

*Meeting:* **Employment Committee**

*Date/Time:* **Thursday, 17 November 2022 at 10.00 am**

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

*Contact:* **Damien Buckley (Tel: 0116 305 0183)**

*Email:* **damien.buckley@leics.gov.uk**

### **Membership**

Mr. L. Breckon JP CC (Chairman)

Mr. P. Bedford CC   Mr. B. Harrison-Rushton CC  
Mrs. L. Broadley CC   Mr. D. Harrison 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 26 May 2022.	(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. Presentation of petitions under Standing Order 35.	
7. Pay Policy Statement.	Director of Corporate (Pages 9 - 26)

		Resources	
8.	Pay Awards 2022/23.	Director of Corporate Resources	(Pages 27 - 30)
9.	Settlement Agreements.	Director of Corporate Resources	(Pages 31 - 34)
10.	Attendance Management.	Director of Corporate Resources	(Pages 35 - 40)
11.	Corporate Ways of Working.	Director of Corporate Resources	(Pages 41 - 52)
12.	Health, Safety and Wellbeing Annual Report 2021-22.	Director of Corporate Resources	(Pages 53 - 92)
13.	Organisational Change Policy and Procedure: Action Plans.	Chief Executive	(Pages 93 - 98)
14.	Any other items which the Chairman has decided to take as urgent.		
15.	Date of Future Meetings.		

Future meetings of the Committee are scheduled to be held at  
10:00am on the following dates:

2 February 2023  
25 May 2023  
28 September 2022  
7 December 2022



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 26 May 2022.

PRESENT

Mr. P. Bedford CC  
Mr. L. Breckon JP CC  
Mrs. L. Broadley CC  
Mr. B. Champion CC

Mr. B. Harrison-Rushton CC  
Mr. D. Harrison CC  
Mr. R. J. Shepherd CC

1. Appointment of Chairman.

It was moved by Mr D. Harrison CC and seconded by Mr. P. Bedford CC 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 2023.

**RESOLVED:**

That Mr. L. Breckon CC be elected Chairman of the Employment Committee for the period ending with the date of the Annual Meeting of the County Council in 2023.

Mr. L. Breckon 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. R. Shepherd CC and seconded by Mr. D. Harrison CC.

**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 2023.

3. Minutes of the previous meeting.

The minutes of the meeting held on 2 February 2022 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.

Mrs. L. Broadley CC declared a non-registerable interest in agenda item 12 – Organisational Change, as her daughter was employed by the County Council.

8. People Strategy Update.

The Committee considered a report of the Director of Corporate Resources which provided an update on the work currently undertaken to deliver the Council's People Strategy 2020-2024 following its approval by the Committee on 4 February 2021. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

It was noted that, when printed, page 21 of the people strategy would appear blank as interactive images would not appear.

The positive expected outcomes to arise from the delivery of the People Strategy 2020-2024 on both staff and the organisation were noted by members.

In response to questions, the following points were noted:

- i. The results of the staff survey 2021 had been positive, however, strategic work would be put into place to address areas of less positive feedback, for example, from those who felt unfairly treated in work. A dedicated business partner would be allocated to each department to carry out follow up work in relation to the survey results and to produce specific action plans to achieve improvements where they would be needed. Members were pleased to note that corporate work around equalities would be carried out, including discussions with the BAME staff network, work to improve the experience of disabled staff, and that the County Council had made a commitment to becoming an anti-racist organisation.
- ii. The People Strategy would assist managers in supporting staff and monitoring performance and productivity more effectively. Managers would use a range of methods to track the performance and wellbeing of their staff, such as regular one to one meetings, wellbeing conversations, absence score cards, customer feedback and tracking key deliverables. Staff performance would be easier to measure in areas where activities would be tracked through numerical targets, such as the Customer Service Centre, rather than in teams where project working would be more common. Managers would focus on staff morale and what is being delivered and not rely on presenteeism.
- iii. The Ways of Working Programme would support the Council's strategic direction and a fundamental part of the people strategy would be to enable managers to manage staff remotely and in the workplace. There would be an emphasis placed on communicating and engaging with staff regularly so that individuals would not feel isolated. The Ways of Working programme would deliver financial and non financial benefits to the Council and personal benefits to staff, however, if a

manager identified that hybrid working would not be appropriate for particular staff or for a service, this would be reviewed.

- iv. Attendance Management data had not been available for the meeting due to technical challenges with the database. Members were informed that some data would be available to consider at the next meeting of the Employment Committee, however, it was likely that there would be some caveats, given the need to have all individual work schedules inputted. Staff absence had generally reduced, during periods of Covid restrictions, to below the target of 7.5 days per full time equivalent employee and had since increased by up to two days which was similar to the patterns seen in other local authorities.

#### RESOLVED:

- a) That the work carried out to date in implementing the Council's People Strategy be noted.
- b) That officers be requested to present attendance management data at the next meeting of the Employment Committee on 15 September 2022.

#### 9. Update on Pay Award.

The Committee considered a report of the Director of Corporate Resources which informed of the action taken by the Chief Executive to implement a pay award for NJC and JNC employees, and the Chief Executive in order to meet the requirements of nationally agreed pay awards which covered the period April 2021 to 31 March 2022. A copy of the report marked 'Agenda Item 10', is filed with these minutes.

Members were informed that:

- i. The National Joint Council has agreed to give further consideration to negotiations on term time only arrangements, homeworking, mental health support and maternity and other related leave. These had been part of the negotiations but had not been agreed.
- ii. The full cost of implementing the 2021/22 pay offer would vary depending which services are included. If Leicestershire Traded Services and maintained schools are removed from calculations, the cost would be approximately £2.8million.
- iii. The pay negotiations for 2022/23 would likely begin later in the year than usual due to the delay in agreeing and implementing the 2021/22 pay award. A range of factors would need to be considered within the 2022/23 negotiations, including increases in the national living wage, high levels of inflation, the rising cost of living and fuel prices which would have an impact on take home pay and staff household budgets. The staff side pay claim was due to be submitted in early June, and a regional pay briefing on 21 June with the National Employers would explore the claim and discuss affordability with employers. The Council has for a number of years budgeted for a 2% annual increase in pay, however, given the expected impact of national factors it was felt likely that the outcome of negotiations may lead to a higher settlement, but still falling short of increases to the cost of living.

#### RESOLVED:

That the action taken in respect of the implementation of the pay awards for NJC and JNC employees, and the Chief Executive for the period 1 April 2021 to 31 March 2022 be noted.

10. Implications of New Armed Forces Legislation.

The Committee considered a report of the Chief Executive which informed of the implications of the new Armed Forces Bill 2021/22 (the Bill), and the delivery of the wider Armed Forces Covenant (AFC) pledge by the Council. A copy of the report marked 'Agenda Item 11', is filed with these minutes.

In a response to a question about the number of reservists working for the County Council, it was explained that the total number across the organisation was not known because those records were not kept centrally, however, in future the County Council would have the ability to record and report on this information. The Ministry of Defence would automatically notify the Council if one of their employees becomes a Reservist. This was known as Employer Notification. The Ministry of Defence would also notify the Council in advance of an employee being called for operations which would assist the Council when considering resource implications and in preparing contingency arrangements.

Members were advised that a report, to update on the implementation the Bill, including any legislative changes and of the Council's response to the implementation, would be brought to a future meeting of the Employment Committee once the Armed Forces Bill 2021/22 had been implemented.

RESOLVED:

- a) That the possible implications of new a Bill on the Council as an employer and service provider, and progress towards compliance with the Bill be noted.
- b) That officers be requested to provide a report at a future meeting of the Employment Committee once the Armed Forces Bill 2021/22 has been implemented.

11. 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 12' is filed with these minutes.

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.

12. Date of Next Meeting.

RESOLVED:

That the next meeting of the Committee take place on Thursday 15 September 2022 at 10:00am.

10.00 - 11.05 am  
26 May 2022

CHAIRMAN

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## **EMPLOYMENT COMMITTEE – 17 NOVEMBER 2022**

### **PAY POLICY STATEMENT 2023/24**

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

### **Purpose of Report**

1. The purpose of this report is to seek approval for the submission of the Council's Pay Policy Statement for 2023/24, appended to this report, to the County Council for approval in December 2022.

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

2. On 15 November 2011 the Localism Act received Royal Assent. Under Section 38 of the Act, local authorities in England and Wales are required to produce a Pay Policy Statement for each financial year which must be approved by the Full County Council.
3. This statement must set out the Council's policies in relation to:
  - i. The remuneration of its chief officers;
  - ii. The remuneration of its lowest-paid employees; and
  - iii. The relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers.
4. For the purposes of this statement, remuneration includes basic salary, bonuses and other allowances or entitlements related to employment.
5. The Council is required to publish the Pay Policy Statement for 2023/24 on or before 1 April 2023.

### **Background**

6. The proposed Pay Policy Statement attached sets out:
  - i. The Council's approach to job evaluation and grading of posts;
  - ii. Additional payments that employees are eligible to receive, such as night enhancement, overtime;
  - iii. The Council's pay multiple (the ratio between the highest paid employee and the median average salary of the Council's workforce, excluding schools but including ESPO) which is 1:7.70;
  - iv. That there is no distinction between chief officers and other employees in relation to pension entitlements and severance payments;
  - v. The Council's approach to the re-engagement of former employees.

9. The current pay structure for all employees up to and including Grade 17 covers the period from 1 April 2021 to 31 March 2022. A pay award covering the same period was also agreed for employees on Joint Negotiating Committee (JNC) terms and conditions for Chief Officers and Chief Executives. These conditions remain in place until further notice. A separate report on the 2022/23 pay award will be considered elsewhere on the agenda for this meeting.
10. Following majority agreement on 28 February 2022 by the staff side, a pay award was implemented in March 2022, as follows:
  - i. With effect from 1 April 2021, an increase of 2.75 per cent on National Joint Council (NJC) pay point 1;
  - ii. With effect from 1 April 2021, an increase of 1.75 per cent on all NJC pay points 2 and above;
  - iii. Resumption of the outstanding work of the joint Term-Time Only review group. (This was established as part of the 2016-18 pay deal to undertake a joint review of term-time working to consider “an NJC approach to deliver fair, consistent and transparent contracts for school support staff and term-time only staff not employed in schools”. The review is taking much longer than originally anticipated due to the impact of the pandemic and the complex nature of the issues under discussion);
  - iv. Discussions on homeworking policies, mental health support and family friendly policies.
11. For Leicestershire County Council, this has meant that pay points 1 and 2 within grade 2 now receive the same hourly rate of pay of £9.50. A pay award of 1.75% was also made in respect of Chief Officers and Chief Executives and was also backdated to 1 April 2021.

### **Recommendation**

12. The Employment Committee is asked to approve the Pay Policy Statement 2023/24 for submission to the County Council for approval at its meeting on 1 December 2022.

### **Background Papers**

None.

### **Circulation under Local Issues Alert**

None.

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

13. The grading of all posts in the Council, except Centrally Employed Teachers, is determined using the nationally recognised Hay Job Evaluation Scheme. This is in order to ensure that all posts are graded and therefore rewarded financially through a fair and non-discriminatory process, that there is consistency in treatment between posts and that the Council complies with equal pay legislation.

### **Appendix**

Pay Policy Statement 2023/24

**Officer to Contact**

Gordon McFarlane, Assistant Director - Corporate Services

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## Appendix

a

### Pay Policy Statement - 2023/2024

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### Purpose

As a responsible employer Leicestershire County Council is committed to delivering a fair, equitable and transparent policy covering pay and other employee benefits which improves flexibility in delivering services and provides value for money.

Within the framework of its terms and conditions of employment, the Council aims to develop and maintain appropriate pay systems and benefit packages to attract and retain motivated, flexible people who take responsibility, work as a team, improve performance and acquire new skills.

This Pay Policy Statement sets out the Council's policies relating to the pay of its workforce for the period from 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023, in particular the:

- Remuneration of chief officers;
- Remuneration of the lowest-paid employees;
- Relationship between the remuneration of chief officers and employees who are not chief officers.

The statement meets the Council's obligations under the Localism Act 2011 and will enable the elected members of the Council to make decisions on pay.

The Council's Pay Policy Statement will be agreed by Full Council before the beginning of each financial year and will then be published on the County Council's website ([Click here](#)). The statement may also be amended by Full Council during the course of the year if necessary.

## Scope

This statement applies to all employees of Leicestershire County Council employed under the conditions of service of the following bodies:

- National Joint Council for Local Government Services;
- Joint Negotiating Committee for Chief Officers of Local Authorities;
- Joint Negotiating Committee for Local Authority Chief Executives;
- School Teachers' Pay and Conditions (for Centrally Employed Teachers);
- Soulbury Committee.

It is not applicable to employees based in schools and colleges with delegated budgets.

## Definitions

For the purposes of this Pay Policy Statement the following definitions will apply:

### Remuneration

This includes three elements:

- Basic salary;
- Pension;
- Any other allowances arising from employment.

### Chief Officers

Under the Localism Act 2011 a Chief Officer is defined as:

- The head of the Council's paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- Its monitoring officer designated under section 5(1) of that Act;
- A statutory chief officer mentioned in section 2(6) of that Act;
- A non-statutory chief officer mentioned in section 2(7) of that Act;
- A deputy chief officer mentioned in section 2(8) of that Act.

In Leicestershire County Council this definition would apply to the posts set out in [Appendix A](#).

### Definition of a Day's Pay

The definition of a day's pay is the hours worked on the day multiplied by the employee's hourly rate of pay.

### **Lowest Paid Employees**

This refers to employees on Grade 2, Pay Point 2. This definition has been adopted as it is the lowest level of remuneration attached to a post within the Council. The lowest pay point value with effect from 1 April 2021 is £ 9.50, which is equivalent to the National Living Wage rate at that date.

## **Pay and Grading Structure**

The grading of all posts in the Council, except Centrally Employed Teachers, is determined using the nationally recognised Hay Job Evaluation Scheme. This is in order to ensure that all posts are graded and therefore rewarded financially through a fair and non-discriminatory process, that there is consistency in treatment between posts and that the Council complies with equal pay legislation. The scheme is an analytical one that takes into consideration three key elements of a post:

- Know How - the levels of knowledge, skill and experience (gained through work experience, education and training) which are required to perform the job successfully;
- Problem Solving - the complexity of thinking required to perform the job when applying Know How;
- Accountability - the impact the job has on the organisation and the constraints that the job holder has on acting independently.

Part of the guidance from Hay when introducing the scheme was that there should be a minimum of a 33.3% differential between the Chief Executive and the highest paid Chief Officer.

Basic pay is paid in accordance with the evaluated grade of the post. Each grade comprises a range of pay points. A copy of the Council's pay and grading structure is attached at [Appendix B](#).

The introduction of the National Living Wage with effect from 1 April 2016 had a substantial impact upon the Council's pay structure, in particular the lowest pay grades. This was further compounded by the implementation of subsequent pay awards which followed the national pay awards made by the NJC. From 1<sup>st</sup> April 2019, a revised pay structure was established which ensured that the provisions set out by the NJC pay award for 2019/20 were met. The Council's revised pay structure also addressed several other priorities including the introduction of meaningful progression, addressing some of the Council's recruitment and retention challenges, and some ability to accommodate future pay awards as appropriate.

Annual pay awards for all employees except Centrally Employed Teachers and those employed on Soulbury Committee conditions will be agreed by Employment Committee having regard to any agreement reached by the relevant national negotiating bodies. The current pay award for all employees up to and including Grade 17 follows the national award made by the National Joint Council for Local Government Employees and covers the period up to 31 March 2022.

A pay award covering the same period was agreed for employees on Joint Negotiating Committee (JNC) terms and conditions for Chief Officers, and JNC terms and conditions for Chief Executives.

Annual pay awards for centrally employed teachers and those on Soulbury Committee conditions will be in accordance with those agreed by the respective national bodies.

Details of the national pay scales for Centrally Employed Teachers are available on the [Department for Education's website](#).

Employees in post when a pay award is due but who subsequently leave the Council before it is implemented are entitled to receive the difference in pay. To claim backdating from their date of leaving they must contact the Employee Service Centre, 0300 3030222, or email [escservicedesk@emss.org.uk](mailto:escservicedesk@emss.org.uk).

