

Meeting: **Employment Committee**

Date/Time: **Thursday, 7 December 2023 at 10.00 am**

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

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

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Membership

Mr. L. Breckon JP CC (Chairman)

Mr. P. Bedford CC Mr. B. Harrison-Rushton CC
Mrs. L. Broadley CC Mr. T. J. Pendleton 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 28 September 2023.	(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.	



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|-----|---|---------------------------------|-----------------|
| 7. | Pay Awards 2023/24. | Director of Corporate Resources | (Pages 9 - 12) |
| 8. | Attendance Management. | Director of Corporate Resources | (Pages 13 - 20) |
| 9. | Health, Safety and Wellbeing Annual Report 2022-2023. | Director of Corporate Resources | (Pages 21 - 54) |
| 10. | Organisational Change Policy and Procedure: Action Plans. | Chief Executive | (Pages 55 - 60) |
| 11. | Any other items which the Chairman has decided to take as urgent. | | |
| 12. | Date of Next Meeting. | | |

The next meeting of the Committee is scheduled to be held on 1 February 2024.



Minutes of a meeting of the Employment Committee held at County Hall, Glenfield on Thursday, 28 September 2023.

PRESENT

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

Mr. N. D. Bannister CC
Mrs. L. Broadley CC
Mr. B. Champion CC

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

16. Minutes of the meeting held on 25 May 2023.

The minutes of the meeting held on 25 May 2023 were taken as read, confirmed and signed.

17. Question Time.

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

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

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

19. To advise of any other items which the Chairman has decided to take as urgent elsewhere on the agenda.

There were no urgent items for consideration.

20. Declarations of interest in respect of items on the agenda.

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

No declarations were made.

21. Presentation of petitions under Standing Order 35.

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

22. Attendance Management.

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

of June 2023 (Quarter 1, 2023/24). A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Arising from discussion, the following points were raised:

- i. The NHS had reviewed its guidance on testing for COVID to recommend that adults would try to stay home and avoid contact with other people for, but there was no legal requirement to do so. Following a period of self-isolation, managers would work with individuals to help them to return to their usual work pattern but a particular method of working, such as working in the office, would not be enforced. Managers would continue to have conversations as appropriate with individuals to ascertain whether they were able to work remotely while unwell or whether they were too ill to work at all.
- ii. The reasons for stress/depression/mental health absence had been analysed and in the majority of cases this had been due to a combination of factors. Where there was a work element there would be a greater level of opportunity for managers to implement interventions and offer a range of support to prevent individuals from requiring time off sick. Where the reason for stress/depression/mental health was personal, individuals would still be offered wellbeing support.
- iii. Managers continued to work with individuals and teams to ensure that hybrid working arrangements were affecting and teams were encouraged to work together on a regular basis. The Council's Ways of Working programme was being developed to find the most suitable balance for working locations and aimed to contribute to good mental health. A communication campaign was being developed which included a reference on the importance of attendance.
- iv. The non-disclosed category for sickness remained a concern and the Director would encourage managers to ensure that sickness absence data was entered into the system, which would reduce this figure. However, members noted that some of this data related to individuals not declaring a reason for sickness during the self-certification period, which they had a right not to do so. The Director agreed to provide members with more information regarding individuals not declaring reasons for sickness within the self-certification period.
- v. Delays experienced in the health service had affected sickness levels as individuals were waiting for treatment for significant periods of time, but this had recently improved to an acceptable level. The delays had also affected ill health retirement cases, where there had been an increase in applications. In these cases, a set process had to be followed, including consideration of medical evidence from NHS professionals.
- vi. In response to a question regarding whether reasons for sickness absence were compared between department's, the Director explained that they were, and that data was regularly discussed at departmental management team meetings to address sickness absence levels. The Director agreed to present a comparison of reasons for absence broken down by department, within the next Attendance Management report.

RESOLVED:

That:

- a) The update provided on the Council's overall position on sickness absence, as at the end of June 2023 (Quarter 1, 2023/24), be noted.
- b) The Director of Corporate Resources be requested to provide members of the Employment Committee with further details regarding non-disclosed reasons for sickness within the self-certification period.
- c) A direct comparison of reasons for absence broken down by department would be included within the next Attendance Management report.

