

Meeting: **Employment Committee**

Date/Time: **Thursday, 2 December 2021 at 10.00 am**

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

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

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Membership

Mr. L. Breckon JP CC (Chairman)

Mr. P. Bedford CC Dr. R. K. A. Feltham CC
Ms. L. Broadley CC Mr. B. Harrison-Rushton CC
Mr. B. Champion CC Mr. R. J. Shepherd CC

AGENDA

<u>Item</u>	<u>Report by</u>
1. Minutes of the meeting held on 16 September 2021.	(Pages 3 - 10)
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 2021.	Director of Corporate Resources (Pages 11 - 22)



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|-----|--|---------------------------------------|-----------------|
| 7. | Innovating at Work. | Director of
Corporate
Resources | (Pages 23 - 26) |
| 8. | Ways of Working Update. | Director of
Corporate
Resources | (Pages 27 - 32) |
| 9. | Organisational Change Policy and Procedure:
Action Plans. | Chief Executive | (Pages 33 - 38) |
| 10. | Any other items which the Chairman has
decided to take as urgent. | | |
| 11. | Date of Next Meeting. | | |

The next meeting of the Committee is scheduled to be held on 3 February 2022 at 10.00am.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 16 September 2021.

PRESENT

Mr. L. Breckon JP CC (in the Chair)

Mr. N. D. Bannister CC

Dr. R. K. A. Feltham CC

Mr. P. Bedford CC

Mrs B. Seaton CC

Ms. L. Broadley CC

Mr. R. J. Shepherd CC

1. Appointment of Chairman.

At the County Council meeting on 19 May 2021, Mr. L. Breckon JP CC was nominated as Chairman elect of the Employment Committee.

It was moved by Mr Shepherd and seconded by Mr. Bedford that Mr. L. Breckon JP CC be elected Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2022.

RESOLVED:

That Mr. L. Breckon JP CC be elected Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2022.

Mr. L. Breckon JP CC - in the Chair

2. Election of Deputy Chairman.

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

RESOLVED:

That Mr. P. Bedford CC be elected Deputy Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2022.

3. Minutes of the previous meeting.

The minutes of the meeting held on 4 February 2021 were taken as read, confirmed and signed.

4. Question Time.

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

5. Questions asked by members.

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

6. Urgent items.

There were no urgent items for consideration.

7. Declarations of interest.

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

Mr. Breckon, Mr Bannister, Mrs Broadley and Mrs Seaton each declared a personal interest in agenda item 8 – Pay Policy Statement 2021 as relatives were employed by the County Council.

8. Pay Policy Statement 2021.

The Committee considered a report of the Director of Corporate Resources seeking approval for the submission of the Council's Pay Policy Statement 2022/23 to the County Council for approval in December 2021. A copy of the report marked 'Agenda Item 8', is filed with these minutes.

Members were informed that

- i. the pay offer in respect of Chief Officers and Chief Executives detailed in paragraph 12 should read 1.5%.
- ii. Trade Unions would hold a national ballot in September. If the pay offer was accepted, the County Council would be required to review the lowest points of its locally agreed pay spines to accommodate the increase.

In response to questions, the Director explained that in 2019 the County Council's Pay Spines were reviewed and this had resulted in an increase in the lowest pay spine.

It was moved by Mr Breckon and seconded by Dr Feltham that:

- a. the Pay Policy Statement 2022/23 be approved for submission to the County Council for approval at its meeting on 1 December 2021; and that
- b. following agreement of the 2021/22 pay offer at national level, it be noted that the 2021/22 pay structure incorporating the NJC 2021/22 pay award will be circulated to the Committee.

The Motion was put and carried.

RESOLVED:

That

- a. the Pay Policy Statement 2022/23 be approved for submission to the County Council for approval at its meeting on 1 December 2021; and that
- b. following agreement of the 2021/22 pay offer at national level, it be noted that the 2021/22 pay structure incorporating the NJC 2021/22 pay award will be circulated to the Committee.

9. Wellbeing Update.

The Committee considered a report of the Director of Corporate Resources concerning the Staff Wellbeing Survey undertaken in May 2021 and the establishment of the Corporate Wellbeing Board. A copy of the report marked 'Agenda Item 9', is filed with these minutes.