Details of senior management remuneration are published annually on the Council's website as part of this Pay Policy Statement ([Click here](#)) and in the [Council's Statement of Accounts](#). A copy of the information for 2020/2021 contained in the Pay Policy Statement is attached at [Appendix A](#).

The 'pay multiple' - the ratio between the highest paid full-time equivalent (FTE) salary (Grade 22) and the median average salary of the Council's workforce - is 1:7.7 (excluding schools).

## Remuneration on Appointment

All employees are usually appointed to the minimum pay point applicable to the grade of the post. If the employee is already being paid above the minimum pay point, managers have discretion in some circumstances to appoint to a higher pay point, subject to the maximum of the grade.

Where it is necessary for a newly appointed employee to relocate in order to take up a post, the Council may make a contribution towards the reimbursement of relocation expenses in line with the Relocation Policy.

Employment Committee is given the opportunity to consider salary packages over £100,000 before new posts are established and advertised.

## Market Premia

There is provision for the award of market premia where a job has been evaluated under the Hay Job Evaluation Scheme and the resulting salary is proven to be out of step with the market rate for the job. The award of market premia is subject to the agreement of the Chief Executive in consultation with the Chairman or Vice Chairman of the Employment Committee. If approved, market premia are awarded



for a two-year period. Details of the scheme can be found in the Council's Market Premia Policy and Procedure.

## Incremental Progression

### Centrally Employed Teachers

A locally agreed Pay Policy for Centrally Employed Teachers is in place from April 2014.

### Soulbury Employees

Employees covered by the Soulbury Agreement are eligible to receive annual increments on 1<sup>st</sup> September each year until they reach the maximum for the grade of their job.

### Other Employees

Subject to one year's satisfactory service in the grade, employees are eligible to receive annual increments on 1<sup>st</sup> April each year until they reach the maximum pay point for the grade of their job. Where circumstances warrant, accelerated increments may be granted by a Chief Officer.

### Career Graded Posts

Employees subject to career grade schemes will progress in line with the arrangements for that post.

## Additional Payments

Employees are eligible to receive a flat-rate enhancement for working at night.

Employees are eligible to receive enhancements for working on public holidays.

Employees in posts graded 1-9 who work additional hours are eligible to receive payment at plain time rate for hours worked; employees in Grades 10-14 who work additional hours are not eligible to be paid, but may receive time off in lieu (other than in exceptional circumstances, as set out in the Council's Smarter Working Policy); and for employees in Grades 15 and above, there is no entitlement to pay or time off in lieu for working additional hours. Details of these provisions are set out in the Council's Pay Arrangements Policy.

Employees required to "sleep in" on the premises receive an allowance as agreed by the National Joint Council for Local Government Services.

Employees required to participate in a standby rota due to the nature of their job will receive an allowance based on that agreed by the National Joint Council for Local Government Services as part of the annual pay award.

## Other Allowances

All senior officers on grade 18 and above receive allowances as detailed in the Conditions of Service of the Joint Negotiating Committee for Chief Officers of Local Authorities and the Joint Negotiating Committee for Local Authority Chief Executives. However, where these conditions are silent, or do not cover an allowance or process, the Chief Executive and senior officers receive the same as those employees covered by the National Joint Council for Local Government Services.

A copy of the School Teachers' Pay and Conditions document can be found on the [Department for Education's website](#). Copies of the conditions of service for all other employees covered by this statement can be requested from the [Local Government Employers](#).

### Professional Fees

The Council reimburses annual registration or comparable fees to employees who are unable to practise their professions unless such fees are paid. Professional fees are also paid to employees who are being sponsored to undertake training leading to a professional qualification. However, once the qualification has been gained, the individual will become responsible for paying their own professional fees.

### Car Allowances

All posts, including Chief Officers, within Leicestershire County Council may claim mileage paid at HRMC rates for business travel. The Council operates a car benefit salary sacrifice scheme, open to all eligible employees.

### First Aid Allowances

Employees who are classified as a 'designated first-aider' are eligible to receive an allowance.

All designated first-aiders (but not appointed persons) will receive an allowance of 1% of the salary for pay point 5, pro rata to hours worked. The allowance will not be used in calculating any enhancements.

## Bonus Payments

The Council does not pay any group of employees a bonus.

## Pension Benefits

### Centrally Employed Teachers

All Centrally Employed Teachers are eligible to join the Teachers' Pension Scheme. Employees within Leicestershire Youth Service and Leicestershire Adult Learning Service may also join if their role gives eligibility to join the scheme. The scheme is a statutory scheme with contributions from employees and employers. Details of the scheme can be found on the [Teachers' Pension Scheme website](#).

## Other Employees

All employees under the age of 75 are eligible to join the Local Government Pension Scheme. The scheme is a statutory scheme with contributions from employees and employers. Details of the scheme can be found on [www.leics.gov.uk/pensions](http://www.leics.gov.uk/pensions).

The scheme allows for the exercise of discretion on the enhancement of retirement benefits. The Council will consider each case on its merits but has determined that its usual policy is not to enhance benefits for any of its employees.

The scheme provides for flexible retirement. To be eligible to request flexible retirement, the Council requires that an employee must either reduce their working hours by a minimum of 40% and/or be appointed to a post on a lower grade. In applying this provision no distinction is made between employees.

Under the Local Government Pension Scheme, employees who return to work after drawing their pension will not have their pension abated (i.e. reduced or suspended) except where they have been previously awarded “added years”.

The Council does not award “added years” to employees and has not done so since 2006.

## Honoraria

Subject to certain conditions, employees (excluding Centrally Employed Teachers) who are temporarily required to undertake some or all of the duties of a higher graded post are eligible to be paid an honorarium. Details of the scheme can be found in the Council’s Honorarium and Acting-Up Policy and Procedure.

## Salary Protection

Details of the Council’s salary protection provisions that apply to employees who are redeployed into a new post as a result of organisational change can be found in the Council’s Organisational Change Policy and Procedure.

Details of the Council’s salary protection provisions that apply to employees whose post is downgraded as a result of a grading review can be found in the Council’s Job Evaluation Guidance.

The provisions relating to safeguarding (pay protection) set out in the School Teachers Pay and Conditions Document apply to centrally employed teachers. Other Council employees are eligible to receive salary protection for a period of up to one year if they are redeployed into a lower-graded post, with the amount of protection depending on the difference between the grades of their former job and new job.

## Severance Payments

### **Early Retirement (Efficiency of Service)**

The Local Government Pension Scheme allows employers certain discretionary powers but the Council's usual policy is not to enhance pension benefits for any employee. Therefore, there are no provisions for employees to seek early retirement on the grounds of efficiency of the service.

### **Redundancy**

The Council has a single redundancy scheme which applies to all employees. Redundancy payments are calculated in accordance with the Employment Rights Act 1996 and the 2006 Discretionary Compensation Regulations and are based on the employee's age, length of continuous local government service and salary. Details of the redundancy scheme can be found in the Council's Organisational Change Policy and Procedure.

The Council does not provide any further payment to employees leaving the Council's employment other than in respect of accrued annual leave.

Employees who have TUPE transferred into the Council on redundancy terms which are more favourable than those detailed above will retain these provisions as per TUPE legislation.

Full Council will be given the opportunity to vote on severance packages over £100,000 before they are approved.

### **Special Severance Payments**

Special severance payments (additional, discretionary sums paid on top of statutory and contractual redundancy or severance terms including any payments reached under a settlement agreement and certain pay in lieu of notice payments) of £100,000 and above must be approved by a vote of full council.

Special severance payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service, with a clear record of the Leader's approval and that of any others who have signed off the payment.

Special severance payments below £20,000 must be approved according to the Council's scheme of delegation as detailed in the Council's Special Severance Payments Policy.

## **Re-Engagement of Employees**

Where employees have left the Council's employment due to voluntary redundancy (with or without release of pension benefits) or settlement agreement within the last 12 months, re-engagement will only be considered in exceptional circumstances where there is a business critical reason. Details can be found in the Council's Policy on the Re-Engagement of Former Employees<sup>1</sup>.

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

The above restriction does not apply where an employee was dismissed on the grounds of voluntary redundancy but without an entitlement to a redundancy payment and/or pension benefits, or where an employee was made compulsorily redundant.

Where it is agreed that a former employee should be offered re-employment with the Council during the 12 month non re-engagement period, the individual will be required to repay either all or a proportion of the severance payment received from the Council. The amount to be recovered will depend on the time that has elapsed since they received the payment. The individual must be advised of this requirement when they are provisionally offered the post.

Any necessary adjustments to pension would be made in accordance with the scheme regulations.

Employees who are offered another post with any organisation covered by the Modification Order Act prior to their redundancy leaving date and commence this post within 4 weeks of that date are not eligible to receive their redundancy payment.

## **Publication and Access to Information**

This Pay Policy Statement will be published on the Council's website, together with the Council's pay and grading structure and information relating to senior management remuneration.

## Appendix A - Senior Management Remuneration 2021/2022

The information below shows the total pay received by Senior Officers (as defined in the Localism Act) within the County Council for the financial year 2021/22. It does not include Head Teachers. The figures include taxable benefits i.e. lease car payments made for these positions during the year 2021/22.

All the jobs listed below have been ranked in terms of level of responsibility within a job evaluation framework applied to all County Council employees (excluding teaching staff). Rates of pay have then been determined with reference to market rates within similar local government authorities.

Post title	Total Pay
	£'000
<b>Chief Executive's Department</b>	
Chief Executive	211
Director of Law and Governance	136
Assistant Chief Executive	100
Head of Regulatory Services	75
Head of Law	85
Head of Democratic Services	61
Head of Members Services	61
Head of PHNE	72
Head of Communities, Policy and Resilience	72
Head of BI	66
Head of the Growth Service	72
<b>Public Health</b>	
Director of Public Health	141
<b>Corporate Resources</b>	
Director of Corporate Resources – S151 Officer	141
Assistant Director - Corporate Services	124
Assistant Director – IT, Comms, Commercial & Customer Services	118
Assistant Director – Finance, Strategic Property & Commissioning	113
<b>Children and Family Services</b>	
Director of Children & Family Services	141
Assistant Director - Targeted Early Help and Children's Social Care	124
Assistant Director – Education and SEND	100
<b>Adults and Communities</b>	
Director of Adults and Communities	141
Assistant Director - East	100
Assistant Director - Strategy	100
Assistant Director - Access Integration and Prevention	88

<b>Environment and Transportation</b>	
Director of Environment and Transportation	141
Assistant Director - Development and Growth	108
Assistant Director - Highways and Transport Operations	100
Assistant Director - Environment and Waste Management	100
<b>Eastern Shires Purchasing Organisation (ESPO)</b>	
Director of ESPO	141
Assistant Director - Procurement & Compliance	100
Assistant Director - Operations	100

## Appendix B - Pay and Grading Structure

### Leicestershire County Council Grade Structure

April 2022 - March 2023

Grade	Pay Point	Salary from 1 April 2021	Hourly Rate 1 April 2021	Salary from 1 April 2022	Hourly Rate 1 April 2022
2	1	£18,342	£9.50	£20,268	£10.50
	2	£18,342	£9.50	£20,268	£10.50
3	3	£18,522	£9.59	£20,448	£10.59
	4	£18,678	£9.67	£20,604	£10.67
4	5	£18,891	£9.78	£20,817	£10.78
	6	£19,080	£9.88	£21,006	£10.88
5	7	£19,266	£9.98	£21,192	£10.98
	8	£19,653	£10.18	£21,579	£11.18
6	9	£20,046	£10.38	£21,972	£11.38
	10	£20,448	£10.59	£22,374	£11.59
7	11	£20,856	£10.80	£22,782	£11.80
	12	£21,273	£11.02	£23,199	£12.02
	13	£21,699	£11.24	£23,625	£12.24
	14	£22,131	£11.46	£24,057	£12.46
8	15	£22,575	£11.69	£24,501	£12.69
	16	£23,487	£12.17	£25,413	£13.16
	17	£23,955	£12.41	£25,881	£13.41
	18	£24,924	£12.91	£26,850	£13.91
9	19	£25,932	£13.43	£27,858	£14.43
	20	£26,448	£13.70	£28,374	£14.70
	21	£27,519	£14.25	£29,445	£15.25
	22	£28,152	£14.58	£30,078	£15.58
10	23	£29,208	£15.13	£31,134	£16.13
	24	£30,333	£15.71	£32,259	£16.71
	25	£31,521	£16.33	£33,447	£17.32
	26	£32,808	£16.99	£34,734	£17.99
11	27	£33,558	£17.38	£35,484	£18.38
	28	£34,383	£17.81	£36,309	£18.81
	29	£35,271	£18.27	£37,197	£19.27
	30	£36,231	£18.77	£38,157	£19.76



12	31	£37,356	£19.35	£39,282	£20.35
	32	£38,544	£19.96	£40,470	£20.96
	33	£39,819	£20.62	£41,745	£21.62
	34	£41,202	£21.34	£43,128	£22.34
13	35	£42,552	£22.04	£44,478	£23.04
	36	£43,956	£22.77	£45,882	£23.77
	37	£45,432	£23.53	£47,358	£24.53
	38	£47,013	£24.35	£48,939	£25.35
14	39	£48,528	£25.14	£50,454	£26.13
	40	£50,136	£25.97	£52,062	£26.97
	41	£51,843	£26.85	£53,769	£27.85
	42	£53,688	£27.81	£55,614	£28.81
15	43	£55,428	£28.71	£57,354	£29.71
	44	£57,261	£29.66	£59,187	£30.66
	45	£59,178	£30.65	£61,104	£31.65
	46	£61,176	£31.69	£63,102	£32.68
16	47	£63,615	£32.95	£65,541	£33.95
	48	£66,210	£34.29	£68,136	£35.29
	49	£68,985	£35.73	£70,911	£36.73
	50	£72,057	£37.32	£73,983	£38.32
17	51	£75,252	£38.98	£77,178	£39.98
	52	£78,600	£40.71	£80,526	£41.71
	53	£82,116	£42.53	£84,042	£43.53
	54	£85,803	£44.44	£87,729	£45.44

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## **EMPLOYMENT COMMITTEE – 14 NOVEMBER 2022**

### **PAY AWARDS 2022/23**

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

### **Purpose of the Report**

1. The purpose of this report is to seek approval from the Employment Committee for the implementation of the 2022/23 Pay Awards for staff on NJC terms and conditions for Chief Officers.

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

2. This report relates to a report on the Council's Pay Policy Statement 2023/34 which will be considered elsewhere on the agenda for this meeting. The Employment Committee was advised of the 2021/22 Pay Award by briefing note due to the timing of the award in late February this year.

### **Background**

3. Whilst the Council has adopted local rather than national pay scales, it has remained part of the national pay bargaining machinery and is committed to applying National Joint Council (NJC) pay awards to employees on grades 2 to 17 and Joint Negotiating Committee (JNC) pay awards to employees on grades 18 to 22 inclusive. In order to implement these, it is necessary to seek approval from the Employment Committee.

### **NJC Pay Award**

4. The NJC pay award for the period 1 April 2022 to 31 March 2023 has now been agreed nationally and comprises the following elements:
  - i. With effect from 1 April 2022, an increase of £1,925 on all NJC pay points 1 and above;
  - ii. With effect from 1 April 2022, an increase of 4.04% on allowances subject to national negotiations;

- iii. With effect from 1 April 2023, an increase of one day to all employees' annual leave entitlement;
  - iv. With effect from 1 April 2023, the deletion of pay point 1 from the NJC pay spine.
5. The NJC has also agreed with to enter into discussions with the trade unions on homeworking policies, mental health support and maternity and similar family leave policies.
  6. This was a majority agreement as Unite members voted in favour to reject the employers' offer. It is understood that Unite has announced its intention to launch local campaigns to secure pay increases and improved terms and conditions.
  7. Payment of the pay award and associated back pay is being scheduled for December 2022.

#### Chief Officers' Pay Award

8. The JNC for Chief Officers has announced agreement on the pay award to increase the individual basic salaries of all officers within scope of the JNC for Chief Officers of Local Authorities by £1,925 with effect from 1 April 2022.

