

Meeting: **Employment Committee**

Date/Time: **Thursday, 25 May 2023 at 10.00 am**

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

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

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

Membership

Mr. P. Bedford CC Mr. B. Harrison-Rushton CC
Mr. L. Breckon JP CC Mr. T. J. Pendleton CC
Mrs. L. Broadley CC Mr. R. J. Shepherd CC
Mr. B. Champion CC

AGENDA

Item

Report by

Webcast.

The webcast for this meeting can be viewed [here](#).

1. Appointment of Chairman.
2. Election of Deputy Chairman.
3. Minutes of the meeting held on 2 February 2023. (Pages 3 - 8)
4. Question Time.
5. Questions asked by members under Standing Order 7(3) and 7(5).
6. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.
7. Declarations of interest in respect of items on



the agenda.

8. Presentation of petitions under Standing Order 35.
9. Attendance Management. Director of Corporate Resources (Pages 9 - 14)
10. Update on Wellbeing. Director of Corporate Resources (Pages 15 - 18)
11. Health in All Policies. Director of Public Health (Pages 19 - 22)
12. Performance and Productivity. Director of Corporate Resources (Pages 23 - 28)
13. Chief Officer Pay Award 2023/24. Director of Corporate Resources (Pages 29 - 30)
14. Organisational Change Policy and Procedure: Action Plans. Chief Executive (Pages 31 - 36)
15. Any other items which the Chairman has decided to take as urgent.
16. Date of Future Meetings.

The next meeting of the Committee is scheduled to be held on 28 September 2023.

Meetings of the Committee in 2024 are scheduled to be held at 10:00am on the following dates:

- 1 February 2024
- 23 May 2024
- 26 September 2024
- 5 December 2024



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 2 February 2023.

PRESENT

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

Mr. P. Bedford CC
Mr. B. Champion CC

Mr. D. Harrison CC
Mr. R. J. Shepherd CC

1. Minutes of the meeting held on 17 November 2022.

The minutes of the meeting held on 17 November 2022 were taken as read, confirmed and signed.

2. Question Time.

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

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

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

4. Urgent items.

There were no urgent items for consideration.

5. Declarations of interest.

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

Mr Breckon and Mr Shepherd declared an Other Registrable Interest in relation to all items on the agenda as they were both members of the East Midlands Shared Services Joint Committee.

6. Presentation of petitions under Standing Order 35.

No petitions were received.

7. Chief Executive's Pay Award.

The Committee received a report of the Director of Corporate Resources to seek approval from the Employment Committee for the implementation of the 2022/23 Pay Award for Chief Executives. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

The Director also provided members with an update on the negotiations for the 2023/24 pay award for both Chief Executives and National Joint Council (NJC) employees. The Director reported that:

- i. The staff-side pay claim had been submitted which included a pay increase in line with the Retail Price Index (RPI) plus 2% on all spinal column points and a request for consideration of a flat rate increase to hourly rates of pay in order to bring the minimum rate up to £15 per hour within two years. In addition to this, the pay claim included a review and improvement of National Joint Council (NJC) terms for family leave and pay, an additional day of annual leave for personal or well-being purposes, a homeworking allowance for staff for whom it is a requirement to work from home, a reduction in the working week by two hours, a review of the pay spine, and discussions about the link between how remuneration can be used to improve retention.
- ii. The National Living Wage for those aged 23 and over was planned to increase from £9.50 to £10.42 per hour in April 2023. The Low Pay Commission projected that it would increase to around £11 per hour by 2024.
- iii. Considerations would need to be made regarding cost of living challenges when negotiating the pay award. However, wage inflation would present a challenge to the Council regarding how it is delivered within the Medium Term Financial Strategy.
- iv. Regional briefings, to discuss options with employers which would be considered for the 2023/24 pay award, were due to begin in the week commencing 6 February 2023, and the Committee would be kept updated as discussions progressed.
- v. It was expected that both Chief Executive and JNC for Chief Officers' terms would be negotiated at the same time.

In response to a question regarding the potential for a homeworking allowance for staff for whom it is a requirement to work from home, members noted that mandatory home working was not built into the contract of any Council employees, and that the Council planned to continue with a flexible approach to working as outlined in its Ways of Working programme.

RESOLVED:

- a) That the implementation of the 2022/23 pay award for Chief Executives be approved.
- b) That the update provided on the 2023/24 pay award be noted.

8. Gender Pay Gap.

The Committee considered a report of the Director of Corporate Resources which presented the initial results regarding Gender Pay Gap reporting for Leicestershire County Council. The report showed results for 31 March 2022, and a comparison is also made against the results for the previous three years. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

In introducing the report, the Director suggested that analysis of data had indicated that the widening gender pay gap was partly a result of the proportion of females being employed on lower grades as well as retention payments having been offered to HGV drivers and waste operatives, the majority of whom were male. In addition to this, payments made to employees in the Adult Social Care Reablement Service, the majority of whom were female, had been made through the Levelling Up Fund and had to be disclosed but could not be excluded in gender pay gap reporting.