The Chairman highlighted that the wellbeing offer to staff was comprehensive.

In response to questions, the following issues were raised:

- i. A higher response rate to the Survey would have been welcomed. A shorter snap survey (such as Quest) may have generated a higher response rate than the Council's survey, but would not have presented such detailed feedback. The Director added that he was not surprised that the response rate had fallen with Survey 3 due to the frequency of the surveys held over the last 18 months and also due to the complexity of the Council with several thousand staff who were not regular email users.
- ii. Alternative methods of collecting data were being explored. For example, an individual departmental survey had been held by the Environment and Transport Department, which was tailored to the department. The approach would be reviewed, including an analysis of the response rate.
- iii. It was recognised that other surveys were promoted at the same time e.g. Stonewall survey, which may have created 'survey fatigue'. Officers would explore why the response rate had reduced, potentially asking a question in the next Wellbeing Survey.
- iv. It was acknowledged that staff may have been reluctant to respond to the Survey due to concerns about the potential impact on their employment. The Director agreed to ensure that reassurances regarding anonymity were included with future Surveys.

It was moved by Mr Breckon and seconded by Mr Bedford that the continued focus on staff wellbeing and resilience across the Council, the results of the third Wellbeing Survey, the establishment of the Corporate Wellbeing Board and the Wellbeing Action Plan be noted.

The Motion was put and carried.

RESOLVED:

That the continued focus on staff wellbeing and resilience across the Council, the results of the third Wellbeing Survey, the establishment of the Corporate Wellbeing Board and the Wellbeing Action Plan be noted.

10. Attendance Management.

The Committee considered a report of the Director of Corporate Resources which provided an update on the County Council's overall position on sickness absence as at the end of March 2021. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

Members were informed that sickness levels were lower overall as people were not becoming ill due to social distancing.

The Director explained that the level of absence due to stress/depression/ mental health was lower due in part to the Council's comprehensive wellbeing offer. Supporting staff had been a priority for managers. Likewise, the Council had increased the wellbeing offer to support people with a cancer diagnosis in light of the NHS challenges in providing timely support.

It was hoped that the gains made in managing attendance and in setting out clear expectations would be continued as the Council moved forward into new ways of working.

Arising from discussion, the following points were raised:

- i. Officers were seeking to improve the number in the 'not disclosed' category. Focussed work had been undertaken with Departments to address this. Legally staff did not have to disclose the reason for sickness although they were encouraged to discuss this with their manager. Members were assured that the number of 'not disclosed' cases was usually due to administrative issues rather than a breakdown of the relationship between the manager and staff member.
- ii. Managers had been supported in managing staff remotely to ensure continued productivity and so any issues with attendance were resolved quickly. The Director added that the opportunity to work from home had reduced sickness levels as people felt more able to manage working while ill as they had not driven into the office. The impact on absence levels of the new ways of working with increased mixing of staff and the gradual 're-opening' of society was awaited.

It was moved by Mr Breckon and seconded by Mr Shepherd that the update provided on the Council's overall position on sickness absence as at the end of March 2021, be noted.

The Motion was put and carried.

RESOLVED:

That the update provided on the Council's overall position on sickness absence as at the end of March 2021, be noted.

11. Diversity and Inclusion update.

The Committee considered a report of the Director of Corporate Resources concerning the Council's approach to staff diversity and inclusion. A copy of the report marked 'Agenda Item 11', is filed with these minutes.

In presenting the report, the Director highlighted that the Council had become a signatory to an external Race at Work Charter, created by Business in the Community, and demonstrated that the Council promoted equality across the workplace, regardless of an individual's ethnicity and race.

