluated grade for the post; it is a fixed amount paid in addition to the employee's basic salary;
- Where an employee is in receipt of pay protection, they will not receive both the pay protection and the market supplement payment. In these circumstances, the employee will receive the greater of the two amounts;
- If a market supplement payment is agreed for a particular post, it will be automatically applied to all identical posts across the Council. The only exception to this is when the post in question requires specific knowledge, skills and/or experience which are unique from other posts due to the service it is required to deliver. Where this applies, the rationale should be included within the [Recruitment and Retention Incentive Request Form](#);
- Where the payment of a market supplement falls within the relevant qualifying pay period, this payment will be taken into account when calculating the amount owed to an employee for absences due to sickness, annual leave, maternity or adoption leave, when working additional hours or when calculating a redundancy payment;
- Where a post in receipt of a market supplement payment is down-graded as part of the job evaluation process, the market supplement payment will remain in place for the agreed period. The pay protection rules outlined above will however apply in these circumstances. If a post is upgraded, the market supplement amount will reduce, in proportion to the increase in salary, but will remain in force for the agreed period;
- For new starters, the manager is responsible for advising the Employee Service Centre, as part of the appointment process, that the market supplement payment should be made;
- The employee will not be required to repay any of the market supplement payments if they subsequently leave the Council's employment.

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Additional Annual Leave

- Managers may wish to offer a new starter an increased level of annual leave than would normally be available under their contract of employment. This will be for those situations where offering the 'over 5 years' service' rate or by matching the annual leave entitlement provided by their current employer will secure the candidate joining Leicestershire County Council. It is not expected that this will exceed more than 10 days' leave (74 hours) per year (pro rata for part-time employees);
- The additional leave will be granted for an initial period of 2 years. The employee will be required to make a positive adjustment to their annual leave entitlement on Oracle at the start of each leave year;
- Managers may offer the employee, as an alternative, a cash payment equivalent to the additional annual leave. The manager is responsible for submitting a request to the Employee Service Centre at the relevant time so that the payment can be made at the start of each leave year;
- The manager will be required to advise the Employee Service Centre of the additional annual leave entitlement so that the details can be confirmed in writing. This letter will be in addition to the employee's contract of employment as the entitlement stated within the contract will be the standard leave entitlement for the post;
- If the employee moves to another post, their entitlement to the increased annual leave will cease;
- If the employee leaves the Council's employment whilst they are in receipt of the additional annual leave entitlement, they will be required to repay any leave that has been overtaken. This also applies where an equivalent cash sum has been paid.

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Relocation Expenses

- The maximum amount of assistance that can be claimed is £11,000 including VAT. The relocation expenses that an employee is eligible to claim will depend on their individual circumstances;
- Any payments made in excess of £8,000 are subject to income tax and national insurance contributions. In addition, there are also certain items which can never be exempt from income tax and national insurance;
- To be eligible to receive relocation expenses, the individual must be a newly appointed employee who needs to move to a home that is within a reasonable daily travelling distance of their new workplace;
- Managers are responsible for advising candidates as part of the recruitment process whether relocation is being offered;

- The cost of the relocation expenses must be met by the employing department unless agreed otherwise with Strategic Finance;
- If an employee fails to relocate within 12 months, they may be required to repay all expenses received under the scheme;
- The employee will be required to remain in the Council's employment for a period of 2 years otherwise they will be required to [repay](#) either all or a proportion of the amount. The manager is responsible for advising the Employee Service Centre, as part of the leaver process, of the amount to be reclaimed.

Further information regarding the scheme is available in the [Relocation Expenses Policy](#).

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Professional Fees

- Managers may wish to pay an employee's annual professional fees. If agreed, all employees occupying the same role will also be eligible for the reimbursement of the same professional fees;
- The cost of the payment must be met by the employing department unless agreed otherwise with Strategic Finance;
- The employee will be required to pay the professional fees and then submit a claim, via iexpenses, for their reimbursement;
- The employee will not be required to repay the professional fees payment if they subsequently leave the Council's employment or move to another role with the Council that does not require the registration.