Arising from discussion, the following points were made:

- i. The Council offered monthly training sessions to employees and managers on understanding the impact and symptoms of menopause, as well as publishing menopause awareness and hosting a Menopause Network Group. The Director reported that the Council received good feedback for its menopause support package and offered to provide the Committee with attendance data for menopause training sessions.
- ii. It had been difficult to provide members with a detailed comparison with the gender pay gap of other authorities due to data not being available for 2022, before the report had been published. The Director explained that when making comparisons, structural and cultural differences between organisations should be taken into account. Members noted that discussions would be held with other authorities to understand their gender pay gap data and that detailed comparison data, relating to the previous reporting year, would be included in future reports.
- iii. The Council offered female employees a range of training and guidance on progression into higher graded roles and management, which continued to have a high participation rate. It was acknowledged that more work could be done in measuring and reporting on the effectiveness of the training programmes.
- iv. The Department would conduct an analysis of the feedback from the Staff Survey 2023 against gender pay gap data. The results from the staff survey and findings from the data analysis would be presented to members at the meeting on 28 September 2023.
- v. An equal pay audit would be conducted in 2024 and the results would be presented to the Committee at a future meeting.

RESOLVED:

- i. That the initial results regarding Gender Pay Gap reporting for 31 March 2022 and the comparison also made against the results for the previous three years be noted.
- ii. That the Director of Corporate Resources would provide members with attendance data relating to menopause training sessions for employees and managers.

9. Attendance Management.

The Committee considered a report of the Director of Corporate Resources to provide an update on the Council's overall position on sickness absence, as at the end of September 2022 (Quarter 2, 2022/23). A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

In introducing the report, the Director explained that a detailed analysis would be conducted on the 'not disclosed' category for sickness absence and that this would be included in future reports.

In response to concern that sickness absence had not decreased despite the work which had been carried out, the Director explained that the context regarding sickness absence should be considered when reviewing data. Issues such as Covid-19, challenges with recruitment and retention, cost-of-living pressures, and backlogs within the NHS system had influenced sickness absence. Members noted that a peer review had been conducted which had indicated that the Council had robust processes in place to manage and monitor sickness absence. The Council would continue to deliver its Attendance Management Policy, and managers would continue to be responsible for supporting the wellbeing of employees. The Director offered to present the Committee with a long-term trend analysis of sickness absence data in the next report on attendance management.

Arising from discussions, the following points were made:

- i. The Council's sickness policy allowed employees to receive full pay for a six-month period before being reduced to half pay for the following six months. Formal absence management procedures were being followed in advance of an employee moving to half pay. Members noted that the number of employees moving to half pay was relatively small.
- ii. Sickness absence relating to back and neck problems, as well as other musculo skeletal issues, had decreased over the long-term and this was thought to be a result of health and safety interventions such as training, support, and risk assessment offered to all employees.
- iii. Stress/depression/mental health continued to be the highest reason for lost time due to sickness. The Director explained that the reason behind this type of absence was both work and home related challenges, and that working from home was not thought to be a contributing factor. The Council would continue to offer wellbeing support to employees and deliver preventative work around mental health, as well as providing training to managers on supporting employees with mental health.

Members noted that the Council's sickness absence target of 7.5 days had been in place for some time. The Director explained that the target, which had been set to match that of comparators, was reasonable and there would be no reason to amend it.

The Director agreed to present the Committee with a report on wellbeing support offered to employees at a future meeting.

RESOLVED:

- a) That the update provided on the Council's overall position on sickness absence as at the end of September 2022 be noted.
- b) That the Director agreed to present a long-term trend analysis of sickness absence data in the next report on attendance management.

- c) That the Director agreed to present the Committee with a report on wellbeing support offered to employees, at a future meeting.

10. Armed Forces Act 2021.

The Committee Considered a report of the Chief Executive to provide an update on progress made towards addressing the implications of the new Armed Forces Act 2021 (the Act). A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

RESOLVED:

That the possible implications of the new Armed Forces Act 2021 on the Council as an employer and service provider; and the progress made towards meeting this obligation be noted.

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 11' 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.

That the next meeting of the Committee would be scheduled to be held on 25 May at 10:00am.

10.00 - 11.37 am
02 February 2023

CHAIRMAN

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EMPLOYMENT COMMITTEE –25 MAY 2023

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 March 2023 (quarter 4, 2022/23).

Policy Framework and Previous Decisions

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

Background

3. On 2 February 2023, the Committee considered the Council's absence position as at the end of September 2022 (quarter 2, 2022/23).

Sickness absence – current position

4. The table below details the end of year sickness absence levels of the previous 4 years, and quarters 1, 2, 3 and 4, 2022/23.