In response to questions, the following issues were raised:

- i. Staff were encouraged to declare a disability, but some did not do so for a variety of reasons; potentially due to anxiety about how they would be treated or maybe because they did not believe that the illness affected them or their work sufficiently for them to declare. Members were concerned that there should be more awareness and understanding of hidden disabilities. The Director explained that officers would continue to encourage staff to declare a disability and would continue to promote the support in place and the confidentiality of such information.
- ii. Regarding the declaration of sexual orientation, and members' concern that declaration rates were low, the Director explained that it was believed that some people were reluctant to declare as this was such a personal issue. The LGBT+ workers' group in the Council was supportive and helpful to staff. However, the Director acknowledged that there was more to do.
- iii. It was challenging to produce data on the workforce's socio-economic background, and to classify which background people came from. It was recognised that this was a sensitive area to address, although some organisations did so. The Council would be seeking to do more in this area over the next couple of years. Officers explained that the Council could offer apprenticeships for care leavers to support them in work, alongside a number of programmes in place to address particular areas of the community, for example Work Plus and Kickstart.

It was moved by Mr Breckon and seconded by Mr Bedford that

- a. the fact that diversity and inclusion is well managed within the Council, having received external accreditation for its actions, be noted; and
- b. the data collated on staff demographics detailed at paragraphs 9-12 and the next steps outlined at paragraphs 19-20 within the report, which aim to further support and promote staff diversity and inclusion, be noted.

The Motion was put and carried.

RESOLVED:

That

- a. the fact that diversity and inclusion is well managed within the Council, having received external accreditation for its actions, be noted; and
- b. the data collated on staff demographics detailed at paragraphs 9-12 and the next steps outlined at paragraphs 19-20 within the report, which aim to further support and promote staff diversity and inclusion, be noted.

12. Health, Safety and Wellbeing Annual Report 2020-21.

The Committee considered a report of the Director of Corporate Resources concerning the Annual Health, Safety and Wellbeing report 2020-21. A copy of the report marked 'Agenda Item 12', is filed with these minutes.

The Director highlighted that details of the usage of the internal Wellbeing Service by department was included in the report. When the presenting issue was suicide, additional outside support from health services, GPs or the Samaritans, for example, was sought.

In response to questions, it was acknowledged that the number of staff attending health and safety courses was lower than expected during the pandemic. Officers would explore the reasoning for this

The Chairman commended officers for the comprehensive report.

It was moved by Mr Breckon and seconded by Mr Bedford that the Health, Safety and Wellbeing Annual Report 2020-21 be noted, and the extensive work, undertaken in partnership with departments by the Health, Safety and Wellbeing Service, be endorsed.

The Motion was put and carried.

RESOLVED:

That the Health, Safety and Wellbeing Annual Report 2020-21 be noted, and the extensive work, undertaken in partnership with departments by the Health, Safety and Wellbeing Service, be endorsed.

13. Organisational Change Policy and Procedure: Action Plans.

The Committee considered a report of the Chief Executive which presented the current Action Plans which contained provision for compulsory redundancy and details of progress made with their implementation. A copy of the report marked 'Agenda Item 13' is filed with these minutes.

It was moved by Mr Breckon and seconded by Mr Bedford that the update provided on the current Action Plans which contain provision for compulsory redundancy, and details of progress in their implementation, be noted.

The Motion was put and carried.

RESOLVED:

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

14. Date of next meeting.

The next meeting of the Committee is scheduled to be held on 2 December 2021 at 10:00am.

10.00 - 11.27 am
16 September 2021

CHAIRMAN

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EMPLOYMENT COMMITTEE - 2 DECEMBER 2021

STAFF SURVEY 2021

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 2021 staff survey.

Policy Framework and Previous Decisions

2. The People Strategy was approved by the Employment Committee at its meeting in December 2020. The results from the 2021 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 2021 Staff Survey, which ran through June and July, was the ninth staff survey and had a response rate of 38%, with 2,323 staff completing the survey. This is a decrease from 54% (3,238 staff) in the 2019 survey. Questions have been consistent over the last four surveys.
4. There was a decreased response rate for all departments. Public Health and Chief Executive's Department had the highest response rates overall (at 62% and 50% respectively).
5. Corporate Resources had the largest decrease in response rates since 2019 (-24 % points to 33%). Children and Family Services also had a large decrease (-19 % points to 36%). Public Health had the smallest decrease in response rates (-1 % points to 62%).
6. As was the case in 2019, the detailed results will be made available to all staff and managers. Line managers will be asked to review the results for their areas and develop appropriate local actions. The headline summary shows:
 - i. Improvement in the overall result since the last survey in 2019, although not statistically significant. The average for questions