#### Chief Executives' Pay Award

9. The National Employers have made a final one year offer wish to make the following final, one-year offer:

With effect from 1 April 2022, an increase of £1,925 on basic salary.

10. The Association of Local Authority Chief Executives (ALACE) has submitted a revised pay claim that sought, "a minimum percentage increase pitched at 3.5 – 4% in order to retain at least some comparability with other groups in the public sector". The National Employers rejected ALACE's revised claim and reaffirmed the final offer. A meeting between lead members of the National Employers and ALACE has been scheduled for later in November 2022.

#### Consultation

11. Local Trade Union representatives have been advised of the award and implementation.

#### Resource Implications

12. The inflation contingency was budgeted for £4.5m and estimate of the impact is around £11.5m, an increase of around £7m.

**Recommendations**

13. It is recommended that the Committee approves the implementation of the 2022/23 pay awards for NJC staff and Chief Officers and note the position in relation to the pay award for Chief Executives.

**Background Papers**

14. None.

**Circulation under the Local Issues Alert Procedure**

15. None.

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

16. None.

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## **EMPLOYMENT COMMITTEE – 17 NOVEMBER 2022**

### **SETTLEMENT AGREEMENTS**

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

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

1. The purpose of this report is to provide the Employment Committee with an overview of the approval process for Settlement Agreements required by the introduction of statutory guidance in May 2022 on the making and disclosure of Special Severance Payments by local authorities.

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

2. On 12 May 2022, the Department for Levelling Up, Housing and Communities (DLUHC) published statutory guidance on the making and disclosure of Special Severance Payments by local authorities. This has been issued as part of the best value regime for local authorities in England.

##### **Background**

3. In November 2020, the government introduced a statutory exit cap on payments, limiting these to a maximum of £95,000 on exit payments for public sector authorities.
4. In February 2021, the government announced that the regulations relating to the cap would be revoked with effect from March 2021 as there was a disproportionate impact on workers who were over 55 and who had provided long service. This was an unintended outcome of the regulations.

##### **Recent guidance**

5. The Guidance issued by DLUHC in May 2022 states:

‘1.5 This guidance is issued under section 26 of the 1999 Act, the purpose of which is to:

- Set out the Government’s view that Special Severance Payments do not usually represent value for money and should only be considered in exceptional circumstances,
- Set out the criteria employers should consider in the exceptional circumstances in which it may be appropriate to make a Special Severance Payment,

- Give examples of the exceptional circumstances in which Special Severance Payments may be appropriate,
  - Clarify the disclosure and reporting requirements for Special Severance Payments.'
6. A Special Severance Payment is any payment made to employees as an additional, discretionary sum paid on top of statutory and contractual redundancy or severance terms. It includes any payments reached under a settlement agreement and certain Pay in Lieu of Notice Payments.
  7. Redundancy payments, pension strain cost (where a member's retirement benefits become immediately payable without reduction), payments made as part of an ACAS early conciliation procedure and payments ordered by a court or tribunal or agreed as part of a judicial or non-judicial mediation are not to be treated as Special Severance Payments and are excluded from the definition.
  8. The guidance requires the Council to consider:
    - a) The economic rationale behind a proposed Special Severance Payment (value for money);
    - b) How the public will perceive it;
    - c) What alternative uses could be made of the expenditure;
    - d) Precedent;
    - e) Evidence of additionality, i.e., that those offered Special Severance Payments would not have been willing, under any circumstances, to leave with their statutory and contractual benefits alone.
  9. The guidance notes that even in cases where a commercial settlement is possible, which would save the authority money compared to the cost of defending litigation, it might still be the case that continuing to defend the case at the extra cost would be appropriate in order to discourage vexatious claims.

### **Approval process**

10. The guidance requires that an approval process is put into place, as follows:
  - a) Special Severance Payments of £100,000 and above must be approved by a vote of Full Council;
  - b) Special Severance Payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service; with a clear record of the Leader's approval and that of any others who have signed off the payment,
  - c) Special Severance Payments below £20,000 must be approved according to the local authority's scheme of delegation. It is expected that local authorities should publish their policy and process for approving these payments.
11. The S151 Officer and where appropriate, the Monitoring Officer, are expected to take a close interest in, and be able to justify, any Special Severance Payments that are made by the authority and in particular any payments made that are not consistent with the content of the guidance.



**Legal issues**

12. The guidance amplifies the existing common law duty that payments should only be made where there is a convincing case that they are in the interests of taxpayers.
13. The Council is required to pay regard to and to follow statutory guidance unless it can justify departure from it for a good reason.

**Current Progress and proposed next steps**

14. In order to implement the guidance issued by DLUHC, which came into immediate effect on its introduction in May 2022, an approval process needs to be developed to enable the Council to show that it has considered the relevant criteria, that payments are approved at the correct level and to ensure that appropriate records are created and kept showing compliance with the guidance and best value duties. Officers are currently developing this process.
15. There will be a need to amend the Council's Constitution, to reflect the decision-making process required within the guidance, and this will be considered as part of the annual review of the Constitution which will be presented to Full Council for approval in due course.

**Recommendations**

16. The Employment Committee is asked to note the overview provided on the development of an approval process for Settlement Agreements as required by the statutory guidance issued in May 2022 on the making and disclosure of Special Severance Payments by local authorities.

**Circulation under Local Issues Alert**

17. None.

**Equality and Human Rights Implications**

18. There are no equality and human rights implications arising from this report. However, these will be considered as the new policy is developed and an Equality and Human Rights Impact Assessment carried out as part of that process.

**Background Papers**

Statutory guidance on the making and disclosure of Special Severance Payments by local authorities in England:

<https://www.gov.uk/government/publications/special-severance-payments/statutory-guidance-on-the-making-and-disclosure-of-special-severance-payments-by-local-authorities-in-england>

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## **EMPLOYMENT COMMITTEE – 17 NOVEMBER 2022**

### **ATTENDANCE MANAGEMENT**

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

#### **Purpose**

1. The purpose of this report is to update the Employment Committee on the Council's overall position on sickness absence, as at the end of June 2022. An update on the more recent position will be provided during the meeting.

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

2. The Attendance Management Policy supports this report. No changes to this policy are proposed.

#### **Background**

3. On 16 September 2021, the Committee considered the Council's absence position as at the end of March 2021. The long gap in reporting has been due to a number of issues needing to be resolved following a change to the HR/payroll system.

#### **Sickness absence – current position**

4. The table below details the end of year sickness absence levels of the previous six years, and Quarter 1 2022/23.

Department	16/17	17/18	18/19	19/20	20/21	21/22	22/23 Q1 Jun 22	Total FTE days lost 01/07/21– 30/06/22	Total cost of absence 01/07/21– 31/06/22
Chief Executive's	6.03	6.38	7.60	5.38	4.41	3.13	3.76	949.37	£ 137K
Environment & Transport	9.68	10.09	9.16	8.88	7.04	8.34	9.73	7904.67	£ 784K
Children & Family Services	10.05	10.25	10.55	11.12	7.94	10.44	11.23	12667.05	£ 1683K
Corporate Resources	7.94	8.12	7.39	9.39	5.54	9.92	9.74	12806.26	£ 1175K
Adults & Communities	12.57	11.26	10.02	11.74	10.18	8.24	9.33	10604.41	£ 1168K
Public Health	7.43	6.49	8.57	7.12	5.08	5.65	6.19	1037.37	£ 105K
<b>LCC total</b>	<b>10.01</b>	<b>9.73</b>	<b>9.18</b>	<b>10.08</b>	<b>7.51</b>	<b>8.87</b>	<b>9.55</b>	<b>45969.13</b>	<b>£5052K</b>
ESPO	9.75	11.70	9.55	7.20	6.80	8.64	9.36	2895.99	£248K

EMSS	9.27	7.42	7.54	9.69	9.26	9.10	8.31	1128.53	£112K
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5. At the end of Quarter 1 2022/23 the Chief Executive's and Public Health departments were below the corporate target of 7.5 days per FTE. The trend across all departments has been varied but across the Council since the end of 2020/21 the levels of sickness absence have been increasing.

### **Reasons for sickness absence**

6. Displayed in order of highest percentage of time lost, the table below details the top ten reasons for absence, plus the 'not disclosed' category.

Percentage of FTE days lost 12 months cumulative	<b>2020/21 Dec 2020 Q3</b>	<b>2020/21 Mar 2021 Q4</b>	<b>2021/22 Jun 2021 Q1</b>	<b>2021/22 Sept 2021 Q2</b>	<b>2021/22 Dec 2021 Q3</b>	<b>2021/22 Mar 2022 Q4</b>	<b>2022/23 Jun 2022 Q1</b>
Stress/depression, mental health	<b>28.7%</b>	<b>30.4%</b>	<b>27.6%</b>	<b>30.1%</b>	<b>30.3%</b>	<b>28.4%</b>	<b>26.7%</b>
Covid-19	<b>8.5%</b>	<b>11.5%</b>	<b>9.7%</b>	<b>9.0%</b>	<b>11.4%</b>	<b>14.7%</b>	<b>16.8%</b>
Other musculo-skeletal	<b>11.2%</b>	<b>11.5%</b>	<b>11.7%</b>	<b>11.0%</b>	<b>9.2%</b>	<b>8.8%</b>	<b>8.5%</b>
Gastro-stomach, digestion	<b>5.7%</b>	<b>4.8%</b>	<b>5.9%</b>	<b>5.6%</b>	<b>5.5%</b>	<b>6.1%</b>	<b>5.8%</b>
Cough/cold/flu	<b>4.7%</b>	<b>3.0%</b>	<b>4.7%</b>	<b>4.0%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>4.9%</b>
Cancer	<b>8.2%</b>	<b>8.5%</b>	<b>3.4%</b>	<b>4.8%</b>	<b>4.8%</b>	<b>4.7%</b>	<b>4.2%</b>
Neurological	<b>5.5%</b>	<b>5.2%</b>	<b>5.4%</b>	<b>6.4%</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.2%</b>
Eye, ear, nose & mouth/dental & throat	<b>3.6%</b>	<b>3.5%</b>	<b>2.9%</b>	<b>3.0%</b>	<b>3.8%</b>	<b>4.3%</b>	<b>4%</b>
Back and neck	<b>5.4%</b>	<b>5.1%</b>	<b>4.6%</b>	<b>4.4%</b>	<b>4.2%</b>	<b>4.1%</b>	<b>3.9%</b>
Viral infection, not cough/cold/flu	<b>4.5%</b>	<b>4.3%</b>	<b>5.2%</b>	<b>3.5%</b>	<b>2.9%</b>	<b>2.2%</b>	<b>2.4%</b>
<i>Not disclosed</i>	<b>3.3%</b>	<b>2.8%</b>	<b>6.5%</b>	<b>6.0%</b>	<b>5.8%</b>	<b>5.7%</b>	<b>6.8%</b>

7. Stress/depression/mental health has continued to be the highest reason for lost time due to sickness. Covid-19 has increased in the percentage of time lost; this is due to Covid-19 illness being more common and causing short periods (typically five to ten days) of absence. The Council currently has 11 employees who are on long term sickness leave due to Covid-19; 1 of which have been absent for a year.

### Long and Short-term absence split

8. The table below details the number of FTE days lost due to absence and the percentage split of FTE days lost as at the end of June 2022.

<b>2022/23 as at end of June 2022</b>						
<b>12 months cumulative</b>						
<b>Department</b>	<b>Long term</b>			<b>Short term</b>		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	501.96	53.4%	29	437.52	46.6%	129
Environment and Transport	4322.61	54.5%	159	3615.68	45.6%	960
Children and Family Services	8608.09	66.7%	224	4296.21	33.3%	925
Corporate Resources	7978.68	62.5%	318	4790.73	37.5%	1647
Adults and Communities	6441.33	63.0%	756	3779.73	37.0%	902
Public Health	540.20	53.0%	14	479.05	47.0%	119

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

### Service level data

9. The table below provides details of the days lost per FTE at the end of the last six years and at the end of Quarter 1, 2022/23 for service areas by department.

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Days per FTE</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Q1</b>
<b>12 months cumulative</b>	<b>(Mar 17)</b>	<b>(Mar 18)</b>	<b>(Mar 19)</b>	<b>(Mar 20)</b>	<b>(Mar 21)</b>	<b>(Mar 22)</b>	<b>(Jun 22)</b>
<b>Chief Executive's</b>	6.03	6.38	7.6	5.38	4.41	3.13	3.76
Planning and Historic and Natural Environment	3.81	4.04	14.92	9.57	0.79	0.71	1.01
Regulatory Services	6.95	4.87	6.2	7.24	6.30	6.74	9.00
Strategy and Business Intelligence	6.28	8.04	6.93	4.26	3.86	1.87	1.73
Democratic Services	10.69	8.91	14.81	6.70	1.07	2.67	2.69
Legal Services	3.01	4.02	5.48	3.63	5.82	3.05	3.83
<b>Environment and Transport</b>	9.68	10.09	9.16	8.88	7.04	8.34	9.73

<b>Department</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
<b>Days per FTE</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Year end</b>	<b>Q1</b>
<b>12 months cumulative</b>	<b>(Mar 17)</b>	<b>(Mar 18)</b>	<b>(Mar 19)</b>	<b>(Mar 20)</b>	<b>(Mar 21)</b>	<b>(Mar 22)</b>	<b>(Jun 22)</b>
Highways and Transport	10.38	10.62	8.96	9.30	3.99	9.40	12.21
Environment and Waste Management	4.85	7.98	10.07	12.65	7.68	7.54	6.70
<b>Children and Family Services</b>	10.05	10.25	10.55	11.12	7.95	10.44	11.23
Education and SEND	9.13	9.28	8.42	11.55	7.57	12.24	11.47
Children's Social Care & Targeted Early Help	11.90	11.62	14.18	10.54	9.15	10.11	12.02
<b>Corporate Resources</b>	7.94	8.12	7.41	9.39	5.45	9.92	9.74
Finance, Strategic Property & Commissioning	4.89	4.25	6.63	9.67	2.88	3.99	4.19
Corporate Services	4.68	5.88	4.18	4.84	4.07	7.83	5.96
IT, Comms & Digital, Commercial and Customer Services	10.55	10.04	8.91	11.14	6.77	11.69	12.02
<b>Adults and Communities</b>	12.57	11.26	10.02	11.74	10.18	8.24	9.33
East care pathway	n/a	11.06	9.51	11.32	9.59	9.68	n/a
West care pathway	n/a	13.16	12.01	12.84	9.45	11.36	n/a
Operational commissioning	n/a	n/a	n/a	n/a	n/a	n/a	1.13*
Integration, access & prevention	n/a	n/a	n/a	n/a	n/a	n/a	2.05*
Commissioning and Quality	n/a	8.01	8.02	7.46	4.66	11.90	20.48
Promoting Independence	12.26	15.11	13.26	11.88	11.91	6.11	6.77
Personal Care and Support	15.62	11.99	13.86	18.10	21.15	7.07	7.15
Communities and Wellbeing	7.67	7.98	6.97	8.73	4.65	5.38	5.38
<b>Public Health</b>	7.43	6.49	8.57	7.12	5.80	5.65	6.19

\*Due to changes in the Oracle team structure following structural changes in A&C the 12-month FTE figure will appear low until the new structure has been reported on for 12 months.

**Recommendations**

10. The Committee is asked to note the update provided on the Council's overall position on sickness absence within this report as at the end of June 2022, and the update provided on the more recent position provided during the meeting.

**Background papers**

11. Report to the Employment Committee 16 September 2021 – Attendance Management:  
<https://politics.leics.gov.uk/documents/s163596/Attendance%20Management.pdf>

**Circulation under the Local Issues Alert Procedure**

12. None.

**Equality and Human Rights Implications**

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

**Officer(s) to Contact**

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## **EMPLOYMENT COMMITTEE – 17 NOVEMBER 2022**

### **CORPORATE WAYS OF WORKING PROGRAMME**

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

##### **Purpose**

1. The purpose of this report is to provide the Employment Committee with an update on the Council's Ways of Working programme, and to share the recommendations from the Scrutiny Task and Finish Group which met in December 2021.