	18/19	19/20	20/21	21/22	22/23 Q1 Jun 22	22/23 Q2 Sept 22	22/23 Q3 Dec 22	22/23 Q4 Mar 23 End of yr	Total FTE days lost 01/04/22– 31/03/23	Total cost of absence 01/04/22 – 31/03/23
Chief Executive's	7.60	5.38	4.41	3.13	3.76	3.66	4.31	4.14	1,037.72	£140k
Environment & Transport	9.16	8.88	7.04	8.34	9.73	9.70	10.60	11.44	9,368.85	£957k
Children & Family Services	10.55	11.12	7.94	10.44	11.23	10.77	10.61	10.14	11,987.83	£1,604k
Corporate Resources	7.39	9.39	5.54	9.92	9.74	9.66	9.18	8.84	11,127.058	£1,097k
Adults & Communities	10.02	11.74	10.18	8.24	9.33	9.34	8.79	8.84	10,368.19	£1,261k
Public Health	8.57	7.12	5.08	5.65	6.19	7.20	5.14	5.58	994.25	£114k
LCC total	9.18	10.08	7.51	8.87	9.55	9.45	9.27	9.27	44,883.89	£5,173k
ESPO	9.55	7.20	6.80	8.64	9.36	9.88	8.97	8.28	2,684.54	£251k
EMSS	7.54	9.69	9.26	9.10	8.31	7.94	7.11	6.26	803.1	£82k

6. At the end of quarter 4, 2022/23 the Chief Executive's and Public Health departments are below the corporate target of 7.5 days per FTE.
7. The County Council's overall total is at 9.27 FTE days lost.
8. Attendance management activity is still required across departments to achieve and maintain the corporate target of 7.5 days per FTE.

Reasons for sickness absence

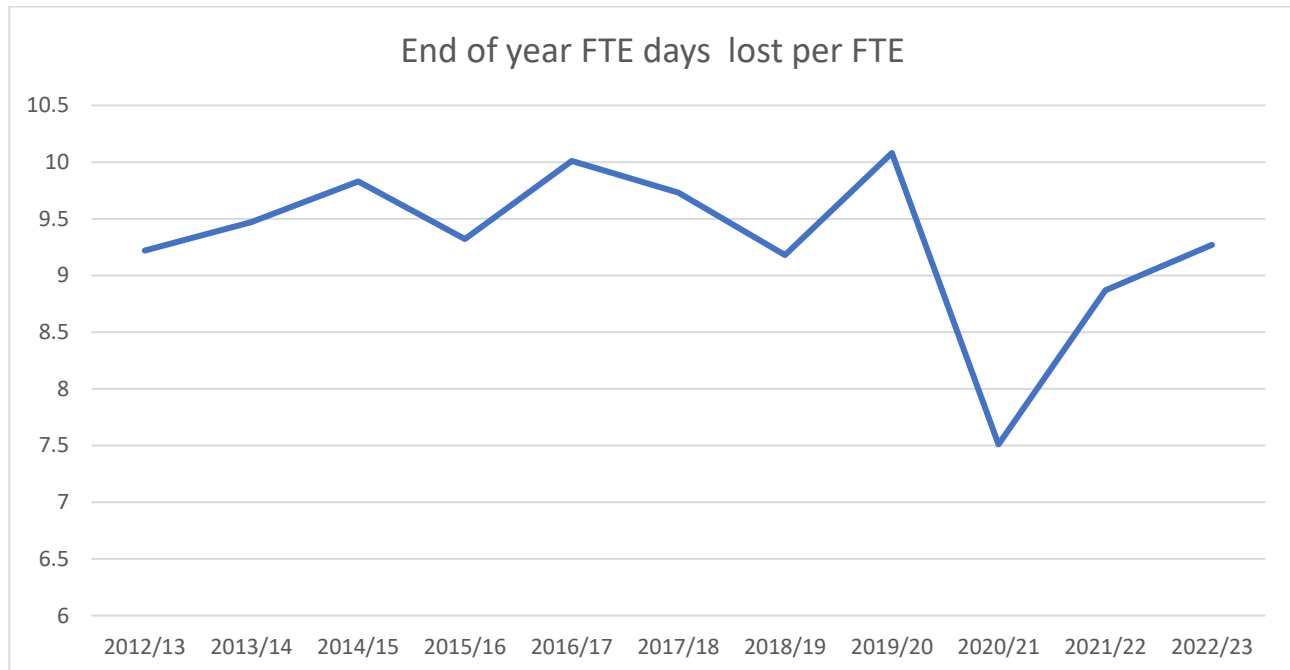
9. Displayed in order of highest percentage of time lost, the table below details the top 10 reasons for absence, plus the 'not disclosed' category.