1 to 19 is 82.2% (+1.4 % points since 2019). There a number of 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.
 - iv. Respondents from Chief Executive's Department are significantly more positive than average.
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) 94.5% said the council is a good employer;
 - b) 92.8% said I believe the council is committed to equality and diversity.
 - ii. For 'My Manager' the areas scoring highest were:
 - a) 91.9% believed their manager supports flexible working, a significant increase of 3% from 2019;
 - b) 88.6% believe their manager values their opinions and ideas;
 - iii. Under 'My Job' staff said:
 - a) 91.1% felt trusted to carry out their job effectively;
 - b) 90.3% said they felt they were treated with fairness and respect.
8. The areas identified with the lowest ratings across the Council remained fairly consistent with the lowest rated responses in 2019 (see Appendix B). However, most of these questions saw improvements since 2019, with one question showing a significant decrease. In summary:
- i. 58.5% said stress at work does not affect their job performance, a significant decrease of -4.5 % points since 2019
 - ii. 64.8% said they felt that change is well managed in the Council, a significant increase of 6.9 % points since 2019

- iii. 68.2% said they felt safe to speak up and challenge the way things were done, an increase of 2.1 % points since 2019 (though not statistically significant)
- iv. 74.3% said they thought the reasons for change were well communicated, a significant increase of 6.7 % points since 2019

9. Equalities and Job Factors -

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

- i. 8.3% experienced bullying or harassment in the previous 12 months (a significant decrease from 11.9% in 2019).
- ii. 28.0% experienced some form of discrimination (no significant change from 26.9% in 2019).
- iii. Job factors that 'matter a great deal' were:
 - a) Work/life balance (82.9%), a significant increase of 4.2 % points since 2019
 - b) Job satisfaction (81.1%)
 - c) Pay and benefits (58.3%)
 - d) Career development (39.7%), a significant decrease of - 3.7% points since 2019

Employees with Disabilities

10. Employees with disabilities are still significantly less positive on almost all questions. Disabled staff are marginally more positive overall since 2019 but the difference is not statistically significant and the gap between this group and the workforce average has grown slightly. In summary:

- i. The biggest difference to the average being: 'Stress at work does not affect my job performance' (41.8% compared to 58.5%, -16.8 % points).
- ii. 'I think it's safe to speak up and challenge' (54.5% compared to 68.2%, -13.7 % points).
- iii. 'I feel I have got my work/life balance about right' (62.6% compared to 75.1%, -12.6 % points).
- iv. Colleagues with disabilities are significantly more likely to have experienced bullying (21.0%, +12.7 % points) and discrimination (58.2%, +30.2 % points) than the workforce average.

- v. For disabled staff there have been significant improvements since 2019 for 4 of the 19 questions and one significant decrease.

Improvements:

- a) 'My manager...makes it clear what is expected of me' (+5.6 % point increase compared to -0.8 % point decrease for non-disabled staff)
- b) 'I feel the reasons for change are well communicated to me' (+5.4 % point increase compared to a +7.1 % point increase for non-disabled staff)
- c) 'I feel that change is well managed in the Council' (+5.2 % point increase compared to a +7.3 % point increase for non-disabled staff)
- d) 'My manager...keeps me well informed' (+3.5 % point increase compared to a +3.0 % point increase for non-disabled staff)

Decrease:

- e) 'I am satisfied with the opportunities for flexible working' (-3.4 % point decrease compared to +8.2 % point increase for non-disabled staff).

Summary

11. The survey highlights a number of positive areas and the direction of travel since the 2019 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 2021 staff survey and to support the approach being taken to address the findings of the survey.