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

2. The Council's Ways of Working programme was discussed at Employment Committee on 2 December 2021, following agreement of a revised business case in the light of the impact of the pandemic, the acceleration of the programme and the opportunities afforded.

##### **Background**

3. The Council's original workplace programme was paused in March 2020 due to the onset of the COVID-19 pandemic. This led to an immediate shift in how and where people were working and created the opportunity for a wholesale rethink of how departments, services and teams needed to work in the long-term, retaining a higher degree of flexibility, with more remote working than originally thought possible. The workplace programme was reshaped into the Ways of Working programme, with a refreshed and revised business case.

##### **Current activity**

4. Following the refresh of the business case, a number of key pieces of activity are underway:
  - County Hall room 700 model office pilot – shared space between Adults & Communities and Environment & Transport teams, trialling more modern ways of working utilising new IT equipment and new office layout configurations which includes different kinds of furniture to support the creation of collaboration space and hot desking facilities. Results of the pilot are due in October 2022 and will inform further rollout. Following the postponement of a planned tour of room 700 for members, due to unforeseen electrical works earlier in the year, a tour is now scheduled to take place on 29 November 2022. The tour follows an All Member's Briefing which will update members on the Council's Ways of Working programme.
  - Facilitation of the take-up of new leases by tenants, together with exploring and negotiating future tenants, utilising space in the County Hall campus that is set

aside for this purpose. The commercial sensitivity involved in this exploration should be noted, however, this is becoming a successful income stream.

- Work has commenced with the next group of services to ascertain space needed and to ensure office and meeting space is appropriately configured.
- Organisational development support has been afforded to many teams (staff and managers) to ensure an appropriate fit for purpose culture and a shared understanding of objectives, practicalities and benefits.
- A project is underway to look at productivity, to ensure that leaders and managers are equipped to manage and drive this when working with remote and hybrid teams.

### **Scrutiny Panel recommendations**

5. An action plan, produced as a result of the Scrutiny Task and Finish Group meetings in December 2021, is attached for information on the Appendix. The Panel was made up of members. The action plan was presented to the Scrutiny Commission by the Chairman of the Panel in early 2022.
6. The plan is split into three key areas – challenges and risks, assurance provided and recommendations. The latter have been incorporated into the Ways of Working roll out plans with a major focus on service outcomes, productivity, wellbeing, skills of managers and safe systems of work.

### **Recommendations**

7. The Committee is asked to note the report and the progress being made towards the Council's Ways of Working programme.

### **Background papers**

8. Report to the Employment Committee 2 December 2021 – Ways of Working Update: <https://politics.leics.gov.uk/documents/s165399/Employment%20Committee%20-%20Ways%20of%20Working%20Update%20Dec%202021.pdf>

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

9. None.

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

10. There are no equalities and human rights implications arising directly from this report, but an Equalities and Human Rights impact assessment is being finalised for the programme and will be published.

### **Appendix**

Corporate Ways of Working Task and Finish Group.

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## Corporate Ways of Working Task and Finish Group

### Challenges, risks and recommendations

Challenges / Risks	Assurance provided	Recommendations
<b>A whole Council approach</b>		
<ul style="list-style-type: none"> <li>Being mindful that flexibility might not be suitable for all jobs. The Council employs more than 6200 people in a variety of jobs, undertaking a wide range of duties, providing services to residents, communities and elected members. Clearly communicating to all staff about what hybrid means and how it may apply differently to different jobs, and how it may not apply to some at all will be essential.</li> <li>The Authority has many staff who are not, and were not pre-Covid, office based and there is a risk through its delivery that the Programme becomes too County Hall focused. Whilst it is accepted those who are currently office based, largely at County Hall, might be most affected, it should not be forgotten that the Programme will affect all staff to some degree or another, even those working in the localities.</li> </ul>	<ul style="list-style-type: none"> <li>Planned roll out of new ways of working, including hybrid working, across all office bases, including locality offices.</li> <li>Supporting communication and culture change work will be in place.</li> <li>Ways of Working action plans at service level undertaken to capture individual and team requirements in relation to new ways of working.</li> </ul>	<p>(a) That all communications relating to the Programme be sense checked to ensure they are not unfairly and unnecessarily addressed to those that are predominantly office based, unnecessarily referencing County Hall.</p> <p>(b) That additional communications be provided to those staff that already work remotely, in the localities or on the front line, to ensure they too are adequately accounted for and understand how the Programme might affect them.</p>

Challenges / Risks	Assurance provided	Recommendations
<b>Service outcome prioritisation</b>		
<ul style="list-style-type: none"> <li>• Allowing choice and flexibility will need to be accompanied by clear parameters or principles that will enable staff to understand how this will apply to them and their teams.</li> <li>• Providing flexibility whilst ensuring access to services is not reduced could be a difficult balance for managers to strike.</li> <li>• A move away from 9 to 5 working should not be at the expense of service accessibility during those times.</li> <li>• Flexible arrangements need to be mutually acceptable within teams (e.g. a manager may work late, but an officer may not feel comfortable or may not be able to contact them past 6pm).</li> <li>• A move away from a 9 to 5, Monday to Friday approach, may impact back office services. For example, will IT support be made available to staff choosing to work outside those traditional office hours.</li> </ul>	<ul style="list-style-type: none"> <li>• The Programme clearly sets out that service needs remain the first priority and should form the foundation for any new flexible arrangements agreed by managers.</li> <li>• By way of the action planning exercise all managers have begun to discuss and identify with their teams what their service needs are, when an officer presence (whether at home or in an office) will be required, and how they might shape their flexible working arrangements around that.</li> <li>• Clear guidance and policies in place.</li> <li>• New IT service delivery commitment and revised SLAs to be launching in early 2022 that will ensure all staff and managers are aware of the fastest route to achieve IT support in the future – including chatbot function, and faster solutions for replacement devices/repairs.</li> </ul>	<p>(c) That Service Heads be requested to review their action plans as their teams' working arrangements evolve, to ensure that core requirements (service to the customer) are captured and met.</p> <p>(d) That communications be provided to managers to emphasise the need to access:</p> <ul style="list-style-type: none"> <li>(i) ongoing support available around Organisation Development, Leadership and culture to support them and their teams to identify the best way of working;</li> <li>(j) training on how to best utilise technology and workplaces to drive the best outcomes for staff and customers.</li> </ul>
<b>Communication and collaboration</b>		
<ul style="list-style-type: none"> <li>• Creating the right working cultures to support good collaboration, communication, and</li> </ul>	<ul style="list-style-type: none"> <li>• Technology has and will continue to be rolled out to staff which supports new and alternative</li> </ul>	<p>(e) That information be regularly shared with all staff around new and creative ways to come together either</p>

Challenges / Risks	Assurance provided	Recommendations
<p>connections between staff both within individual teams and across the organisation, in all the different places and ways they might now work.</p> <ul style="list-style-type: none"> <li>• Ensuring informal conversations held in corridors, outside of meetings are not lost, as the soft information shared in this way is critical to the smooth operation of the Council.</li> <li>• Building staff knowledge and confidence on how they might use new forms of technology to communicate and collaborate effectively.</li> <li>• Ensuring officers feel comfortable with the new workplace arrangements so they are used to their full potential as a place where collaboration and communication can thrive. Confidence coming back into an office environment will likely be affected post Covid, particularly as this will look and feel very different.</li> </ul>	<p>approaches to collaboration and communication. The Programme continues to invest in IT skills training – in particular Microsoft teams, SharePoint, and new workplace technology to allow hybrid meetings.</p> <ul style="list-style-type: none"> <li>• Pulse surveys to be considered which could capture views on what's working in terms of collaboration etc.</li> <li>• The Council's offices and workplaces will be altered in ways that will support the new ways of working and this will include technology to allow for hybrid meetings to take place.</li> <li>• Specific collaboration workspaces will be created through the 'property' workstream such as booths, pods, collaboration areas. These will be trialled as part of a pilot to be run in Room 700 of County Hall in early 2022.</li> <li>• The pilot will ensure staff have a better understanding of the new office model and are able to input and contribute into that process (as different offices are changed there will be engagement with staff that occupy and use that space). Once the findings from this pilot are understood, it is then proposed that this model will be rolled out across the organisation for the benefit of all service areas, subject to any lessons learnt from the pilot.</li> </ul>	<p>in person, utilising the new office model to its full potential, or digitally using any new technology rolled out, including sharing lessons learnt across the organisation and from other organisations that have been hybrid working for some time.</p> <p>(f) That communications be developed to go out to all staff to alert them to the planned pilot to be run in room 700, with regular updates across the pilot period.</p>

Challenges / Risks	Assurance provided	Recommendations
<b>Team cohesion and support</b>		
<ul style="list-style-type: none"> <li>• Informal, unplanned, social and work-related interactions within a team can be hard to replicate digitally and there is a risk that this can negatively affect team relationships.</li> <li>• Support networks can be lost reducing morale and motivation and increasing stress.</li> <li>• Staff health and wellbeing issues could be more difficult to spot when connecting remotely by both managers and peers and so risk going unnoticed.</li> <li>• Teams working in different locations, perhaps with different flexible hours, could become disjointed and therefore operate less effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• A key part of the 'people' workstream will be to help officers and managers reshape why and how they come together to collaborate. Teams will seek out solutions that work for whole teams or services for a range of reasons, whether this be teambuilding, team meetings, collaboration, problem solving or general networking / wellbeing. This might involve meeting in a workplace, council building, external sites where appropriate, and of course virtually.</li> <li>• As detailed above, specific workspaces will be created to support alternatives ways for people to communicate and come together through the 'property' workstream.</li> </ul>	<p>(g) That the use of the APR process and one to ones be extended to ask softer questions around the adequacy of peer support and connectivity and around health and wellbeing matters.</p>
<b>Learning and development of new officers</b>		
<ul style="list-style-type: none"> <li>• It can be difficult for new staff to build relationships with their team and managers remotely.</li> <li>• There is a risk of missing out on 'on the job learning' within an office environment - new officers often learnt from observing their peers and listening in to conversations and discussions.</li> <li>• Ensuring new staff develop a sense of the</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and development and induction processes had been developed and expanded to support smarter and remote working options.</li> <li>• Managers will consider the optimum ways of recruiting and inducting new staff – the latter often being best conducted face to face.</li> <li>• Corporate and local induction programmes are</li> </ul>	<p>(h) That managers be alerted to the need, as part of the refreshed induction process, to induct new staff into their base location and ways of working.</p>

Challenges / Risks	Assurance provided	Recommendations
organisation they work for, its ethos and values and build relationships with peers, both within their team and more widely across the organisation.	being reviewed. Refresh of the managers charter to ensure staff wellbeing and new starters communication is robust	
<b>Staff Wellbeing</b>		
<ul style="list-style-type: none"> <li>During 2020 staff proved they are highly adaptable and able to continue to perform well working remotely despite the difficult circumstances. However, this has given rise to wellbeing and physical, mental and emotional health issues.</li> <li>Home/work boundaries can become blurred, new team members might feel inadequately supported, the loss of personal social interaction and support from colleagues can all add to feelings of stress and pressure.</li> <li>Poor workforce health and wellbeing can threaten business continuity and impact organisational stability and performance.</li> <li>How can managers ensure staff 'switch off' by taking regular breaks and finishing work at reasonable times when they are less visible in an office environment?</li> <li>How can managers ensure staff take adequate time off when ill? There might be the temptation to continue working from home but perhaps in a less productive way and this might not be</li> </ul>	<ul style="list-style-type: none"> <li>Staff bulletins had been circulated regularly during the height of the pandemic with information and practical advice on what staff could do to support their health and wellbeing and limit stress. This signposted staff to the Council's wellbeing service where further support could also be obtained.</li> <li>Managers already undertake discussions with staff around illness and any sickness absence or adjustments required to their work as a result. Those discussions will continue and vary according to individual circumstances. The attendance management policy reflects the opportunity to consider home working if someone is well enough to do this</li> </ul>	<ul style="list-style-type: none"> <li>(i) That health and wellbeing bulletins for staff be refreshed and reenergised as part of the roll out of the Programme.</li> <li>(j) That advice be developed for managers on how to raise and question issues about health, wellbeing and stress through regular one to ones and the APR process.</li> </ul>

Challenges / Risks	Assurance provided	Recommendations
appropriate for the service or beneficial to the employee.		
<b>Wider staff impacts</b>		
<ul style="list-style-type: none"> <li>• Avoiding staff feeling pressured to work from home as the Programme is rolled out.</li> <li>• There is a risk that staff may feel like they are out of pocket working from home e.g. due to increased heating costs, increased broadband costs, installation of blinds or changes to lighting, increased wear and tear on flooring caused by office chairs.</li> <li>• There is a risk that working from home could impact not only the health and wellbeing of officers themselves but also their family and domestic life. There might be a risk that the Council's responsibility as a corporate employer begins to encompass some negative impacts on an individual's domestic residence caused by them working from home.</li> </ul>	<ul style="list-style-type: none"> <li>• The position imposed on officers to work from home as a result of Covid was <i>not</i> flexible. However, the Programme was not seeking to replicate how the Council operated during the pandemic and did not require people to work from home.</li> <li>• No contracts were being changed to designate anyone as a 'home worker' as it was accepted that this would not encourage the new ways of working and flexibility the Programme aimed to achieve.</li> <li>• Officers were being advised, through discussions with their managers as part of the action planning process that the intention would be to provide flexibility that best suited the needs of the team and the individual (having regard first and foremost to service needs). If an officer preferred to work in an office base, had to for health and wellbeing reasons, or because their home environment was not suitable, this would always be accommodated.</li> <li>• During 2020 officers had received an (up to) £200 allowance which enabled them to</li> </ul>	<ul style="list-style-type: none"> <li>(k) That, whilst addressed through the action planning process, it be reiterated by managers and via communications at a corporate level that the Programme does not impose an expectation that the position under Covid will continue – remote working will not be imposed.</li> <li>(l) That communications, guidance and support be provided to staff on how to claim any tax benefit related to working from home from HMRC.</li> </ul>



Challenges / Risks	Assurance provided	Recommendations
	<p>purchase equipment necessary to work safely from home.</p> <ul style="list-style-type: none"> <li>• The tax benefit of homeworking could be reclaimed from HMRC.</li> <li>• Like all employers, the Council's responsibility is to its employees and it therefore has to ensure its staff are risk assessed and provided with appropriate PPE to enable them to undertake their jobs safely. Such arrangements were not affected by Covid or the Programme and would continue as business as usual.</li> </ul>	
<b>The critical role of managers</b>		
<ul style="list-style-type: none"> <li>• Managers will be responsible for embedding the hybrid approach and ensuring their team flourish under the new flexible arrangements which will require new people management skills and a new attitude to performance and productivity management.</li> <li>• A manager's role will likely be more complex as they will need to manage different working patterns and practices, and geographically dispersed teams.</li> <li>• Supporting a hybrid working team (both practically and emotionally) will likely be more time-consuming and therefore increase a manager's own, already heavy, workload.</li> <li>• There is a need to monitor and measure the</li> </ul>	<ul style="list-style-type: none"> <li>• Managers themselves will all undertake an APR and have regular one to one meetings with their own manager, through which performance in delivery of the programme within their teams will be discussed, as will any specific work pressures arising from this.</li> <li>• Managerial support is being actively addressed through the new Managers Charter and performance management framework.</li> <li>• Significant guidance has been and will continue to be issued and made available which are aimed to help managers develop the new skills required to manage a remote/hybrid workforce.</li> <li>• Balanced scorecards, customer service metrics,</li> </ul>	<p>(m) That communications be provide to managers to emphasise the need to access and take advantage of the support, guidance and training available to support culture change and skills in managing hybrid and remote teams.</p>