Percentage of FTE days lost 12 months cumulative	2021/22 Sept 2021 Q2	2021/22 Dec 2021 Q3	2021/22 Mar 2022 Q4	2022/23 Jun 2022 Q1	2022/23 Sept 2022 Q2	2022/23 Dec 2022 Q3	2022/23 Mar 2023 Q4
Stress/depression, mental health	30.1%	30.3%	28.4%	26.7%	27.3%	25.7%	26.2%
Other musculo-skeletal	11.0%	9.2%	8.8%	8.5%	8.5%	11.5%	12.4%
Covid-19	9.0%	11.4%	14.7%	16.8%	16.7%	15.1%	10.5%
Cough/cold/flu	4.0%	5.0%	5.0%	4.9%	4.8%	5.7%	6.8%
Gastro-stomach, digestion	5.6%	5.5%	6.1%	5.8%	5.9%	5.5%	6.1%
Neurological	6.4%	5.1%	4.6%	4.2%	4.2%	4.3%	4.4%
Cancer	4.8%	4.8%	4.7%	4.2%	4.1%	4.7%	4.3%
Back and neck	4.4%	4.2%	4.1%	3.9%	3.9%	3.8%	3.8%
Eye, ear, nose & mouth/dental & throat	3.0%	3.8%	4.3%	4.0%	4.0%	3.0%	2.8%
Viral infection, not cough/cold/flu	3.5%	2.9%	2.2%	2.4%	2.4%	2.5%	2.7%
<i>Not disclosed</i>	6.0%	5.8%	5.7%	6.8%	6.2%	6.1%	5.8%

10. Stress/depression/mental health has continued to be the highest reason for lost time due to sickness.
11. Managers have been reminded to seek and record reasons for absence to assist in the reporting and analysis of sickness absence. Reductions in the 'not disclosed' category have been made and further reminders to improve this position will continue.

Long term trend

12. As requested by the Employment Committee at its meeting on 2 February 2023, detailed below is a trend line of the year end position (FTE days lost per FTE) from 2012/13 to 2022/23.

**Long and Short-term absence split**

13. 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 March 2023.

2022/23 as at end of March 2023						
12 months cumulative						
Department	Long term			Short term		
	FTE days lost	% FTE days lost	Individual occurrences	FTE days lost	% FTE days lost	Individual occurrences
Chief Executive's	488.02	47.03%	13	549.7	52.97%	168
Environment and Transport	6191.88	66.09%	114	3176.97	33.91%	910
Children and Family Services	7997.51	66.71%	156	3990.32	33.29%	981
Public Health	613.48	61.70%	11	380.77	38.30%	102
Corporate Resources	6937.48	62.35%	166	4189.57	37.65%	1574
Adults and Communities	5960.86	57.49%	135	4407.33	42.51%	1090

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

Service level data

14. The table below provides details of the days lost per FTE at the end of the last 4 years and at the end of quarters 1, 2, 3 and 4 for 2022/23, for service areas by department.

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23	2022/23	2022/23
Days per FTE	Year end	Year end	Year end	Year end	Q1	Q2	Q3	Q4
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Jun 22)	(Sept 22)	(Dec 22)	(Mar 23)
Chief Executive's	7.6	5.38	4.41	3.13	3.76	3.66	4.31	4.14
Planning and Historic and Natural Environment	14.92	9.57	0.79	0.71	1.01	1.47	2.47	3.52
Regulatory Services	6.2	7.24	6.30	6.74	9.00	8.88	9.96	9.40
Strategy and Business Intelligence	6.93	4.26	3.86	1.87	1.73	1.41	2.58	3.47
Democratic Services	14.81	6.70	1.07	2.67	2.69	2.45	2.50	1.43
Legal Services	5.48	3.63	5.82	3.05	3.83	3.83	3.27	1.34
Environment and Transport	9.16	8.88	7.04	8.34	9.73	9.70	10.60	11.44
Highways and Transport	8.96	9.30	3.99	9.40	12.21	12.02	13.84	15.01
Environment and Waste Management	10.07	12.65	7.68	7.54	6.70	6.76	7.12	9.26
Children and Family Services	10.55	11.12	7.95	10.44	11.23	10.77	10.61	10.14
Education and SEND	8.42	11.55	7.57	12.24	11.47	9.85	8.94	8.40
Children's Social Care & Targeted Early Help	14.18	10.54	9.15	10.11	12.02	11.70	11.30	10.52
Corporate Resources	7.41	9.39	5.45	9.92	9.74	9.66	9.18	8.84
Finance, Strategic Property & Commissioning	6.63	9.67	2.88	3.99	4.19	3.96	3.83	3.37
Corporate Services	4.18	4.84	4.07	7.83	5.96	5.22	4.45	5.07
IT, Comms & Digital, Commercial and Customer Services	8.91	11.14	6.77	11.69	12.02	12.15	11.69	11.31
Adults and Communities	10.02	11.74	10.18	8.24	9.33	9.34	8.79	8.84

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23	2022/23	2022/23
Days per FTE	Year end	Year end	Year end	Year end	Q1	Q2	Q3	Q4
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Jun 22)	(Sept 22)	(Dec 22)	(Mar 23)
Operational commissioning	n/a	n/a	n/a	n/a	1.13*	4.90	7.96	9.74
Integration, access & prevention	n/a	n/a	n/a	n/a	2.05*	4.87	6.91	10.27
Commissioning and Quality	8.02	7.46	4.66	11.90	20.48	18.02	16.55	10.83
Promoting Independence	13.26	11.88	11.91	6.11	6.77	5.28	4.95	7.98
Personal Care and Support	13.86	18.10	21.15	7.07	7.15	7.86	6.88	6.28
Communities and Wellbeing	6.97	8.73	4.65	5.38	5.38	5.70	5.53	5.41
Public Health	8.57	7.12	5.80	5.65	6.19	7.12	5.14	5.58

*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

15. The Committee is asked to note the update provided on the Council's overall position on sickness absence as at the end of March 2023.