Equality and Human Rights Implications

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 (2019 – 2021)

Appendix C – 2021 Results – Equalities and Job Factors Questions

Officer to Contact

Sarah Short – HR Team Manager

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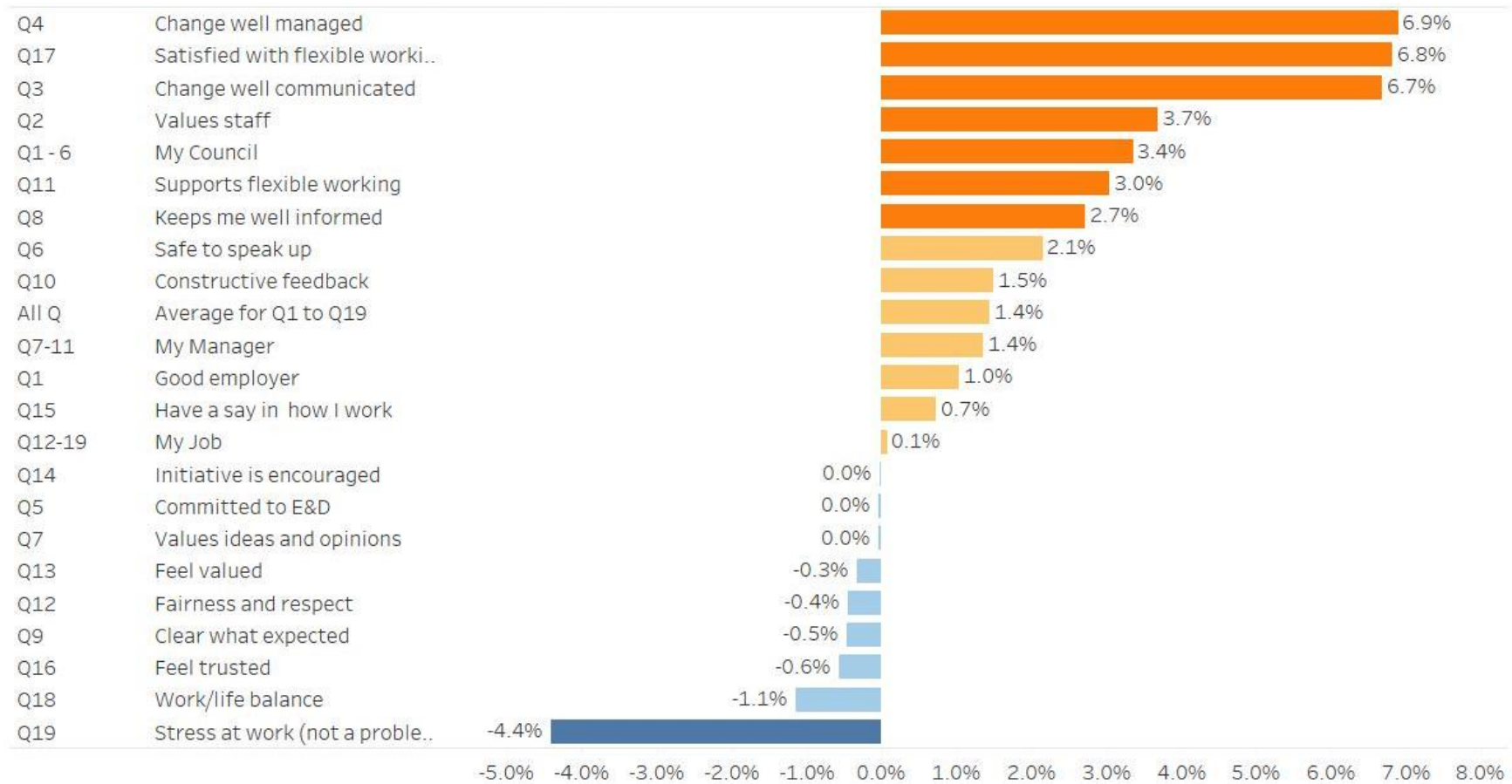
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Appendix A - Results for questions 1 to 19 (% who agree or strongly agree)



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Appendix B – Percentage point change over time (2019 to 2021)