Challenges / Risks	Assurance provided	Recommendations
fundamental role of managers delivery of the Programme.	and staff survey results will continue to be used to measure effective implementation.	
<b>Confidentiality</b>		
<ul style="list-style-type: none"> <li>Ensuring confidentiality is maintained, both in terms of overhearing meetings and telephone conversations, the use of display screens and the storage of documents will be difficult for managers to monitor remotely, particularly if staff choose to work in public places access public Wi-Fi.</li> </ul>	<ul style="list-style-type: none"> <li>Guidance around how to maintain confidentiality has already been provided to managers and all staff.</li> <li>Assurance had been provided by the Council's ICT services that use of public Wi-Fi did not raise security issues if people chose to work in a public location for a period, e.g. a library or coffee shop.</li> </ul>	<ul style="list-style-type: none"> <li>(n) That storage solutions and guidance be reviewed for remote working.</li> <li>(o) That managers and staff be reminded to continue to follow information governance and keeping data safe mandatory training.</li> </ul>
<b>Health and Safety</b>		
<ul style="list-style-type: none"> <li>Ensuring staff are working safely at home and undertake, for example, their display screen equipment (DSE) assessments for the different places and ways they will be working.</li> <li>How will managers and health and safety teams satisfy themselves that individual officers' remote working environments are safe and appropriate, particularly for those with disabilities. This will inevitably be more difficult to determine when they are working from home and therefore their arrangements are less visible.</li> </ul>	<ul style="list-style-type: none"> <li>Information had been made available to advise and guide managers and staff on Health and Safety matters.</li> <li>The Health and Safety Team provide an online DSE assessment. Alerts are sent to staff and managers when this becomes due. It is incumbent on staff to undertake this both for their home and office workstation. The results of the assessment are referred to managers when action is required.</li> <li>Health and safety policies around electrical and fire safety, and display screen equipment have</li> </ul>	<ul style="list-style-type: none"> <li>(p) That further reassurance be sought that the Council's approach is considered sufficient in the face of potential legal action if an employee is injured whilst working from home and whether the Council's insurance might be affected.</li> <li>(q) That further and ongoing reassurance/visibility of health and safety at home be provided through communications and engagement with staff and managers – with particular focus on relevant worker groups e.g. Disabled Workers Group.</li> </ul>

Challenges / Risks	Assurance provided	Recommendations
	<p>been refreshed to address remote working options.</p> <ul style="list-style-type: none"> <li>Refreshed “keeping safe when working from home” guidance produced to support managers and staff with ongoing health and safety</li> </ul>	
<b>Equality</b>		
<ul style="list-style-type: none"> <li>Ensuring inclusion and fairness was not negatively impacted and that groups with protected characteristics who might already be affected by being less visible within the organisation (i.e. parttime workers who are predominantly female, BAME employees) are not disadvantaged.</li> <li>Ensuring access to learning and career progression opportunities, for example, are not be made worse for such officers through remote working.</li> </ul>	<ul style="list-style-type: none"> <li>As the Programme is rolled out there will be a push to move away from a culture of presenteeism to performance management and so implementation of the Programme should provide benefits in this regard.</li> <li>Equality impact assessments will form an intrinsic part of the delivery of the Programme.</li> </ul>	
<b>Productivity and Performance Management</b>		
<ul style="list-style-type: none"> <li>Moving to a different type of performance</li> </ul>	<ul style="list-style-type: none"> <li>Work around performance management and</li> </ul>	<p>(r) That an update be provided to members of the Group</p>

Challenges / Risks	Assurance provided	Recommendations
<p>management culture with less emphasis on presenteeism and time spent working, and more focussed on effort contributed and outcomes achieved.</p> <ul style="list-style-type: none"> <li>Where staff are working from home, it can be challenging for managers to ensure that domestic expectations (e.g. dependents at home) do not impact an officer's work and productivity.</li> </ul>	<p>measuring productivity and outcomes will begin in 2022.</p> <ul style="list-style-type: none"> <li>Working from home will not be a requirement imposed on any officers and therefore where such circumstances arose the officer could still choose (or the manager could request if it was impacting performance) to come into the office.</li> </ul>	<p>on the outcome of work undertaken to introduce new performance management arrangements and measures.</p>



## **EMPLOYMENT COMMITTEE – 17 NOVEMBER 2022**

### **HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2021-2022**

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

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

1. The purpose of this report is to present to the Employment Committee the Annual Health, Safety and Wellbeing Report for 2021-22. This details the 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. The County Council is required, under the Management of the Health and Safety at Work Regulations 1999, to have in place an occupational health and safety management system. This system requires the Council to have a Health and Safety Strategy, and to consult and communicate with all interested parties on health and safety performance.
3. The Council's Health and Safety Strategy 2020-2025 details key performance indicators for the Council, progress for which is included in this Health, Safety and Wellbeing annual report.
4. This report is presented annually to the Employment Committee for information only.

#### **Background**

5. The health, safety and wellbeing of staff, service users and customers is of paramount importance to the Council. The HSW Service continuously monitors, so far as is possible, performance in this area to ensure the council meets its legal requirements and, where necessary, improves standards.
6. The report attached as an Appendix highlights the work that has been undertaken within the HSW Service during the financial year of 2021/22. It identifies the risk and hazard areas that impact upon the Council and where improvements need to be made to ensure improved compliance

and staff safety. Each department has a departmental annual report with a detailed specific plan to improve compliance.

7. The report is written in summary format to give an overview of the issues. The following aspects of HSW are covered in the report:

- Key facts
- Accident data
- RIDDOR reportable and incidents of significance
- HSE Enforcement Action
- Training statistics
- Key performance indicators
- Wellbeing Activity
- Health and safety changes
- Wellbeing Service annual report
- Corporate wellbeing update

8. The report shows a slight increase in the number of injuries and RIDDOR reportable incidents compared to the previous year. However, the number of injuries and RIDDOR reportable incidents is considerably lower than pre-pandemic figures. Slips, trips and falls continue to be the highest cause of injury across the Council, followed by challenging behaviour. However, the number of violent incidents is lower than the figure reported in the year 2019-20.
9. During the year 2021-22, the Health, Safety and Wellbeing Team recommenced the use of health and safety audits to be carried out in a number of areas within departments where checks needed to be made. These unfortunately had to be paused during 2020-21 due to the coronavirus pandemic. Work continues and is in progress to support the managers in undertaking the follow-up actions where nonconformities have been identified.

### **Recommendations**

10. It is recommended that the Employment Committee notes the Health, Safety and Wellbeing Annual Report 2021-22 and endorses the work, undertaken in partnership with departments, by the Health, Safety and Wellbeing Service to keep the Council compliant in this area.

### **Background Papers**

11. None.

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

12. None.

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

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

### **Appendix**

Health Safety and Wellbeing Annual Report 2021 - 2022

### **Officer(s) to Contact**

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**Leicestershire County Council**

# **Appendix 1 - Annual Health, Safety & Wellbeing Performance Report**

## **April 2021 – March 2022**

**Author: Amy Walling (Senior HS&W Advisor)**

**Contributions by: Oonagh Martin (Wellbeing Advisor) &  
Tina Goswami (Organisational Development 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. The report also highlights the action that departments have taken to mitigate risks.



Injuries



RIDDOR Incidents



Counselling sessions



Audits



Near Misses Reported



Injuries caused by slips  
trips and falls

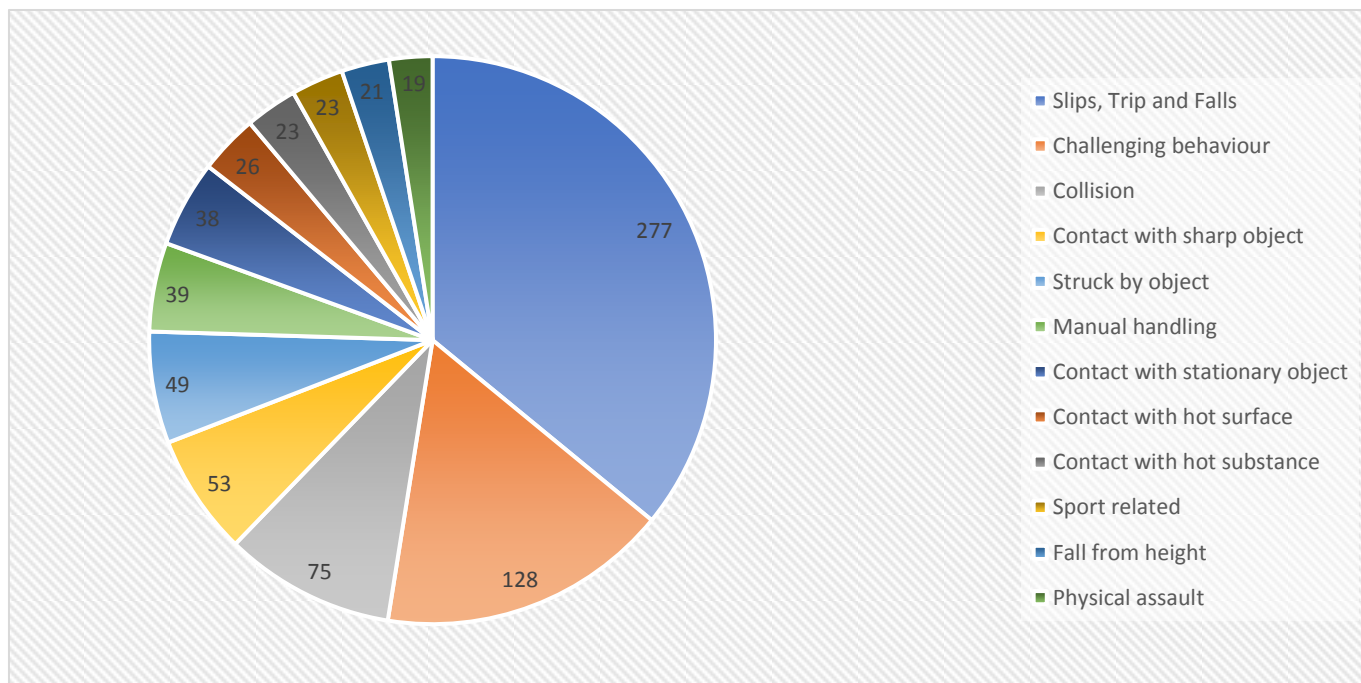


Injuries caused by  
physical assaults and  
challenging behaviour



Health and Safety  
Courses Completed

## Accident Data Analysis for Leicestershire County Council April 2021 – March 2022



Incident Type	2021/22	% Change	2020/21	% Change	2019/20
Injury	876	+64%	528	-51%	1082
Near Miss	269	+67%	161	-60%	411
Property Damage	135	+21%	111	-6%	119
Violent Incident	125	+76%	71	-64%	202
Illness/Disease	13	0	13	-48%	25
<b>Total</b>	<b>1418</b>	<b>+60%</b>	<b>884</b>	<b>-51%</b>	<b>1839</b>
<b>RIDDOR</b>	<b>26</b>	<b>+4%</b>	<b>25</b>	<b>-10%</b>	<b>28</b>

Information within this report has been gained from Leicestershire County Council's accident and incident reporting system, AssessNET on 18/05/2022.

There was, understandably, a large reduction in the number of incidents in 2020/21 due to the Covid-19 pandemic. Throughout 2021/22 the number of incidents, as expected, increased, however the number of reported incidents is significantly lower than 2019/20. This may be attributed to a number of improvements that have been made within the management of health and safety across the council.



### **Accidents by Service Area**

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

<b>Department</b>	<b>Service Area</b>	<b>N° of Accidents (resulting in injury)</b>
CR	Commercial Services > LTS Catering	117
LA Schools	Primary Schools > Thorpe Acre Junior School	39
E&T	Highways and Transport Delivery > Highway Operations	28
LA Schools	Nursery School > Sketchley Hill Menphys Nursery	28
LA Schools	Special School > Birch Wood Special School - Melton Mowbray	27
LA Schools	Nursery School > The Menphys Centre - Wigston	26
LA Schools	Primary Schools > Little Bowden School	22
E&T	Recycling and Household Waste Sites	22
E&T	Highways and Transport Delivery > Passenger Fleet	21
LA Schools	Primary Schools > Desford Community Primary School	17
LA Schools	Primary Schools > St Deny`s Church of England Infant School	16
LA Schools	Primary Schools > Whetstone Badgerbrook Primary School	15
LA Schools	Special School > Maplewell Hall School - Woodhouse Eaves	15
LA Schools	Primary Schools > St Bartholomew`s Church of England Primary School	13
ESPO	ESPO	12
LA Schools	Primary Schools > Burbage Church of England Infant School	11
CR	Contract and Business Development > Countryside Services	11
LA Schools	Primary Schools > Woodstone Community Primary School	11
LA Schools	Primary Schools > Ravenhurst Primary School	10
CFS	Education Quality and Inclusion > Oakfield PRU	10
A&C	Provider Services > The Trees Residential and Short Breaks Service	10



## **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 which 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 2021/2022.

**A&C reported 2 RIDDOR incidents within 2021/2022. These incidents are summarised below:**

### **1. Provider Services > Emergency Care Team 24/04/2021**

A support worker sustained a sprained back when she was transferring a service user by pushing a glide about commode. Upon investigation it was found that the support worker followed correct moving and handling procedures however she had an existing back problem which was exasperated.

### **2. Adult Learning Service > Round Hill Adult Learning Centre 21/02/2022**

A learner sustained fractured ribs and shoulder blade from falling down several steps. The learner was taken to A&E as a result. The investigation found that there were no issues with the condition of the staircase which caused the fall.

**CE reported 1 RIDDOR incident within 2021/2022. The incident is summarised below:**

### **3. Trading Standards > Investigations. 22/11/2021**

A substance identified as Creosote spilt in room B24 in the County Hall basement area. The seized substance was likely knocked over accidentally in the room leading to the spillage. The investigation found that hazardous substances were being incorrectly stored in the room resulting from poor management of seized goods. The Trading Standards team are currently working through an action plan to improvement the management of their storage room.

**LA schools reported 9 RIDDOR incidents within 2021/2022. These incidents are summarised below:**

### **4. New Swannington Primary School – 06/04/2021**

A member of staff sustained a fractured leg after a loft ladder at the school collapsed whilst she was walking up the ladder. The investigation found that the loft ladder was incorrectly installed. Following this incident, a safety alert went to all schools notifying



them of the incident and asking them to report all similar types of loft ladders to Property Services for inspection.

#### **5. Little Bowden School – 26/04/2021**

A member of staff was struck on the head by a football in the playground, resulting in concussion and post-concussion syndrome, leading to 48 days off work. The investigation found that the member of staff was standing in the area where children are allowed to play with footballs as he was administering first aid. The school were advised to improve their risk assessments in place for playground activities.

#### **6. The Hall School – 21/05/2021**

A member of staff sustained a sprained ankle after tripping and falling while chasing after a pupil who ran out of the fire doors at the school. Initially the injury was thought to be a fracture, however it was later confirmed as a sprain.

#### **7. Maplewell Hall School – 09/06/2021**

A member of staff sustained a sprain to her ankle leading to 13 days off work as a result of tripping on the school field which had a small indentation in the ground. The investigation found that despite the school carrying out inspections of the area it is likely that an animal could have created the indentation in the ground overnight. The school were reminded to remain vigilant in maintaining the condition of the play areas.

#### **8. Ashmount School – 24/09/2021**

A pupil sustained a cut to the chin requiring hospital treatment from dropping to the floor and hitting his chin against the changing couch he was holding onto. The investigation found that the pupil was not able to securely hold onto the side of the couch as padding had been placed around the bar. The school were advised to amend the individual health care plan for the pupil.

#### **9. Ashmount School – 28/09/2021**

A member of staff sustained muscular injuries to her back and neck resulting in 84 days off work from being pushed by a pupil in the classroom. The pupil concerned has learning difficulties, and despite there being supervision the pupil acted in this way. The school were advised to review the supervision arrangements in place for this pupil.





#### **10. Belvoirdale Community Primary School – 02/11/2021**

A member of staff sustained a head injury and discomfort in the hips leading to 89 days off work due to colliding with another staff member during lunch time. The investigation found that the two staff members were back-to-back and were not aware of each other's presence which led to the collision.

#### **11. Kegworth Primary School – 04/11/2021**

A member of staff sustained a knee injury leading to 11 days off work from tripping and falling over the threshold strip of a door while chasing after a pupil. The investigation found that there was no defect with the environment.