Background papers

16. Report to the Employment Committee 2 February 2023 – Attendance Management:
<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7261&Ver=4>

Circulation under the Local Issues Alert Procedure

17. None.

Equality Implications

18. There are no equality implications arising directly from the recommendations in this report.

Human Rights Implications

19. There are no human rights implications arising directly from the recommendations in this report.

Officer(s) to Contact

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EMPLOYMENT COMMITTEE – 25 MAY 2023

UPDATE ON WELLBEING

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of the report is to update the Employment Committee on the approach being taken to wellbeing.

Policy Framework and Previous Decisions

2. Staff wellbeing is a key strand of the Council's People Strategy 2020-24 which was approved by the Committee at its meeting in February 2021.

Background

3. The Council has for many years had a comprehensive wellbeing offer, but this came into even sharper focus during the pandemic. Supported by feedback via staff wellbeing surveys, the offer was tailored to the circumstances that the organisation found itself in. Post pandemic, the priority has been to retain the key elements of the offer, and to tailor it again to a new and different set of circumstances. As an example, the cost-of-living crisis has created a number of new challenges to staff wellbeing which the Council is seeking to support.
4. The Council's current approach to supporting staff in respect of positive wellbeing but also to help to manage poor mental health and wellbeing is set out in the People Strategy.
5. There are a number of support mechanisms in place such as Mental Health First Aiders and a well-used and well-respected in-house counselling service, and in addition to this, a number of self-help packages have been developed to assist staff when needing advice on such matters as coping with bereavement.
6. An Officer Wellbeing Board has been established, membership for which includes representatives from each department and meets on a quarterly basis. The purpose of this Board is to ensure that the Council's wellbeing offer remains relevant in meeting the needs of the diverse workforce. Progress and achievements are regularly monitored.

Approach to Wellbeing

7. In developing an updated approach to wellbeing, input was received from all employee group representatives i.e. all departmental representatives, workers' groups, and trade unions. It is vital that the plan is co-designed and delivered to meet the diverse needs of the workforce.
8. The key factors contained within the action plan from a wellbeing perspective include:
 - i. Improving the quality of Annual Performance Review meetings, 1:1s and supervision for staff
 - ii. Endeavouring to build a culture of positive wellbeing
 - iii. Having good stress management processes in place
 - iv. Improving the information available on the intranet to include support on depression, anxiety, bereavement, and suicide
 - v. Creating a planned programme to increase the availability of mindfulness sessions for staff
 - vi. Signing up to Able Futures - a free service that supports staff who may be struggling with their mental health or any difficulties that are affecting their time at work. Staff can apply for mental health support and access guidance from a Vocational Rehabilitation Consultant.
 - vii. Launching an app-based solution from Wage stream which provides a facility for advice and support with good financial management
 - viii. Continuing to support the cycle to work scheme and 'choose how you move' to support staff in maintaining a healthy mind and body
9. In addition to the actions, there is a campaign calendar aimed at raising awareness across the organisation of key topic areas, including:
 - i. National Smile Month
 - ii. Alcohol Awareness week
 - iii. Breast Cancer awareness month

Resource Implications

10. There are no resource implications arising from the recommendations in this report. The group is made up of volunteers whose specific interest is in wellbeing. Each group member implements elements of the actions according to their departmental needs.

Recommendation

11. The Committee is requested to note the contents of the report and the work being undertaken in support of staff wellbeing.

Background Papers

Report to the Employment Committee on 4 February 2021 - People Strategy 2020-2024

<https://politics.leics.gov.uk/ieListDocuments.aspx?CIId=212&MIId=6346&Ver=4>

Circulation under the Local Issues Alert Procedure

None.

Equality Implications/Other Impact Assessments

An equality impact assessment of the overarching People Strategy has been carried out.

Human Right Implications

There are no human rights implications arising from the recommendations in this report.

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EMPLOYMENT COMMITTEE – 25 MAY 2023

HEALTH IN ALL POLICIES IN LEICESTERSHIRE COUNTY COUNCIL

REPORT OF THE DIRECTOR OF PUBLIC HEALTH

Purpose of the Report

The purpose of this report is to inform the Committee of the approach being taken to embed Health in All Policies (HiAP) across Leicestershire County Council.

Policy Framework and Previous Decisions

Health in All Policies is a priority within the Safe and Well strategic outcome within the Leicestershire County Council Strategic Plan 2022-26, the Joint Health and Wellbeing Strategy and Public Health Strategy and allows the opportunity to facilitate the strategic outcomes of the Council.

At its meeting on 1 February 2023, the Health and Wellbeing Board agreed to embed Health in All Policies in all Departmental activity across the County Council and the county of Leicestershire.

Embedding health considerations into the decision-making process can ensure health is considered in the early stages of programme development, planning and policy making.