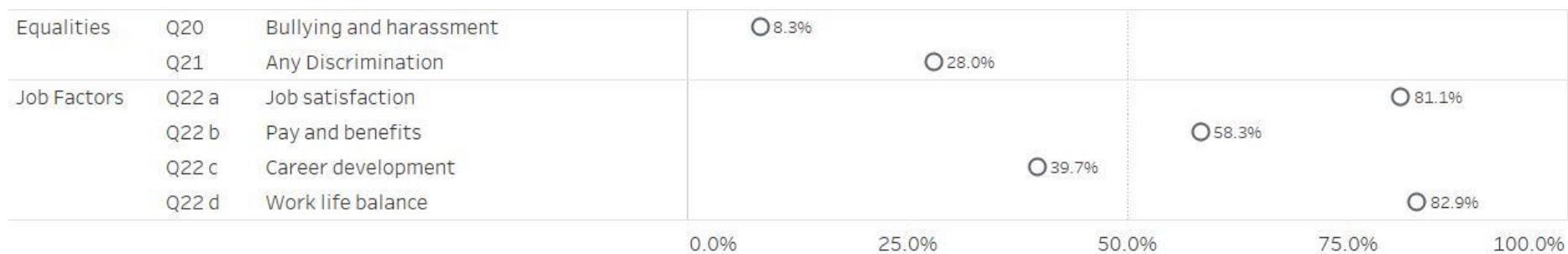


Key
(Compared to previous survey)

- Significantly lower
- Lower
- Higher
- Significantly higher

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Appendix C – 2021 results: equalities and job factors questions



Question wording:

Q20 - In the last 12 months I have experienced bullying/harassment at work (% agree or strongly agree)

Q21 - In the last 12 months, have you felt discriminated against in the workplace because of... (a) gender, (b) transgender issues, (c) age etc.
 (% a great deal, a fair amount or not very much)

Q22 - How much do the following factors matter to you at work? (% a great deal)

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EMPLOYMENT COMMITTEE – 2 DECEMBER 2021

INNOVATING AT WORK

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to inform the Employment Committee of a Learning and Development programme that has been developed called Innovating at Work. This programme will both support and enable a culture of innovation to be further developed within the Council.

Policy Framework and Previous Decisions

2. The Innovating at Work programme is part of the Council's Ways of Working programme which will shape the way in which a proportion of the Council's workforce will work in the future – smarter / remote working. It is also a key workstream within the current People Strategy 2020-2024.

Background

3. Innovation and continuous improvement will always be vital to the work of the Council. Due to the pandemic the last two years has had to be driven by rapid innovation, through necessity. The dedication and hard work of managers and their teams has achieved much success through this approach.
4. It is, therefore, important that the Council retains and builds on the skills and momentum demonstrated by individuals and departments. It is acknowledged that innovation does just not imply wholesale change or transformation, it is also taking place daily in small ways across the organisation
5. Engagement has taken place with all Departmental Management Teams to both provide information for the programme but also to help shape its content. Departments have been asked to provide examples of innovation that can then be developed into videos and shared as best practice.

Aim of the Programme

6. It is intended that Innovating at Work will equip managers and their teams with the confidence, motivation, and skills to drive continuous improvement within their teams and services.

Outcomes

7. The expected outcomes of the programme are:
 - An increase in the level of confidence and capability within managers to enable them to innovate and lead through change.
 - Improved communication, a better generation of ideas, and further development of expertise in respect of the customer experience.
 - Encourage and develop a mindset of continuous improvement within teams and services.
 - Increase collaboration across departments and establish stronger working partnerships.

Building an Innovative Culture- What will it look like?

- Managers will recognise and celebrate the innovation that is already happening in their teams.
- Staff will confidently see their role in creating and contributing to innovation.
- Innovative approaches will contribute to high performance, productivity, and the effective use of resources.
- Managers will confidently encourage and discuss innovation as part of their business as usual.
- Staff across the organisation will share their positive experiences of innovation.
- The Council will have a reputation for innovation across all departments.

Delivery of the programme

8. The Innovating at Work programme takes a blended approach to learning, utilising numerous tools and methods. These include workshops, e-learning, learning guides, tools, and videos. All resources will be available on the Council's Learning Hub. An event recognising and celebrating innovation across the Council will also form a part of the programme.

Resource Implications

9. The development and delivery of the Innovating at Work programme is being achieved by utilising the skills of colleagues within People Services. Workshops delivered by external training providers are funded through the training budgets held centrally by the Learning and Development Service.

Conclusions

10. As the Council continues to change the way that it works, Innovating at Work will provide learning and tools to facilitate change and harness innovation, further improving the ways that services are delivered.

Recommendations

11. It is recommended that the Committee note the work that has been achieved and the approach that has been developed to support innovation.