#### **12. Ashmount School – 02/12/2021**

A member of staff sustained bruising leading to 11 days off work as a result of tripping and falling when the wheelchair she was pushing suddenly stopped. The investigation found that there was nothing obvious which caused the wheelchair to stop however the parents mentioned after the incident that they had noticed that the breaks had been catching and sticking. It was confirmed that this information had not been passed onto the school before. Furthermore, since the incident the school have observed the pupil attempting to operate the breaks while the wheelchair is being pushed along.

**CFS reported 2 RIDDOR incidents within 2021/2022. These incidents are summarised below:**

#### **13. Oakfield PRU – 02/09/2021**

A member of staff sustained an injury to her nose which led to a seizure and unconsciousness as a result of being hit by a pupil while carrying out a team teach (positive handling) restraint. The staff member was known to be epileptic. Her personal risk assessment has since been reviewed and the 'helping hug' has been changed to a different manoeuvre which is more suitable to the environment.

#### **14. Youth and Justice Service – 22/07/2021**

An employee sustained a sprained back from a fall while snowboarding at the Snowdome, while taking part in the activity alongside a service user. The employee was subsequently off work for 14 days. The investigation found that the employee was inexperienced in the activity and the instructors were perhaps unaware of her inexperience. Also, the risk assessment did not account for staff members taking part in the activity.





**Corporate Resources reported 4 RIDDOR incidents within 2021/2022. These incidents are summarised below:**

**15. Corporate Facilities and Operations > Countryside Services – 04/04/2021**

A member of the public tripped on a tree root at Beacon Hill causing a fractured arm. The injured person was taken to A&E for treatment. The tree root was later removed from the footpath.

**16. Commercial Services > LTS Catering > Fosse Primary School – 08/07/2021**

An employee sustained a burn to their leg from hot water from the steriliser, resulting in 11 days off work. As she lifted a bowl out of the steriliser, water that had collected in the bowl and tipped down her leg. The investigation found that the bowl had been incorrectly stacked. It was recommended that the service implement a safe system of work regarding the use of the steriliser.

**17. Commercial Services > LTS Catering > Sacred Heart Primary School 02/11/2021**

A member of staff sustained a cut finger from a knife, resulting in 21 days off work. The investigation found that the knife had been put away incorrectly. It was recommended that the service review how they store knives.

**18. Commercial Services > LTS Catering > Woodland Grange Primary School 12/01/2022**

A member of staff sustained a cut hand from a vegetable slicing machine, resulting in 26 days off work. The investigation found that the staff member had bypassed the safety guard and put her hand too far into the machine to fit the vegetable in. It was recommended that the service put in place a safe system of work and review their training programme for the use of machinery.

**E&T reported 6 RIDDOR incidents within 2021/2022. These incidents are summarised below:**

**19. Highways Operations 06/05/2021**

A member of the public sustained a fractured collarbone from colliding with a ride on mower that pulled out in front of the cyclist. The investigation found that the operative failed to look at the path before turning into it. It was recommended that the service review their documentation and procedures relating to grass cutting.



## **20. Passenger Fleet 25/08/2021**

An employee sustained a bruise and graze to her face from falling over whilst holding hands with a pupil she was supporting. The investigation identified that the pupil did not need their hand holding while being escorted and the pupil risk assessment had not been updated for some time. It was recommended that the service ensure all risk assessments are reviewed within the required time frame.

## **21. Highways Operations 01/09/2021**

An employee sustained musculoskeletal neck pain from being hit on the head by a gas bottle while it was being lifted onto the hot box. The investigation found that there was a lack of understanding and knowledge on how to operate the crane and the hazards associated. It was recommended that the service refresh their training and procedures around this process.

## **22. Passenger Fleet 27/01/2022**

An employee sustained bruises and grazes from tripping and falling over raised metal loops in the car park of the school. The investigation found that the school and Passenger Fleet had failed to identify these as possible trip hazards. It was recommended that the service conduct site assessments across all locations to ensure hazards are identified and rectified.

## **23. Passenger Fleet 09/03/2022**

An employee sustained a sprained ligament from stepping down from his cab and jolting his knee. The employee has osteoarthritis in his right knee, and he is thought to have misjudged the distance from the cab to the floor causing the jolt. It was recommended that the service ensure that the injured employee has a personal risk assessment in place and that all staff are reminded to be vigilant of the hazards when stepping away from vehicles.

## **24. Passenger Fleet 17/03/2022**

An employee sustained a fractured pelvis from stepping backwards and falling outside a service user's home. The investigation found that the employee lost her balance when she stepped backwards onto a gravelled area. It was recommended that the service ensure all staff receive a slip, trips, and falls refresher training.



**ESPO reported 2 RIDDOR incidents within 2021/2022. These incidents are summarised below:**

**25. ESPO 24/01/2022**

An employee was lifting the back roller door of his vehicle when he felt a twinge in his lower back.

**26. ESPO 22/09/2021**

An employee placed 10 boxes of paper onto his sack barrow, as he went to lift this, he felt a sharp pain in his lower back. Statement taken states he had approx. 132kg in weight on his barrow (these are rated to carry up-to 350Kg) but he had lowered this (i.e., placed on its back) to aid loading.

**Health and Safety Audits**

The following services were audited in 2021/2022.

- Environment and Transport > Highways Development Management
- Environment and Transport > Assets and Major programs
- Environment and Transport > Network Data and Intelligence
- Environment and Transport > Midlands Highways Alliance
- Environment and Transport > Business Services
- Environment and Transport > Special Projects
- Public Health > Business services
- Corporate Resources > Commissioning and Procurement
- Corporate Resources > Transformation
- Corporate Resources > Cafes
- Corporate Resources > Soft FM Contract Management
- Corporate Resources > Site FM County Hall
- Corporate Resources > Data Protection
- Corporate Resources > EMSS
- Chief Executives > Registration Services & Coroner's Service
- CFS > Locality field social work (Locality teams)
- CFS > Children in care, Care leavers, Fostering and Adoption, Virtual schools (Children in care & care leavers)
- CFS > Children & Family Wellbeing Service
- CFS > Children & Family Wellbeing Service - Youth and Justice
- Adults and Communities > Museums
- Adults and Communities > Older Adults Melton & Older Adults Mental Health Evington Centre



- Adults and Communities > Safeguarding
- Adults and Communities > Working Age Adults (Disability) > Charnwood
- Adults and Communities > Working Age Adults (Mental Health) > Approved Mental Health Practitioners / Mental Health/ Forensics
- Adults and Communities > Waterlees

### **Major Non-Conformities**

1. An audit of OA Melton & OAMH Evington Centre was undertaken in September 2021. **The audit highlighted major and minor non-conformities. The major non-conformities are outlined below.**

Older Adults Melton & Older Adults Mental Health Evington Centre
Major Non-Conformity
No health and safety documentation available at the time of the audit.

2. An audit of Safeguarding was undertaken in August 2021. **The audit highlighted major and minor non-conformities. The major non-conformities are outlined below.**

Safeguarding
Major Non-Conformity
No health and safety documentation available at the time of the audit.

3. An audit of Waterlees was undertaken in February 2022. **The audit highlighted major and minor non-conformities. The major non-conformities are outlined below.**

Waterlees Court
Major Non-Conformity
The majority of risk assessments are out of date.

4. An audit of Youth and Justice in March 2022 **highlighted major and minor non-conformities. The major non-conformities are outlined below.**

Youth & Justice
Major Non-Conformity
Incomplete health and safety training.
Lack of lone worker control and workplace risk assessments.



Incomplete actions following an accident investigation.

\* Minor non-conformities were also identified.

### **HSE Enforcement Action**

The HSE contacted the HS&W service following the RIDDOR report at Oakfield PRU. They provided the HSE with the accident investigation report and no further action was taken.

Croft Highways Depot was visited by Leicestershire Fire and Rescue Service on the 23/09/2021, which resulted in a scoring of 'broadly compliant' which is the highest rating they provide. The remedial actions which were noted are in the process of being completed by E&T, Operational Property Services, and the HS&W Service.



## Training Statistics

The following section reports on the numbers of delegates who have attended or completed corporate Learning and Development courses provided by the HS&W Service. **Note:** Figures exclude job specific training which may have a safety consideration and any training which may have been arranged directly by managers within a department.

Course	A&C	E&T	CFS	CE	CR	PH	ESPO
Personal Resilience	9	2	21	0	2	0	0
Mindfulness Now	5		9	0	6	0	0
COSHH	68	10	9	0	8	3	0
Fire Safety E-Learning	157	9	35	0	19	2	0
Fire Safety Practical	18	13	19	0	11	0	0
Introduction to H&S (Mandatory)	173 58% compliant	93 67% compliant	139 54% compliant	42 61% compliant	156 51% compliant	35 83% compliant	18
Legionella Awareness	34	1	8	0	1	3	1
Management of H&S (Mandatory)	33 28% compliant	15 22% compliant	31 34% compliant	3 34% compliant	36 31% compliant	10 56% compliant	1
Manual Handling	65	46	23	12	20	6	0
Principles of Risk Assessment	27	53	7	2	2	6	0
Working at Height	19	13	12	4	20	1	0
Asbestos Awareness	8	5	4	0	0	0	0
Fire Risk Assessment	2	2	0	0	3	0	0



<b>Albac Mat</b>	0	0	0	0	6	0	0
<b>Evac Chair</b>	6	4	0	0	0	0	0
<b>DSE</b>	248 60% compliant	181 78% compliant	302 58% compliant	51 68% compliant	221 72% compliant	64 91% compliant	39
<b>Lone Working</b>	73	17	55	0	0	9	0
<b>Stress Awareness E-learning *</b>	0	0	0	0	0	0	0
<b>Managing Wellbeing, Stress and Pressure *</b>	0	0	0	0	0	0	0
<b>Total</b>	<b>945</b>	<b>464</b>	<b>674</b>	<b>114</b>	<b>511</b>	<b>139</b>	<b>59</b>

\*Please note these two Stress courses have been unavailable as they are being reviewed.





## **Key Performance Indicators**

The following Key Performance Indicators (KPIs) were set out in the 2020 – 2025 Health and Safety Strategy to monitor improvements in Health, Safety and Wellbeing across the council. The table below details the performance.

### **Annual Performance**

<b>No.</b>	<b>Key Performance Indicator</b>	<b>2021-2022 Performance</b>
<b>1</b>	Improve health and safety compliance so that there is a 10% reduction in the number of major nonconformities identified in audits each year.	4 major nonconformities were identified during 2021-2022. Due to COVID 19 and audits not taking place there is no data from the previous year to compare this to.
<b>2</b>	All audit report and action plans are developed within 5 working days from the completion of the audit.	This was achieved 54% of the time.
<b>3</b>	Achieve a 10% reduction in workplace accidents resulting in injury year on year.	The number of injuries increased by 64%, which was due to the large reduction last year caused by COVID 19. However, there has been a 19% reduction compared with 2 years ago.
<b>4</b>	A 10% reduction in RIDDOR reported incidents year on year	The number of RIDDOR incidents increased by 4%, due to the large reduction last year caused by COVID 19. However there has been a 7% reduction compared with 2 years ago.
<b>5</b>	All accidents / incidents which are RIDDOR reportable will be subject to an accident investigation.	100%
<b>6</b>	To achieve a 10% increase in the number of Managers trained in Health and Safety.	April 2022 – 54%





## Wellbeing Activity

The Wellbeing Service annual report can be found [on page 22](#).

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	18	133	8	125	4	76	17	97
Chief Executives	0	21	0	11	1	14	0	15
Children and Family Service LA Schools	12	95	8	65	7	82	14	67
Children and Family Service Non Schools	24	141	19	187	14	209	16	192
Corporate Resources	6	93	3	55	4	75	7	76
Environment and Transport	6	61	6	38	6	32	4	41
Public Health	2	25	1	5	2	14	2	9
ESPO	0	10	1	3	1	5	0	0
Traded	26	163	15	100	37	177	30	152
<b>Totals</b>	<b>94</b>	<b>742</b>	<b>61</b>	<b>589</b>	<b>76</b>	<b>684</b>	<b>90</b>	<b>649</b>

Overview	2018/2019	2019/2020	2020/2021	2021/2022
Total new referrals	304	320	213	321
Total sessions	2183	3084	2552	2664

**50% increase** in number of **referrals** compared to 2020/21.

**4% increase** in number of **sessions** compared to 2020/21.



### Employee Assistance Programme (EAP)

The overall usage of the EAP service had **reduced by 30%**.

A decision was made that from the start of April 2022 the EAP service would be withdrawn due to the low usage of the service.

Service Type	A&C	CFS	CR	E&T	ESPO	PH	Total
Legal & Information	5	5	1	4	1	0	16
Emotional support	26	18	12	5	4	1	66
Total	31	23	13	9	5	1	2



## **Recent and Forthcoming Changes**

Managers and staff within departments are advised to make themselves aware of the recent HSE safety alerts that could have an impact on service delivery. Where necessary guidance documents have been updated and communicated internally.

### **PPE Regulations**

On 6 April 2022 the Personal Protective Equipment at Work (Amendment) Regulations 2022 (PPER 2022) came into force. They amend the 1992 Regulations. They extend employers' and employees' duties regarding PPE to limb (b) workers. Limb (b) workers have a different employment relationship as they work under a contract for service. If PPE is required, employers must ensure their workers have sufficient information, instruction, and training on the use of PPE.

A limb (b) worker now has a duty to use the PPE in accordance with their training and instruction, and ensure it is returned to the storage area provided by their employer. Managers are advised to ensure all workers including limb (b) workers are provided with suitable PPE required for their role. This has been communicated to all managers that this would affect.

### **Protecting pregnant workers and new mothers**

The HSE has updated its guidance on protecting new and expectant mothers' managers must also carry out an individual risk assessment that covers a worker's specific needs when they inform you in writing that they:

- are pregnant
- have given birth in the last 6 months, or
- are breastfeeding

Guidance on this is available on the Intranet.

### **Protect Duty**

The Government will soon be announcing Protect Duty. This legislation, and the changes it brings, will enhance the protection of publicly accessible places from terrorist attacks and ensure that businesses and organisations are adequately prepared to deal with incidents.

### **Safety Alerts**

Ear loop respirators/masks do not provide protection as tight fitting RPE - New HSE research has revealed that respirators/masks which rely on ear loops (including those provided with clips, 'snuggers' or other means of tightening the fit of the mask) to hold the respirator/mask in place, do not protect people adequately when used as tight



fitting respiratory protective equipment (RPE). Managers are advised to be aware of this, and ensure they order RPE through approved suppliers.

### **Guidance and Information**

The HS&W Service have been actively reviewing all their council's policy and guidance documents available on the Intranet and developing further guidance where this is needed. 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 that have been reviewed or developed within the 2021/22 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.

<b>New Guidance Documents</b>	<b>Reviewed Guidance Documents</b>
PPE Waste Guidance - covid	LCC H&S Strategy 2020-2025
How to Safely Lift a Load	Lone Working
Sharps Disposal and Needlestick Injury	Driver and Vehicle Safety Policy
How to Store Chemicals Guide	How to Carry Out Pre-Use Checks
DSE dashboard user guide	Display Screen Equipment
Managers Guide to Responding to DSE Assessments	Safety Whilst Smarter Working
Fan Incident Safety Alert	Use of Car Seat Belts and Restraint Systems for Children
How to Improve Health and Safety Culture	Working at Height
How to Undertake a Ladder Inspection	First Aid Guidance
Lateral Flow Testing Guidance	How to guides - ventilation CV19
Pocket Guide to Workplace Safety	How to guides - face coverings CV19
Guidance for vehicle sharing	Slips trips and falls poster
Safety While Home working	10 steps to safety
COVID response procedure- health and social care	Microwave guidance
DSE Managers Guide	Bomb Threat, Suspicious Packages, Firearm Threat and Lockdown
How to Carry Out Pre-Use Checks	Confined Spaces
ISO migration guide	Confined spaces permit



## **Conclusion**

This report has shown that the number of injuries reported by the council has increased by 64% compared to the previous year, however compared to the year pre Covid-19 pandemic there has been a 19% decrease. Furthermore, the number of RIDDOR reportable incidents has reduced by 7% compared to the year pre Covid-19 pandemic.