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Subsidised Private Healthcare

- Where an employee wishes to join a private healthcare scheme offered by the Council, managers will provide the employee with a payment of up to £15 per month towards the cost of their monthly premium. The employee will be entitled to these payments for the duration of their policy therefore managers must ensure that they are aware of the policy duration prior to requesting approval of this incentive;
- The cost of the payment towards the employee's monthly premium must be met by the employing department unless agreed otherwise with Strategic Finance;
- If the employee leaves the Council's employment but wishes to remain as a member of the private healthcare scheme, they will be required to pay the full cost of the monthly premiums with effect from their leaving date;

- If the employee chooses to withdraw from the private healthcare scheme before the expiry date of their policy, they will be responsible for paying any relevant fees as set out under their policy.

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Recommend a Friend Scheme

- The Council will pay a £100 referral payment to any employee who recommends an external job candidate for a vacancy to which they are subsequently appointed. The referring employee must not be the manager for the post in question or be involved in the recruitment process for the post;
- The payment will be made to the referring employee once the new employee has successfully passed their probation period (12 months ASYE social workers, 6 months for all other employees). The cost of the payment must be met by the recruiting department unless agreed otherwise with Strategic Finance;
- Once the new employee has successfully passed their probation period, the manager will contact the ESC Service Desk to arrange for the payment to be made in the next available payroll. The payment will be subject to tax, national insurance and pension deductions;
- The referring employee and the new employee must be employed on a permanent or fixed-term contract with the Council. Casual workers, agency workers, self-employed workers and individuals who are seconded into the Council are not eligible;
- The new employee must not have previously applied for the same post or been referred by another source (e.g. a recruitment agency). They must also have never previously worked for the Council;
- Both the referring employee and the new employee must be employed by the Council at the time the referral payment is due. Where either party's contract of employment is under notice of termination, whether given by the Council or the employee, the Council reserves the right not to make the payment;
- Only one referral payment will be paid for each new employee. The applicant must therefore ensure that they only include the details of one referring employee on their application form. No referral payment will be made where more than one employee has been named or where an employee's details have not been included;
- There is no limit on the number of referrals that an employee can make and there is no requirement for any referral payments to be repaid if the employee subsequently leaves the Council's employment.

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Repayment Period

For golden hello payments and relocation expenses it is a condition of the individual's employment that they remain with the Council for a period of two years following their appointment. If an employee voluntarily leaves the Council's employment within the two year period, they will be required to repay all, or a proportion of, the payment as follows:

Period of service with the Council	Amount to be repaid
Up to 12 months	100%
Between 12 months and two years	50%
Two years or more	0%

The above repayment arrangements may also apply if the employee is dismissed from the Council's employment for conduct or performance related matters within the two year period. Employees who are made compulsory redundant will not be subject to the above repayment requirements.

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Eligibility Criteria

The application of a recruitment or retention incentive will only be considered where there is evidence to demonstrate that there are recruitment and/or retention difficulties relating to the post or where a post is linked to a nationally determined salary scale which is higher than the Council's evaluated rate (e.g. Soulbury employees). Managers will be required as part of the approval process to provide evidence to support their request. This may include, but is not limited to, the following:

- Recruitment statistics which demonstrate poor response rates to adverts despite the post being advertised using relevant channels;
- Shortlisting and interview scores which demonstrate the poor calibre of candidates that the post has attracted;
- Employee turnover figures for the last 12 months along with feedback from one-to-one/supervision meetings and leaver questionnaires regarding the reasons why employees are leaving or seeking alternative employment;
- Pay data from public and private sector comparator organisations which indicate that the post's salary and/or benefits package is considerably lower than the market equivalents. This will usually be limited to organisations within surrounding counties however for some posts it may be relevant to provide an indication of national pay rates. It is recommended that information is obtained from at least 3 comparator organisations;
- Information to evidence the extent of the potential impact upon service delivery if the recruitment or retention issue is not resolved;

- Information showing that there is a national and/or local shortage of skills associated with the post.

Further advice on potential sources of evidence is available from Strategic HR.

Comparator pay rates as a form of evidence may not be used as the sole justification for requesting a market supplement payment. These rates may only be used in conjunction with additional evidence of recruitment and/or retention difficulties.

Pay comparisons should be made on the basis of factors such as the type and size of the organisation, regional pay differences, duties of the post as specified in the job description and the qualifications, experience and skills required as set out in the person specification.