Background

1. Health in All Policies is recognised internationally as an approach to tackle inequities in health, reducing inequalities and tackling the 'causes of the causes'. In order to effectively address the wider determinants that shape health, efforts must be taken across the social, economic, environmental and commercial influences of health, which requires collaboration across multiple functions and departments.
2. A Health in All Policies approach systematically considers the health implications of decisions across whole organisations, recognises synergies in working and mitigates harmful health impacts in order to improve population health and health equity. It acknowledges that organisations and systems deal with a range of conflicting priorities and health is not and cannot always be the main focus. However as many of the determinants of health are due to social, environmental and economic factors outside the direct influence of Public Health work and policies, action is necessary within all sectors to significantly

impact on population health. This approach creates permanent change in local government decision-making processes so that over time accounting for health considerations becomes part of business as usual across the whole council, to reduce health inequality within the Leicestershire population.

3. The Health Foundation (alongside other best practice summaries²) suggest that to successfully embed a Health in All Policies approach within an organisation, a common understanding of health and health inequalities across the council is required, alongside a structured process for analysing the health impact across the whole range of Council functions. A common commitment to maximising the positive health impact of all these functions will ensure the Health in All Policies offer effectively fulfils these requirements.

Health in All Policies approach in Leicestershire

4. Following the Health and Wellbeing Board's decision to embed Health in All Policies across Leicestershire, and all County Council activity, senior Officers have agreed to include a section on 'Health Implications' within all Council reports to ensure that the health impacts on residents are considered of all Council decisions. Embedding health considerations into the decision-making processes ensure health is considered in the early stages of programme development, planning and policy making. This will include internal policies that may impact the wellbeing of staff.
5. This proposal will ensure that all decisions made across the Council includes a process to make health considerations on all their decisions including internal policy decisions that may impact the wellbeing of staff. Training delivered to officers will aim to ensure that these considerations take into account the wider determinants that impact on health outcomes, as well as consider how a proposal affects social, economic and environmental living conditions that could impact on health and mental wellbeing.
6. A tiered training offer has been developed to raise organisational awareness of the wider determinants of health and to ensure staff are knowledgeable about what structural and socio-economic factors shape health. This will enable staff to make health considerations and recognise likely health impacts of decisions made.
7. A Health Impact Eform (similar to the Equality Impact Assessment form) has been produced to help guide teams to consider how the proposal impacts on various themes that shape health and wellbeing. This process helps teams to consider whether the impacts are positive and if these benefits could be maximised or whether the impacts are negative to health and how these can be mitigated. These considerations can be included in all Council reports within the 'Health Implications' section.

Resource Implications

8. A HiAP Officer was recruited to the Public Health Department in June 2022 at grade 12 on a permanent contract. This role has devised the training as a method of ensuring LCC workforce across all departments and functions have the skills, knowledge and support to undertake Health Impact Assessments (HIA) and complete the 'health considerations' of all papers in a meaningful and impactful way. The role also has a wider remit, which will include supporting the monitoring and evaluation of the Health in All Policies work, health considerations and HIAs.
9. There are no other resource implications arising from the recommendations within this report. Training will be delivered internally.

Recommendations

It is recommended that the Committee notes the approach outlined within the report to embed Health in All Policies across Leicestershire and all County Council activity.

Background Papers

Leicestershire County Council Strategic Plan 2022-2026

<https://www.leicestershire.gov.uk/sites/default/files/field/pdf/faq/2022/4/12/Appendix-B-LCC-Strategic-Plan-2022-26.pdf>

Leicestershire County Council Public Health Strategy 2022-2027

<https://www.leicestershire.gov.uk/health-and-wellbeing/public-health-strategy>

Leicestershire Joint Health and Wellbeing Strategy 2022-2032

<https://politics.leics.gov.uk/documents/s166738/Appendix%20A%20JHWS.pdf>

Circulation under the Local Issues Alert Procedure

None.

Equality Implications/Other Impact Assessments

10. In developing Health in All Policies, due regard has been paid to equality, diversity and community cohesion. An Equality Impact Assessment has been completed and this demonstrates that this approach helps reduce the underlying structural inequalities that disproportionately impact the health on some protected characteristics groups
11. A Health in All Policies approach is associated with improving health outcomes and reducing health inequalities for the most vulnerable populations.

Human Right Implications

12. A Health in All Policies approach is associated with improving health outcomes and reducing health inequalities.

13. There are no human rights implications arising from the recommendations in this report

Health Implications

14. Health in All Policies ensures there is a process and understanding for all departments to be able to assess the health impacts of their proposals. Due to the complex nature of health, it is crucial that all decisions taken by the authority consider health implications.

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EMPLOYMENT COMMITTEE – 25 MAY 2023

PERFORMANCE AND PRODUCTIVITY

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to update the Employment Committee on the progress made against the Performance and Productivity project within the Performance Management workstream of the People Strategy.