These positive reductions may be attributed to the pro-active work the HS&W Service has been undertaking in engaging with departments and working with managers. This includes:

- Delivering ISO 45001 training sessions
- Running a near miss reporting campaign
- Reviewing and delivering H&S training courses
- Carrying out routine H&S inspections and audits
- Running a Slips, Trips and Falls campaign in the autumn/winter
- Producing H&S resources including the Staying Safe in the Workplace Guide, Home Working Guide, and Pocket Guide to H&S

Priorities for the year ahead include:

- Delivering the roll out of a Lone Working app
- Launching new Accident Investigation and CDM training courses
- Supporting and delivering on various wellbeing initiatives
- Carrying out health and safety audits and inspections
- Developing and reviewing H&S guidance
- Working towards the objectives set in each departmental action plan
- Reviewing H&S training courses and developing new courses
- Providing continuing support to the Ways of Working programme on health and safety related aspects



## The Wellbeing Service Annual Report

The Wellbeing Service currently consists of four qualified counsellors. The steadiness and consistency in the team has contributed to the smooth running of the service and the consistently high quality of counselling and support that has been provided.

Over the past two years, the service has adapted well to the changing needs of employees and has now fully embedded the offer of telephone and online counselling, whilst maintaining face-to-face provision for those that wish to access this. At point of referral, clients state their preference and the service aim to accommodate individual need.

The Wellbeing Service is also a placement provider for trainee therapists. Trainees are required to meet certain requirements before selection, in order to maintain the standards expected. There are currently three trainees working within the team, supervised by one of the service's qualified and accredited counsellors.

Employees are given a choice about whether they would be willing to see a trainee or not. Trainees are an invaluable resource to the service, helping to meet the demand for counselling and in turn benefit from working with a diverse range of issues and accessing in-house training.

## REFERRALS

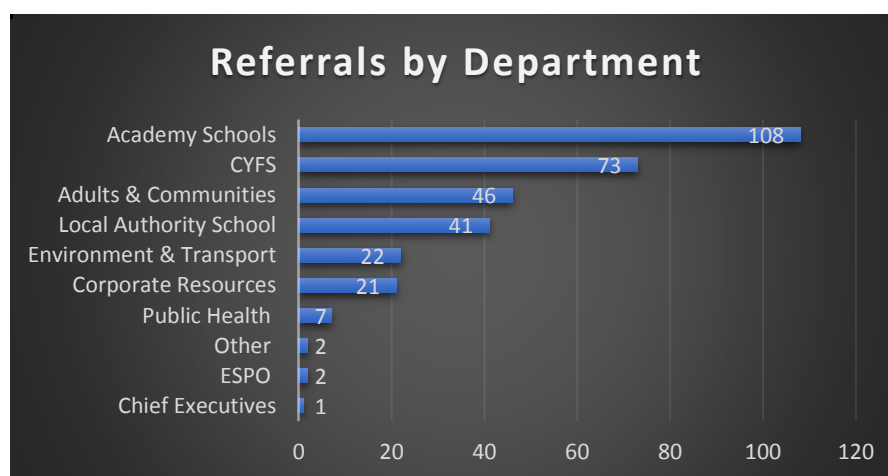
The wellbeing Service received a total of **323 referrals** from April 2021 to March 2022, an increase of 110 referrals from the previous year.

Over the year, the service offered **2679 individual support sessions**, 141 more than the previous year. Based on client choice, 614 of these sessions were in person at County Hall; 1307 were conducted over the telephone; 688 were online sessions via Microsoft Teams and a further 70 sessions were offered as immediate access 'Pause to Talk' slots.

The following graph shows the pattern of referrals over the year. Referrals averaged 27 per month, with a spike up to 49 in May 2021, following the easing of post-Christmas lockdown restrictions.



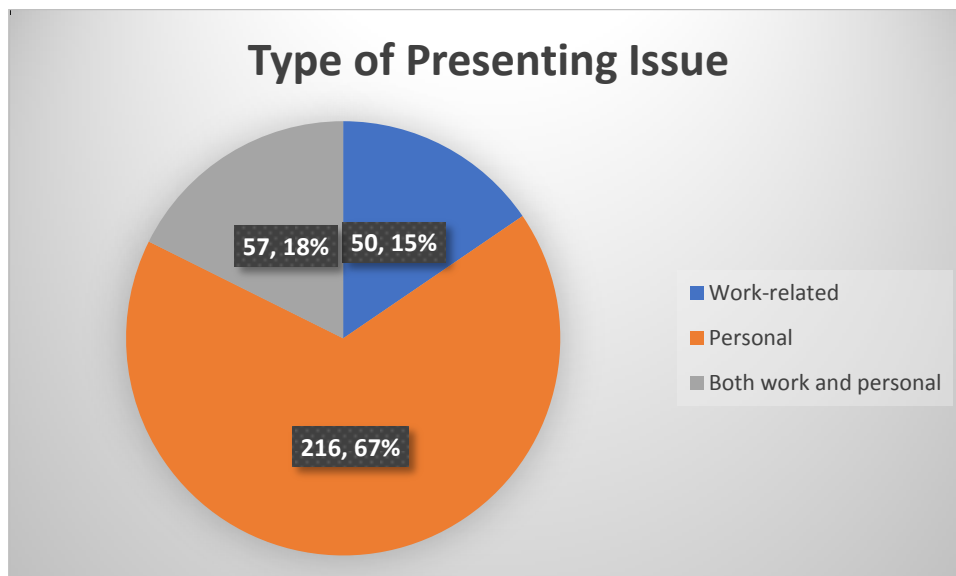
Referrals by department, and from academy schools (see chart below) indicates a significant rise in the number of employees seeking support from Academy schools. . Amongst council employees, the highest number of referrals came from the Children and Families department, followed by Adults and Communities and then from staff based at locally maintained schools. 73 employees sought help from the Children and Families, 46 from Adults and Communities and 41 from locally maintained schools.



## PRESENTING ISSUES

Referrals consisted of employees presenting with personal issues; work issues and a combination of both work and personal, (as shown in the graph below). One third of all referrals mentioned a work-related issue as being one of the reasons for accessing counselling support.

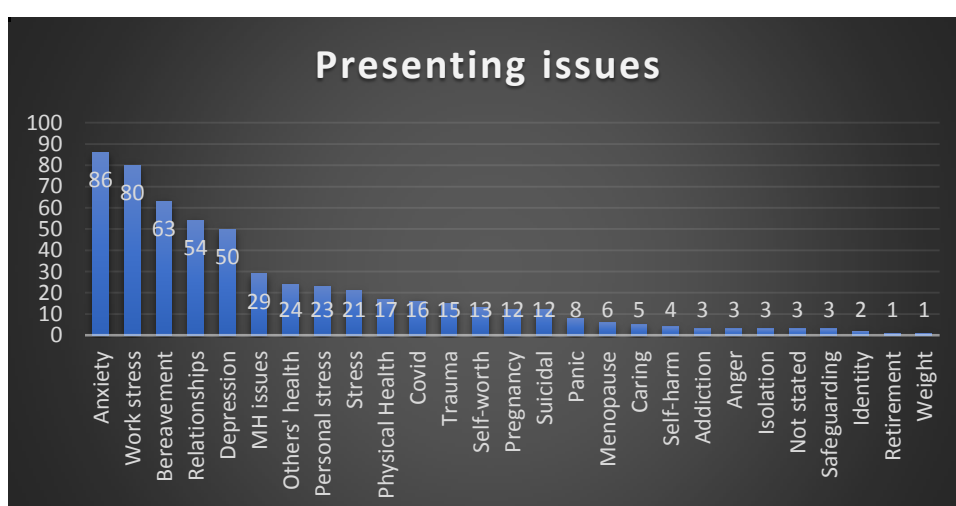




At point of referral, clients sought help with a range of different presenting issues, (see chart below). Although the presenting issue does not always reflect the complexity of individuals' situations or what they want help to work on, it does give a flavour of the nature of well-being concerns amongst staff.

There was a significant rise in the number of clients presenting with anxiety and work-related stress, (which included perceived unmanageable workload or demands, burnout, work relationships, work-related trauma, and issues of discrimination).

In addition to anxiety and work-related stress, similar to the previous year, difficulties in personal relationships, bereavement and depression all featured highly.



Over the year, 45 referrals (14%) were considered as priority, and were escalated to the top of the waiting list. These were cases that presented with risk concerns such

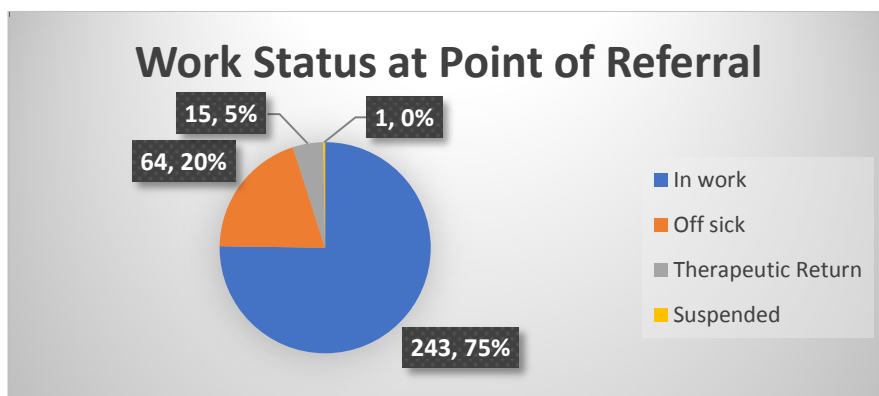




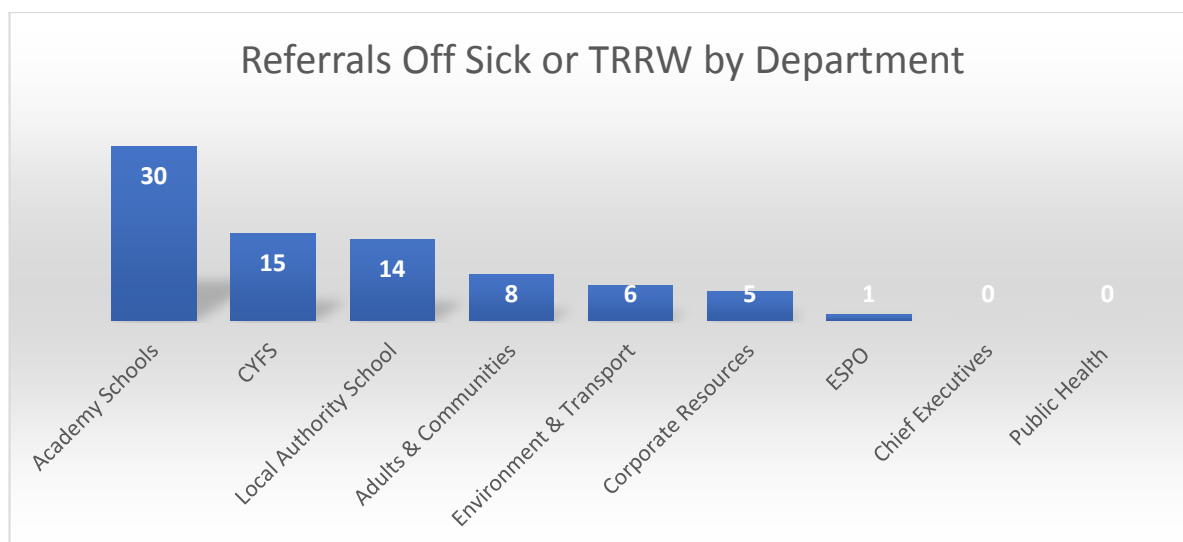
as suicidal ideation (n = 12), safeguarding issues (n = 3) or deemed to be in need of immediate intervention (n = 30).

## WORK STATUS

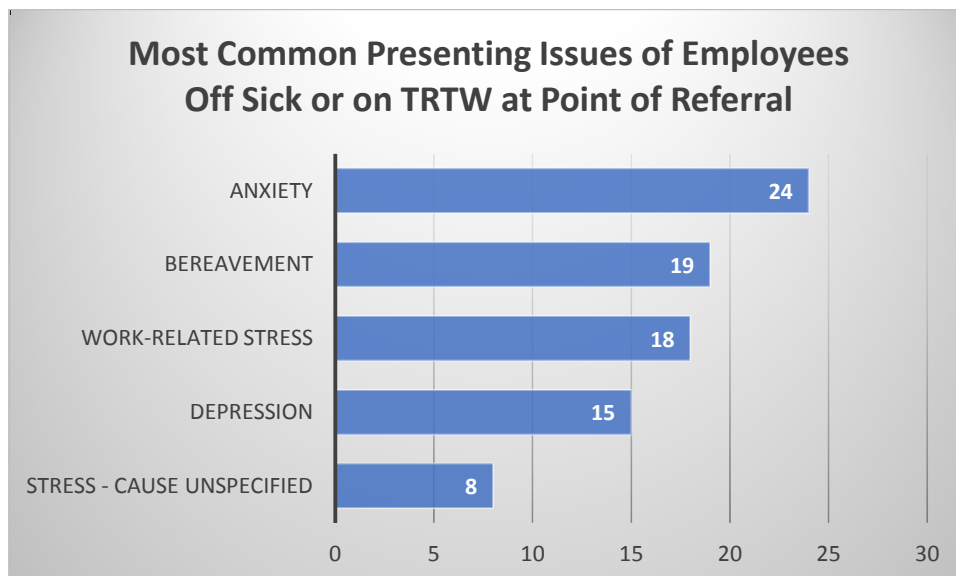
Whilst 75% of referrals came from employees who were attending work, 25% were received from individuals either absent from work due to sickness or undergoing a therapeutic return to work (TRTW), see chart below.



The 79 referrals that were either 'Off Sick' or on a 'Therapeutic Return to Work' (TRTW), were from the following departments:

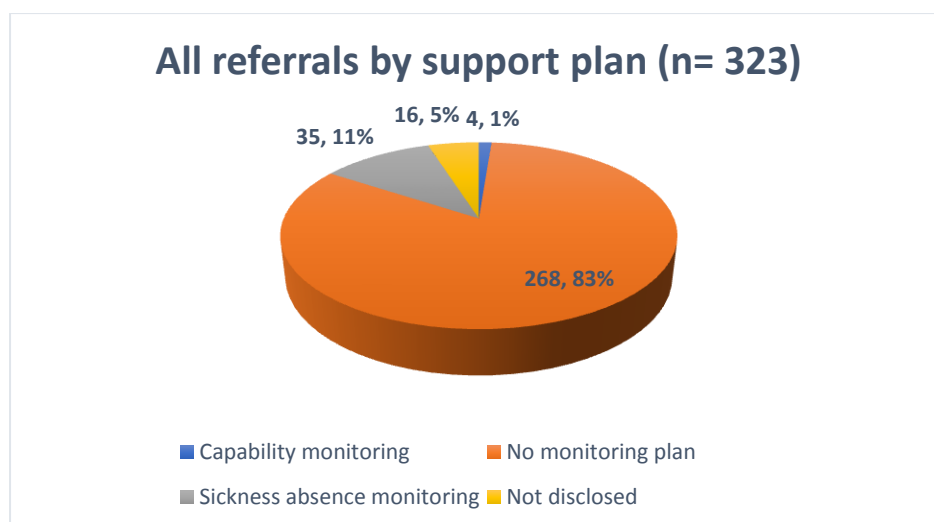


The main presenting issues for this group were '*Anxiety*' (30%); '*Bereavement*' (24%) and '*Work-related Stress*' (23%). These were the same top three presenting issues as last year, amongst the 'Off Sick' group. Online resources have now been developed to support employees to understand bereavement and with practical support around managing Stress and Pressure at work. An online course focused on understanding and managing anxiety is currently in development.



12 percent (n = 39) of referrals reported that they were subject to a monitoring or support plan at point of referral, (see chart below).