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Approval Process

Where a manager has identified the need for a recruitment or retention incentive, they should complete the [Recruitment and Retention Incentive Request Form](#). The request must include a business case which includes the following:

- Details of the incentive that is being requested and the consequences if the request is not approved;
- Evidence to demonstrate the recruitment and/or retention difficulties relating to the post;
- Details of attempts already made to resolve the issue (e.g. the redesign or re-evaluation of the post, targeted advertising campaigns).

Advice on completing the form may be sought from an HR/OD Business Partner.

Once completed, the relevant approval process must be followed:

Incentive	Approver 1	Approver 2	Approver 3	Approver 4
Golden hello payment	Director	Finance Business Partner	Assistant Director (Corporate Services) / Head of People Services	Chief Executive / Chairman or Vice Chairman of the Employment Committee
Retention payment	Director	Finance Business Partner	Assistant Director (Corporate Services) / Head of People	Chief Executive / Chairman or Vice Chairman of the Employment Committee

			Services	
Market supplement payment	Director	Finance Business Partner	Assistant Director (Corporate Services) / Head of People Services	Chief Executive / Chairman or Vice Chairman of the Employment Committee
Additional annual leave	Director	Finance Business Partner	Head of People Services	N/A
Relocation expenses	Director / Assistant Director	N/A	N/A	N/A
Professional fees	Director	Finance Business Partner	Head of People Services	N/A
Subsidised private healthcare	Director	Finance Business Partner	Head of People Services	N/A
Recommend a Friend Scheme	Director	Finance Business Partner	Head of People Services	N/A

Approvers must be satisfied that there is a genuine business case for awarding the incentive and that the request is supported by tangible evidence. They should also ensure that all relevant factors have been considered including whether alternative actions would be more appropriate. Where necessary, a meeting will be arranged to discuss the request further.

If the request is approved by the relevant Director/Assistant Director and Finance Business Partner, the form must be emailed to Strategic HR (HRPolicy@leics.gov.uk) who will then arrange for any additional approvals to be completed.

There is no appeal against the decision not to support the award of an incentive.

Strategic HR will retain a record of the outcome of all requests.

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Confirmation of the Recruitment or Retention Incentive

Where a recruitment or retention incentive is awarded to an employee, the Employee Service Centre will provide written confirmation where required and make any necessary changes to Oracle.

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Monitoring and Review

The use of recruitment and retention incentives will be reviewed on a regular basis by Strategic HR to determine whether the recruitment and/or retention difficulties still exist. The following are the review periods for the incentives identified in this policy however if a manager wishes to request an alternative timescale, the rationale for this must be included within the business case:

Recruitment and Retention Incentive	Review Period
Golden hello payment	2 years
Retention payment	2 years
Market supplement payment	Up to 3 years
Additional annual leave	2 years
Relocation expenses	Each time the post is advertised
Professional fees	2 years
Subsidised private healthcare	2 years
Recommend a friend referral payment	2 years

Managers should ensure that they keep track of comparative market data so that this information can be used as part of the review. If following the review, the need for the recruitment or retention incentive for the post no longer exists, the manager will be advised accordingly. The employee will be issued with the appropriate notice to terminate the arrangement.

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Document Control:

Version Number	Agreed At	Date Agreed	Review Date
2019-3R			13/08/2020

Recruitment and Retention Incentive Request Form

Please refer to the [Recruitment and Retention Incentives Policy for Hard-to-Fill Posts](#) before completing and submitting this form.

Post Details

Post Title:	Grade:
Department:	Team:

Details of the Recruitment/Retention Incentive Being Requested

Number of employees which the incentive will apply to:

Rationale for the Request (Please attach supporting evidence)

Impact if the Request is Not Approved

--

If Applicable, Proposed Payment Amount and Duration

--

I support the above request based on the information provided.

Assistant Director/Director's Signature:	Date:
Finance Business Partner's Signature:	Date:

Once approved by the Assistant Director/Director, this form should be emailed to HRPolicy@leics.gov.uk.