Background Papers

12. None.

Circulation under the Local Issues Alert Procedure

13. None

Equality and Human Rights Implications

14. Access to the Innovating at Work programme is available to all Council employees with reasonable adjustments made to further enable participation.

Officer to Contact

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Learning and Development Manager

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EMPLOYMENT COMMITTEE: 2 DECEMBER 2021

WAYS OF WORKING UPDATE

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of report

1. The purpose of this report is to update the Employment Committee on progress, decisions, and upcoming milestones of the corporate ways of working programme.

Policy Framework and Previous Decisions

2. The ways of ways of working programme is a key aspect of the Council's Strategic Change Portfolio governed by Transformation Delivery Board. Key elements of the current People Strategy 2020-2024 also form part of this programme of work – these include smarter working, wellbeing, leadership, and performance management.

Background

3. In October 2019, Chief Officers gave their support to a proposal for investment to progress with the "Workplace Programme" – its aims and objectives were to drive efficiency and productivity by promoting a culture of flexible/smarter working – enabled by rollout of new technology. This would also lead to a rationalisation of the Council's property estate resulting in a reduction in costs.
4. This programme was entering delivery and wider launch into the organisation in March 2020 when the COVID-19 pandemic hit. The programme was, therefore paused - with the focus during 2020 being on response and recovery to the pandemic.
5. The COVID-19 pandemic saw a huge shift in organisational culture, with many working from home for the first time. This led to a wholesale rethink of how departments and teams needed to operate moving forward, retaining a higher degree of flexibility, and more remote working than previously thought possible.
6. This has now been reshaped into the "Ways of Working programme" which includes
 - The previous workplace programme scope and agreed investment.
 - Changing scope and requirements for the organisation in relation to flexible and smarter working, impact on our property portfolio, and newly emerging opportunities for investment and savings.
 - Key elements of the People Strategy for 2020-2024.

Projected future ways of working

7. In early summer 2021, all services and teams across the authority conducted a planning exercise around future ways of working in which they were asked to describe how their services could be delivered in the most efficiency and productive way, whilst maximising the use of smarter and remote working.

The below table outlines the expected future levels of remote working across the authority

	Average % Time Working Remotely
Corporate Resources	69%
Chief Execs	70%
Adults & Communities	63%
Children & Families	73%
Public Health	82%
Environment & Transport	62%
LCC	70%

This of course opens many possibilities for future use of the Council's offices but requires the right working environment and culture to enable this to happen.

Scope and Key Deliverables

8. The scope of the programme is very broad. However, it can be summarised by the below key deliverable and workstreams.
9. Technology Workstream – Focussed on the rollout of appropriate technology equipment to all staff based on their role, with a centralised funding model to support ongoing refresh of equipment – ensuring staff can always work productively and remotely.
10. People and Culture - Transforming the culture of the organisation to drive modern, effective, and productive ways of working through a programme of support comprising of training, Organisational Development support and engagement with services. Embedding smarter working as “business as usual” – supporting managers and teams through communications, engagement, and tools
11. Workplaces - Assessing the future space requirements for staff and translating this into a strategy for the property estate (namely offices) – including exploiting opportunities for income generation and cost reduction. Delivering future office model solutions, technology and layouts that maximise performance, productivity, and support staff wellbeing.

A new office model

12. It must be recognised, that to fully support the intended new ways of working, the Council's offices and workplaces need to be altered in ways to allow this to happen – this is likely to include
- Different workspaces – booths, pods, collaboration areas

- Standardised desk setup – to allow for efficient use of laptops and 2in1 devices in the workplaces
 - Technology – to allow for hybrid meetings to take place and well as investing in future office technology solutions such as booking systems
13. A pilot is intended to be delivered in room 700 of County Hall which has been provisional scoped and designed to support this business case. Once findings are understood, it is then proposed to roll this model out across our main offices and workplaces to fully drive and embed hybrid working as the model.

Benefits

14. As outlined in section 6, changing ways of working, and adopting a more hybrid approach to working has significant financial benefits to unlock for the Council. There are however many wider non-financial benefits to the authority that will be supported or directly brought about by new ways of working:
- ✓ Improved collaboration
 - ✓ Improved productivity
 - ✓ Reduced travel
 - ✓ Reduced environmental impact
 - ✓ Reduced absence
 - ✓ Improved recruitment and retention
 - ✓ Better work-life balance for individuals
 - ✓ Reduced stress, improve health and wellbeing
 - ✓ Opportunities to work in a variety of ways and places.