Policy Framework and Previous Decisions

2. The performance and productivity project sits within the performance management workstream of the People Strategy and aims to support the specific outcome 'managers are able to drive performance by having a clear understanding of what they need to do, supported by a robust framework, tools and network that are future proof'. An update on the delivery of the People Strategy 2020/24 was presented to Employment Committee in May 2022, following its initial approval by the Committee in February 2021.
3. The performance and productivity project aligns with the Ways of Working programme, which aims to drive efficiency and productivity by promoting a culture of flexible/smarter working – enabled by rollout of new technology. The Employment Committee received an update on the Ways of Working programme in November 2022 as did the Scrutiny Task and Finish Group which met in December 2022.

Background

4. The performance and productivity of the workforce is critical to ensure the best use of the Council's resources, regardless of where they carry out work. Changes in the way in which employees carry out their work across the Council have evolved through the pandemic period and beyond. This has created a sharp focus on how the workforce's performance and productivity is managed effectively in a new and ever-changing environment and context.
5. Since the COVID-19 pandemic and resulting national lock-downs, there has been a wider and long-term shift by many employers towards hybrid and remote working, taking the opportunity to invest in technology, rationalise office space and to offer more flexible working, creating a wide range of benefits, including a positive impact on recruitment and retention. It has been, and remains essential that, with these shifts in working 'norms' and expectations, the Council makes both the best use of its property assets as well as being able to be competitive in the job market.

Project Overview

6. The scope of the Performance and Productivity project is to produce a framework, building on existing policies, guidance and good practice for all managers to work to, focusing on three key areas:
- managing effective ways of working for team members,
 - identifying and monitoring key service/team performance data indicators,
 - managing individual performance through a performance management cycle (supervision/annual performance reviews/development).

Taken together, these three areas create a whole system of performance and productivity.

7. The framework will bring together tools and signpost managers to information which should be used as a whole system to ensure optimum productivity and high performance within a context of hybrid working. Existing managers will need to check that their practice is robust and aligns to the framework and this will also be included in the induction programme for new managers, so they understand what is required of them.

Managing Effective Ways of Working

8. The Ways of Working programme, with its three key and interlinked workstreams – people, property, and technology - aims to drive efficiency and productivity by promoting a culture of flexible/smarter working, enabled by new technology. The programme is now in the implementation stage; the pilot of room 700 (Adults and Communities and Environment and Transport Departments) is complete and the implementation of room 600 (Children and Families Department) is well underway.
9. Hybrid working offers managers more choice in how they deliver their services. The key to ensuring that performance and productivity is a central focus is to continuously review all the delivery options available to managers and staff and to choose which are most suitable for the different types of activity. Examples include:
- using bespoke collaboration spaces which are set up to facilitate group working
 - choosing quiet focused spaces for individual work
 - Using hybrid meetings to reduce business travel
 - Using hybrid meeting technology to assist in recording/transcribing meeting notes to reduce admin support.
10. The Ways of Working programme has delivered a range of courses to staff and managers which provide practical support on how to:
- a. Maximise productivity
 - b. Improve collaboration and communication
 - c. Maintain a healthy work-life balance.

Through developing the skills to maximise the use of hybrid working and hybrid technology, individuals and teams can maximise their creativity and outputs.

11. Hybrid working requires management by objectives and outputs, which is supported by the Council's approach as set out in in the Managers' Charter More specifically, the expectations set in supervision sessions and annual performance reviews. The integration of effectively managed new ways of working, with the other areas defined

in the Performance and Productivity Framework, set out below, ensure that individuals will clearly understand what they need to achieve, have the skills and abilities to achieve their objectives and are held to account.

Performance Data

12. A key part of managing any service, team and individual performance is identifying, agreeing and monitoring appropriate data metrics.
13. The performance and productivity framework will outline the performance data which all managers should review at a corporate level and also sets out a requirement for them to review their service, departmental and national indicators. The result should be a blend of workforce, financial, and (where relevant) national, service and other team relevant metrics.
14. A template for a balanced score card will be provided to give managers guidance on how to structure performance monitoring across the range of factors and indicators.

Performance Management

15. Over the last the last three years since the introduction of the current People Strategy, a series of projects have been delivered to develop and improve processes and tools which support individual employee performance. These include the annual performance review, supervision guidance, the Leadership Behaviours Framework and the Managers' Charter.
16. The performance management cycle will provide guidance to managers on how these individual tools and guides work together, with the new ways of working arrangements and the monitoring of data metrics, as a whole continuous performance management cycle.
17. By setting out clear expectations and providing the structure and tools to assure performance and productivity, managers will be in the best position to be able to make optimum use of their workforce resources.

Indicators of Improved Productivity

18. Feedback from the room 700 pilot workspace showed that productivity increased for 44% of staff and decreased for only 7%. This data was used to make adjustments to working arrangements at individual and team level.
19. Feedback from the Environment and Transport Department, arising from the pilot was that *"The department has a strong ethos of managing by output following the corporate position, and our new way of working has helped embed this approach across our services. Looking at benchmarking against comparator authorities our highways and transport services remain in the top few authorities while for environment and waste services we have seen an improvement from 22nd position out of 32 authorities in 2020/21 to 19th position in 2021/22. While there will be many factors contributing to this, the hybrid working model has not proved detrimental to our performance."*
20. Examples are detailed in the appendix of this report.