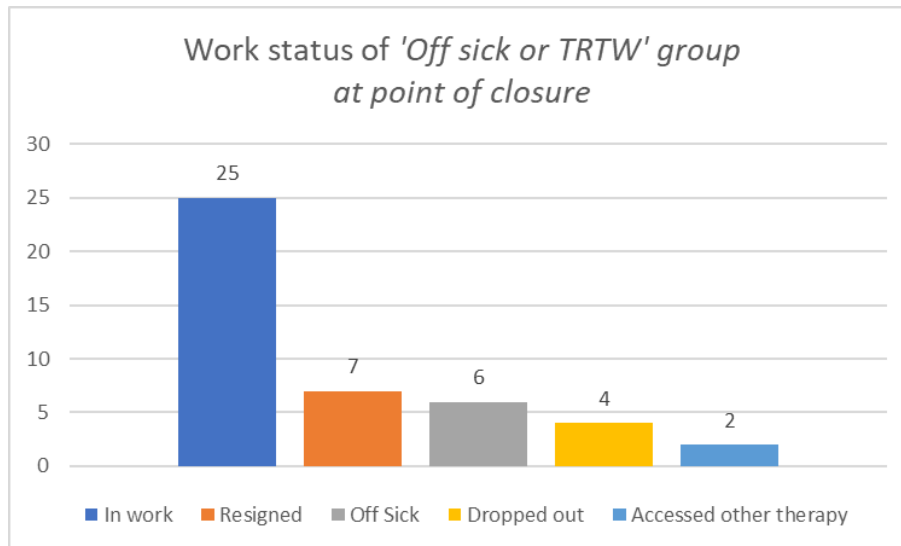
The Wellbeing Service has a policy of escalating clients to the top of the waiting list if they are at risk of dismissal. The service plays a crucial role in supporting clients to get back to work following a period of sickness, and also, to remain in work during challenging periods, when they may be experiencing stress at home and/or work.



Of the 79 cases that were off sick or on a TRTW at the point of referral, 44 had been closed at the end of the financial year. Within this group of closed cases, 25 had returned to work, 6 continued to be off sick and 7 had resigned, (see chart below). Amongst the 7 employees that had handed in their notice, all but one cited work-related stress as a reason for seeking support from the service. Although numbers are small, work-related stress may be a factor in resignations across the council and



so it seems vital that employee well-being is prioritised in order to retain knowledgeable and experienced staff.



## USE OF EXTERNAL THERAPISTS

In the event that employees have not able to be seen by the Wellbeing Service, (for example, due to an ethical conflict or if an individual's access needs cannot be met by the service), then external therapists are used. Over the past year, the support of external therapists has been sought on 9 occasions. Most of these outward referrals have been to offer a safe, confidential space to employees who have worked closely with the Wellbeing Service, where ethical boundaries have become blurred. Other referrals included accessing support to meet needs around issues of equality and diversity. Our aim is to ensure that the service is inclusive to all.

## EMERGING THEMES

Whilst the content of employee counselling sessions must remain confidential, there are some themes that have emerged over the past year.

**Overwhelmed employees:** A significant number of employees have talked about having workloads that they feel are unmanageable, resulting in stress, anxiety, and burnout.

Many clients have reported a culture of working well beyond paid hours, including evenings and weekends, and using annual leave in order to get on top of work and meet required targets. Many employees have felt that this way of working is expected of them and that they are seen as not being capable if they only work during their paid hours and fail to meet deadlines.



Staff are committed to meeting the expectations of their workload and so often feel unable to prioritise their own well-being. Individuals have raised issues of not being granted permission to set their Teams status to 'do not disturb', and so find it incredibly challenging to concentrate on completing reports with endless interruptions from service users, colleagues, and managers.

For other employees, particularly managers, the shift to meetings via Teams has meant that individuals have less control over their calendars and the ability to pace their work. Meetings are often booked in back-to-back throughout the day and there is a lack of natural breaks between meetings. Individuals often have little opportunity to move away from their screens or take a short mental break from their work, as they would naturally have done when working in an office environment

Whilst working under high pressure for short periods is manageable for most employees, the relentless level of intensity in some teams, coupled with the lack of time and space to recover, has a significant impact on staff resilience and is leading to stress and burnout.

**Discrimination:** Some employees have raised issues of perceived discrimination from both managers and colleagues. Concerns include not having contributions to team meetings included in minutes; feeling left out or not acknowledged in group settings; homophobic comments; not feeling trusted (having whereabouts and work scrutinised in a way that colleagues are not subjected to); being treated differently to other colleagues and not feeling part of a team.

Clients have reported feeling fearful that if they raised their concerns, they would be further targeted and might be at risk of losing their job. This has meant that some clients have felt that their only option is to leave the council, despite being passionate about their roles. It is suggested that further steps are required to create 'safe pathways' to voice issues of perceived discrimination and to create an environment that encourages an openness to listen, learn and change.

The Wellbeing Service has already taken proactive steps to liaise with key individuals to begin thinking about how 'safe pathways' to talk can be implemented. They have also been developing links with the Children and Families department in supporting their race champions.

**Working from home and isolation:** The move to hybrid working has been welcomed by many clients, but for some, particularly for those that have joined the council since March 2020, and where office working is not required, the experience has been isolating.

Some clients have reported feeling that they are not part of a team and find it difficult to know where support can be accessed when they need questions answered. Others worry about interrupting others or being viewed as not capable. For some, the support afforded by a brief chat with colleagues in the office is no longer available



and so the natural opportunities to de-brief and process difficult work or personal situations has been lost and has an inevitable impact on general well-being.

Whilst some employees would like to return to the office, in order to reduce their sense of isolation, they often feel there is no point, when the rest of their team are working from home. In some teams, meetings continue to be held without cameras on and so some employees have no visual contact with team members.

Whilst it is not the organisation's responsibility to manage issues of loneliness, the impact of this on well-being can inevitably affect work performance. It is therefore important that managers facilitate opportunities for peer support and encourage regular communication amongst team members.

## DEVELOPMENT WORK

As a result of national lockdown measures, the service was required to cease delivering the face-to-face '*Mindfulness Now*' course.

Since lockdown measures have been eased, the face-to-face courses have resumed. This is a popular course, and the feedback has been positive.

One person said, *"This was the best course I have attended this year and it was so beneficial. The facilitator led with sensitivity and gentleness but also a good insight and sense of humour too. It was an oasis in a very dry desert in terms of connection with others"*.

In the previous financial year, the service launched online resources for employees interested in or affected by '*Loss and Bereavement*'. To date, 93 individuals have accessed these resources.

Whilst some found the material very useful, the feedback also raised a wish for in person support, prompting the service to consider alternative ways of supporting bereaved employees. During this year, in addition to one-to-one counselling support, the service plans to begin offering face-to-face psychoeducational/support groups to support bereaved employees.

In response to growing concerns around workplace stress, the service designed an online course, '*Managing Stress*', which can be accessed via the learning hub. This self-help course was launched in April 2022.

The course consists of 4 core modules, helping people to understand the nature of stress and includes numerous additional resources to support employees to take positive action to address their own stress, make lifestyle changes and in doing so improve their well-being.



To date, the resources have been accessed by 124 employees. 57% of those accessing the stress course were from the Adults and Communities or Children and Families departments.

As depression features highly in presenting issues, the service has created several infographics, which are designed to help employees understand what depression is; notice the signs and symptoms of depression; take some simple self-help steps to manage depression and highlight some steps a manager may take to support a team member experiencing depression. These may be a useful starting point to begin a discussion around depression within teams and can be found on the Intranet's Wellbeing page.

## WHAT'S NEXT?

The Wellbeing Service continues to offer one-to-one counselling as the main therapeutic intervention, as this is what is valued by our staff. In order to continue to offer this, without compromising on quality, the service operates a waiting list, which fluctuates depending upon demand.

In April 2022, the council ended their contract with the Employee Assistance Programme, (EAP). This telephone advice and support line was not well utilised by employees and was not value for money. It was expected that this would inevitably place an increase in the demand for advice and support from the Wellbeing Service and thus have an impact on waiting times.

Although these wait times are considerably less than other comparable free provision in the community, (e.g., voluntary services and NHS IAPT provision), the service recognises a need to offer employees immediate access to resources that can help them to manage their own mental health and develop resilience, as an alternative to, or an interim measure, whilst awaiting counselling.

In addition to the '*Loss and Bereavement*' and '*Managing Stress*' courses, the service is currently developing an online self-help course for individuals experiencing anxiety. Supporting employees and managers to spot the early signs of anxiety and put measures in place to relieve areas of perceived threat is essential to maintain a healthy work team. Plans are also in place to develop a similar resource for individuals experiencing depression.

The service acknowledges that there is a lot of excellent wellbeing work being delivered by various individuals across the council, however, employees have told us that it is not always clear where to look for support and how to access it.

The Team will therefore be part of an initiative, alongside the Corporate Wellbeing Working Group, to centralise the support available, so that employees are clear on where to view well-being support, what's available across the council and how to





access the support. Likewise, individuals and departments offering well-being initiatives can add to this central well-being site and are likely to reach a wider audience.

A member of the team will continue to offer individual advice and support sessions to individuals that are affected by issues related to the Menopause and is currently undertaking training as a Menopause Champion, to stay abreast of organisational training and initiatives.

A member of the team has recently undertaken training in Dynamic Interpersonal Therapy. This is a NICE approved therapeutic intervention for depression offered by the NHS. A supervised trial of this intervention will begin later this year.

Although clients are offered the opportunity to feedback on their experience of using the wellbeing service, not all employees take up this opportunity. The team aims to hear back from more clients this year, inviting employees to have a voice and help shape the future of the service.

## WHAT DO EMPLOYEES THINK OF OUR SERVICE?

Once clients have ended their counselling sessions, they are sent a link to a confidential survey, inviting them to provide feedback on their experience.

Over the past year, 62 employees (20%) using the Wellbeing Service have completed the survey and the responses have been overwhelmingly positive. The feedback regarding the referral and assessment process indicated that employees felt the service was easy and simple to access and the team were responsive in communicating and arranging an assessment, usually within 2-3 weeks.

As with previous feedback, some employees said that following their initial assessment, they would have liked to begin counselling sessions sooner and that the wait sometimes felt difficult. The service does acknowledge that waiting to access support when going through a challenging time can be frustrating and so we hope that employees can make use of online well-being resources and 'Pause to Talk' sessions whilst waiting to be seen. We know that GPs often signpost to workplace counselling as the wait times are far quicker than individuals can access via NHS provision. **So, what did employees have to say?**



**100% agreed** that the well-being team listened to them and treated their concerns seriously

**99% agreed** that the service helped them to better understand and address their difficulties

**99% agreed** that they received the help that mattered to them

**100% agreed** that they had confidence in their therapist and his/her skills

*“I found the referral process very straightforward. The response time to the referral was good and the assessment/service process was explained very well. This was reassuring”.*

*“The process overall was very good. However, I feel that the initial time between the assessment and then beginning counselling needs to be swifter. Once you have built up the courage to reach out and ask for help, it needs to happen, you need it then”.*

*“I found the service invaluable, and I can honestly say that it saved my life as I was feeling suicidal and had already made a plan”.*

*“If you reach out they will respond”.*

*“My Counsellor took me on a journey which has enabled me to address and accept many adverse areas of my life”.*

*“The staff are helpful, kind and caring. They put your needs first and take their time to listen and understand how you’re feeling and why you could be feeling that way”.*

*“I feel that I have been helped so much during these sessions and feel much better able to cope with any future problems that may occur”.*

*“I found it so helpful and the fact that it can be accessed during work time makes it so much more user friendly”.*

*“Brilliant. It has brought me out of a very low dark space, back into the light. I understand now that I am worth something and stronger than I realise”.*

*“It’s basically having the freedom to talk to someone in confidence about a particular problem who listens and doesn’t judge you and often helps you see a situation in a different perspective”.*





*“This an excellent and very important service. I have found the counselling sessions invaluable. They have helped me to reflect on both myself and my current issues and to look for better coping strategies and strategies to move forward with my life”.*

**87%** told us that personal difficulties were having an impact on their ability to perform their job.

**68%** told us that work-related difficulties were having an impact on their ability to perform their job.

**81%** told us that the counselling sessions helped them to stay in work and avoid taking sick leave.

**98%** said they were ‘very likely’ to recommend the well-being service to colleagues if they needed support.



## **Corporate Wellbeing Update**

### **Key Achievements- last 12 months:**

The subject of Wellbeing has increased since the pandemic, with many departments all keen to respond and provide relevant support to employees. This however resulted in a large amount of duplication and lack of cross working within the organisation.

Over the last twelve months, a new formal wellbeing structure has therefore been created. This structure comprises of a Corporate Wellbeing Board, People Services Wellbeing Delivery Team and departmental Wellbeing representatives who are scheduled to meet every quarter.

Following the creation of the new structure, a dedicated Corporate Wellbeing Action Plan (2021- 2023) has been produced in light of the data from annual staff and wellbeing surveys as well as the intelligence gathered from Wellbeing Advisors.

The focus areas of the action plan include Sleep, Depression, Physical Exercise, Mindfulness, Bereavement, Resilience, Stress Management and Anxiety. The aim of this plan is to develop identified wellbeing initiatives and communications under these areas to raise awareness, support employees and also help to break down stigma attached to mental health.

Examples of such initiatives include raising awareness of national wellbeing events such as Stress Awareness Week through the monthly Wellbeing Bulletins, running staff workshops on Sleep and Mental Wellbeing as well as developing guidance documents and digital posters on Depression.

The work is carried out by the People Services Wellbeing Delivery Team with the support of the Wellbeing Advisors, Comms and departmental Wellbeing Representatives as required. Progress on the action plan is regularly reported to the Wellbeing Board on a quarterly basis and feedback is also obtained from departmental Wellbeing Representatives on current wellbeing related priorities.

This arrangement is working well, having a regular dialogue with department representatives has been very valuable. The Wellbeing Action Plan helps to focus on delivering corporate wellbeing initiatives whilst responding as needed to areas of staff concerns and arising issues. In addition, Leads of Equality Groups have also been regularly communicated with to provide updates on wellbeing interventions as well as signposting to existing sources of support to share with their groups.



With the increased interest in Wellbeing, members of the People Services Delivery Team have attended a recent New Starters Network meeting to talk about the Wellbeing agenda and our strategic priorities. This was a good opportunity to inform new starters of the offer available, the corporate Wellbeing structure now in place, upcoming focus areas and also engage them in what else we could consider including in our offer.

### **Going forward:**

Going forward, we shall progress with delivering the priorities outlined in the Wellbeing Action Plan (2021-2023) which will be reviewed next year.

We will continue to build even stronger networks with the departmental Wellbeing Representatives and Equality Group Leads, working alongside the Wellbeing Board to create a wellbeing offer which applies to all employees across the council.

We shall also continue to tackle the ongoing challenge of engaging with hard to reach and front-line employees.

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**EMPLOYMENT COMMITTEE – 17 NOVEMBER 2022****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 on 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 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 – 17 NOVEMBER 2022**  
**SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY**

<b>Action Plan</b>	<b>Date Approved</b>	<b>Current Position</b>	<b>Next Steps</b>	<b>Predicted Compulsory Redundancies</b>
Chief Executives - Planning, Natural Environment and Heritage	30/08/2022	Planning stages, formal consultation expected 01/09/2022	Proposed launch 01/09/2022	1

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## EMPLOYMENT COMMITTEE – 17 NOVEMBER 2022

## SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Adults & Communities - LALS Business Support	06/03/2020	31/08/2022 <sup>*1</sup>	2
Adults & Communities - Coalville Resource Day Centre	14/05/2022	25/05/2022	10
Adults & Communities - Charnwood Supported Living Services	15/03/2022	31/07/2022	1
Adults & Communities - Timber Street CLC Services	19/05/2022	04/07/2022	3
Adults & Communities - Adult Learning - Phase 2	27/05/2022	31/07/2022	4
Chief Executives - Strategy & Business Intelligence Service - Corporate Business Intelligence Team	27/02/2022	09/08/2022	1
Children & Families - Wellbeing Practitioners	31/01/2022	28/02/2022	1
Eastern Shires Purchasing Organisation - IT Services - ESPO	01/03/2021	25/04/2021	3
Eastern Shires Purchasing Organisation - Procurement - Car Lease Admin	07/06/2022	31/05/2022	1

<sup>\*1</sup> The action plan launched just as COVID-19 struck so the Action Plan was put on hold. The service went into a major re definition of their services including online facilitation so it was impossible to determine the changes required until the future offering for the service could be re-determined.

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