Scrutiny Task and Finish Group

14. Given the scale of the Programme and its implications for how the Council will operate in the future, the Scrutiny Commissioners have agreed to form a small task and finish group that can provide some outside challenge to the business case with particular focus on the delivery of the benefits, both financial and non-financial. The group is expected to finish its work in December, after which a summary of its comments and feedback will be submitted to the Director of Corporate Resources and the Lead Member for Covid 19 Recovery and Ways of Working, Mr Peter Bedford CC, for consideration. A final report will also be presented to the Scrutiny Commission.

Next steps

15. There are several crucial areas of focus for the coming 6 months to drive forward the programme. These include
- Interim support and setup of offices to allow staff to return in greater numbers if service need dictates (*Oct-Dec 2021*)
 - Exit from Parkside offices (*Dec 2021*)
 - Removal of VDI infrastructure (*Dec 2021*)
 - Development, engagement, and delivery of a future office model pilot (*Jan-Jun 2022*)
 - Focus on culture, technology and hybrid working on an organisational level to support changing ways of working (*Jan- Jun 2022 and ongoing*)
 - A detailed project focussed on quantifying and assuring performance and productivity (*Jan-2022 onwards*).

16. The above will be supported by a robust communications and engagement plan to take staff and managers on the journey.

Resource Implications

17. The net cost of the project implementation is projected to be £4 million over 9 years which includes investment in resources from property, people services and IT. Over the same time frame the do nothing option would have cost £10.90m. Implementation of the business case therefore represents a net saving of £6.9m over 9 years increasing to between £12.4m and £17.9m when savings associated with reduction in business mileage are considered.

Further savings (yet to be quantified) are anticipated from photocopying as a result of the Ways of Working Strategy encouraging a more paperless office environment.

Conclusions

18. Hybrid working has the capacity to deliver significant benefits to Leicestershire County Council – both financial and non-financial. These benefits will only be fully realised through significant investment in culture change, and office infrastructure to drive more modern and effective ways of working.

Recommendations

19. The Committee is asked to note both the contents of this report with a focus on the next steps which are aimed to drive improvements to the Council's ways of working and deliver on the benefits outlined above.

Background papers

20. None.

Circulation under the Local Issues Alert Procedure

21. None.

Equality and Human Rights Implications

22. An EHRIA has been completed both for the original workplace programme, as well as a refreshed version during 2020 as staff were working at home during the pandemic. A full EHRIA has been completed for current office exits/change to staff base locations across two offices to date as part of the programme – Pennine and Parkside.
23. It is the intention to undertake a full EHRIA in line with changes made to each of our main workplace/office location.

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EMPLOYMENT COMMITTEE – 2 DECEMBER 2021

ORGANISATIONAL CHANGE POLICY AND PROCEDURE

SUMMARY OF ACTION PLANS

REPORT OF THE CHIEF EXECUTIVE

Purpose of Report

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

Policy Framework and Policy Decisions

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

Background

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

Recommendations

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

Background papers

7. None

Circulation under Local Issues Alert Procedure

8. None.

Equalities and Human Rights Implications/Other Impact Assessments

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

List of Appendices

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

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

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EMPLOYMENT COMMITTEE – 2 DECEMBER 2021

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Outcome
Adults & Communities - Adult work based learning team	01/05/2021	1 redundancy
Adults & Communities - Smith Crescent Closure	13/09/2021	11 redundancies
Children & Families - Action Plan For Head Of Service Commissioning And Planning	02/08/2021	1 redundancy

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EMPLOYMENT COMMITTEE – 2 DECEMBER 2021
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Max Compulsory Redundancies
Eastern Shires Purchasing Organisation - Action Plan for Sales and Marketing Departments	21/05/2021	Structure in place and letters of redundancy sent out to 2 employees	Check that appropriate changes have been made to Fusion in relation to the restructure and finalise redundancy payments.	2 redundancies

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