Summary

21. The Performance and Productivity Framework will set out a whole system approach to performance management using new ways of working, data metrics and performance management tools, to continuously manage workforce performance and productivity.
22. The project is currently in the development stage with the first draft of the Framework being developed and launch of the framework and supporting guidance across the Council planned for summer 2023.

Recommendations

23. The Committee is asked to note the contents of this report.

Background Papers

Report to the Employment Committee 17 November 2022 – Corporate Ways of Working Programme:

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=7111&Ver=4>

Report to the Employment Committee 4 February 2021 People Strategy 2020-2024:

<https://politics.leics.gov.uk/ieListDocuments.aspx?CId=212&MId=6346&Ver=4>

Circulation under the Local Issues Alert Procedure

24. None.

Equality Implications

25. There are no equalities implications arising directly from this report.

Human Rights Implications

26. There are no human rights implications arising directly from this report.

Appendix

Ways of Working – Evidence of Improved Productivity

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Appendix

The following is a summary of some key evidence and feedback from the Room 700 pilot received regarding productivity across a number of different teams:

Ways of Working – Evidence of Improved Productivity
<p>There is a very strong link to improved relationships with Parishes due to the ability to communicate more frequently via virtual face:face meetings. The Operational clerks' meetings have moved to monthly and remotely, where as they used to be at County Hall and held quarterly. We get better attendance, they are more concise and relationships have improved.</p>
<p>Feedback of experience of one team (however the points noted do mirror those received from across the department):</p> <ul style="list-style-type: none"> - One employee has increased hours from part time to full time as more homeworking has given greater flexibility for picking up children from school etc rather than having to leave early (for a 45 minute commute). - Another employee has been able to balance school / nursery pickups between work (rather than before and after), which has been beneficial. It is suspected this employee would have requested part time hours, if not for WoW and the flexibility this provides. - There has been less sick leave in the team, as staff are more inclined to carry on working from home, when not feeling 100% (as opposed to not coming in at all, just in case). However, corporate and departmental sickness rates do not reflect this. - More productive time, as now working commute time (I'm a 45 min commute from County Hall) - Greater cohesion seen amongst the management team, as it is easy to meet regularly on MS Teams than it ever was in the office. - Travel expenses and travel time has been drastically reduced, with little to no need to travel and meet external stakeholders. - It's much easier and quicker to get meetings in calendars, when not trying to get everyone in the same place at the same time and find a room that can hold everyone. - Work life balance is great, still getting everything done that needs to be done. - Fixed desks makes it easy for us to discuss/share ideas without the hassle of booking desks.
<ul style="list-style-type: none"> - Better work life balance and hugely reduced impact on environment. - I like to spend part of the day using a normal desk and then sometimes I use one of the booths. It's great for working with a colleague on a joint project. - Productivity is higher when you are able to work flexibly and utilise time better.

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EMPLOYMENT COMMITTEE - 25 MAY 2023

CHIEF OFFICER PAY AWARD 2023/24

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose

1. The purpose of this report is to seek approval from the Employment Committee to implement the Joint Negotiating Committee (JNC) pay award for the period 2023/ 2024, for all employees on Grades 18 – 21 inclusive.

Background

2. 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 Joint Negotiating Committee (JNC) pay awards to employees on grades 18 to 21 inclusive. In order to implement the agreed pay award for 2023/24, it is necessary to seek approval from the Employment Committee.

Key Points

3. 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 3.50 per cent with effect from 1 April 2023.

Implementation

4. It is intended that the JNC pay award will be implemented in May 2023 payroll, backdated to April 2023, subject to the approval of the Employment Committee.

Consultation

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

Resource Implications

6. None.

Recommendations

7. The Committee is asked to approve the implementation of the JNC pay awards for employees on grades 18 – 21.

Background Papers

8. None.

Circulation under the Local Issues Alert Procedure

9. None

Equalities Implications

10. There are no equality implications arising from the recommendations within this report.

Human Rights Implications

11. There are no human rights implications arising from the recommendations within this report.

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EMPLOYMENT COMMITTEE – 25 MAY 2023

ORGANISATIONAL CHANGE POLICY AND PROCEDURE

SUMMARY OF ACTION PLANS

REPORT OF THE CHIEF EXECUTIVE

Purpose of the Report

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

Policy Framework and Previous Decisions

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

Background

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

Recommendations

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

Background Papers

7. None

Circulation under the Local Issues Alert Procedure

8. None.

Equality 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.

Human Right Implications

10. There are no human rights implications arising from the recommendations in this report

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 – 25 May 2023

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Corporate Resources - Tithe Barn		31/03/2023	0

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EMPLOYMENT COMMITTEE – 25 May 2023
SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION UNDERWAY

Action Plan	Date Approved	Current Position	Next Steps	Predicted Compulsory Redundancies
Corporate Resources - EMSS	23/01/2023	Planning stage, EHRIA and HR1 to be completed. Unions have been advised. Action plan needs completing.		35

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