The above request is approved / not approved* based on the information provided (*please delete as appropriate). If the request is not approved, please provide the reason below:

Head of People Services Signature:	Date:
Assistant Director (Corporate Services) Signature:	Date:
Chief Executive's Signature:	Date:

LCC's Current Employment Offer***General**

- A [pension scheme](#) which includes ill health benefits if you ever become seriously ill, life cover (equivalent to 2 years' pay) payable if you die in service, and a pension for your partner/children in the event of your death;
- Free car parking (at the County Hall site);
- Assistance with travel to work including a bicycle salary sacrifice scheme and discounted bus travel;
- Access to a lease car scheme;
- Access to a car sharing scheme;
- Business mileage is paid at 45p per mile for the first 10,000 miles then 25p for each mile thereafter;
- An employee benefits scheme offering discounts for a range of high street and online businesses;
- Payment of professional practice registration fees (e.g. HCPC for social workers and occupational therapists);
- Relocation expenses of up to £11,000;
- A long service award on completion of 25 years' service with the Council.

Work/Life Balance

- Between 24 and 35 days' annual leave per year plus 8 public holidays and the opportunity to purchase up to an additional 20 days' annual leave per year;
- Smarter working arrangements including working compressed hours (e.g. working your hours over 4 days rather than 5), term-time only, job share, part-time, home or remote working, and flexible work patterns (i.e. start and finish times) to help you balance your work and life commitments;
- A career break scheme where you may be able to take up to a year off work to undertake caring responsibilities, voluntary work, full-time studies, etc.;
- Employer-supported volunteering where you can take up to two days paid leave per year to undertake certain volunteering opportunities;
- A range of special paid leave provisions including time off to undertake foster carer and shared lives carer duties, public service duties, to deal with a breakdown in care arrangements, and following a bereavement;
- A range of family friendly policies to help balance family commitments including enhanced (i.e. above statutory) maternity, adoption and paternity pay, and parental leave provisions.

* Some of the items listed have qualifying criteria so may not be available to all employees.

* Not all activities/facilities may be available at every Council site.

Health and Wellbeing

- Discounted local gym membership;
- Free eye test (if your job involves using a computer);
- The opportunity to join our workers groups (disabled workers' group; black workers' group; lesbian, gay, bisexual and trans network; working carers' group);
- Access to a confidential employee counselling service;
- Advice and support from an occupational health service when required;
- A range of activities to support health and wellbeing including mindfulness sessions, exercise groups, menopause support network, and a singing for fun group;
- Support to stop smoking;
- A sick pay scheme that provides up to 6 months' full pay and 6 months' half pay depending on your length of service;
- We promote the use of standing desks and walking meetings;
- On-site shower and changing facilities.

Learning and Development

- A tailored induction for new starters;
- An annual performance and development review to discuss your career aspirations and what support you will need to help you progress;
- Regular one-to-one meetings with your manager;
- E-learning on a variety of topics (e.g. equality and diversity, information security, environmental awareness);
- The opportunity to undertake qualification and non-qualification courses which are relevant to your role;
- Job shadowing, either within your own or another team;
- Being a mentor to another Council employee or signing up to become a mentee.

* Some of the items listed have qualifying criteria so may not be available to all employees.

* Not all activities/facilities may be available at every Council site.



EMPLOYMENT COMMITTEE – 5 DECEMBER 2019

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 relation to any particular Action Plan, if they have not already done so.

Recommendations

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

Background Papers

7. None.

Circulation under 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 A – Summary of Current Action Plans - Implementation Completed.

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

Officers to Contact

Anna Poole, Democratic Services Officer

☎ 0116 305 0381

Email: anna.poole@leics.gov.uk

Gordon McFarlane, Assistant Director – Corporate Services

☎ 0116 305 6123

Email: gordon.mcfarlane@leics.gov.uk

EMPLOYMENT COMMITTEE – 5 DECEMBER 2019

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
There have been no Action Plans completed since the previous report which have involved compulsory redundancies.		

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EMPLOYMENT COMMITTEE – 5 DECEMBER 2019
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
Children and Families - Inclusion Service	26/06/2019	Action Plan live from 28 June 2019. Consultation extended to mid-September to allow for term time staff.	Consider Voluntary Redundancies	5 redundancies
Corporate Resources - Adaptations/ Site Maintenance Team	14/05/2019	All staff were at risk of redundancy,	As consultation opened management agreed to make staff comparable to Grade 7 and Grade 8 roles.	1 redundancy

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