23. Pay Policy Statement 2024-25.

The Committee considered a report of the Director of Corporate Resources which sought approval for the submission of the Council's Pay Policy Statement for 2024/25 to the County Council for approval on 6 December 2023. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

In response to a question regarding the percentage of individuals who voted in the Unison ballot for industrial action, the Director explained that 25% of those eligible voted.

Members noted that once an agreement on the 2023/24 pay deal had been reached, staff would receive back payments as soon as practicable, and that the revised pay structure 2023/24 incorporating the NJC 2023/24 pay award would be circulated to the Committee.

RESOLVED:

That:

- a) The Pay Policy Statement 2024/25, for submission to the County Council for approval at its meeting on 6 December 2023, be approved.
- b) Following agreement of the 2023/24 pay offer at national level, the 2023/24 pay structure incorporating the NJC 2023/24 pay award be circulated to the Committee.

24. Staff Survey 2023.

The Committee considered a report of the Chief Executive and Director of Corporate Resources which provided a summary of the outcomes and actions identified from the 2023 staff survey. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

In introducing the report, the Director reported that the results of the staff survey had been analysed and that Business Intelligence had begun to engage with key stakeholders. The results had also been made available to all staff. A corporate Action Plan would be developed to address the findings of the survey, and this would be presented to the Committee in Spring 2024. In addition to this, each department would also form its own individual action plan, which would not be presented to the Committee.

Arising from discussion, the following points were raised:

- i. The survey indicated that 3.7% of respondents reported that they had experienced bullying and harassment because of elected members. It was the first time that the question had asked individuals to express the source of bullying and harassment. Members acknowledged that the figure was concerning but noted that the majority of individuals who had experienced bullying and harassment because of elected members had indicated that this had happened 'not very much'. However, the Director emphasised the importance for all forms of bullying and harassment to be addressed and assured that this would be built into the Action Plan. Members noted that the Council had robust policies concerning bullying and harassment. In addition to this, staff would be reminded of the reporting mechanisms and support available, and that guidance would be circulated to managers.
- ii. The overall response rate had improved but it was acknowledged that more would need to be done to increase it further. It was suggested that staff should be reminded that the survey was anonymous so that they would feel comfortable to be honest with their responses. The Director explained that many staff were delivering frontline services and it was often a challenge to engage with this group. Members noted that the anonymity of surveys would be highlighted to ensure that staff understand the confidentiality of surveys.

RESOLVED:

That:

- a) The summary of the outcomes and actions identified from the 2023 staff survey, be noted.
- b) That an Action Plan to address the findings of the survey be presented to the Employment Committee in Spring 2024.

25. Trans and Non-Binary Policy.

The Committee considered a report of the Chief Executive which provided overview of the Council's recently adopted policy and staff guidance on working with trans and non-binary people who use Council services. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

RESOLVED:

That the Council's recently adopted Policy and staff guidance on working with trans and non-binary people who use Council services, be noted.

26. 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.

27. Date of Next Meeting.

RESOLVED:

That the next meeting of the Employment Committee would be held on Thursday 7 December at 10:00.

10.00 - 11.09 am
28 September 2023

CHAIRMAN

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EMPLOYMENT COMMITTEE – 7 DECEMBER 2023

PAY AWARDS 2023/24

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 2023/24 Pay Awards for staff on National Joint Council (NJC) terms and conditions and for Chief Executives.

Policy Framework and Previous Decisions

2. This report relates to the report on the Pay Policy Statement brought to Employment Committee in September 2023.

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 2023 to 31 March 2024 has now been agreed nationally and comprises the following elements:
 - i. With effect from 1 April 2023, an increase of £1,925 on all NJC pay points 2 and above;
 - ii. With effect from 1 April 2023 all locally determined pay points above the maximum of the pay spine but graded below deputy chief officer, should be increased by 3.88 percent.

- iii. For implementation in the local pay spine, spinal point 2 has been removed to ensure compliance with the national living wage. The NJC pay award therefore applies to grades 2-17 inclusive.
 - iv. With effect from 1 April 2023, an increase of 3.88% on allowances subject to national negotiations.
5. The NJC has also agreed that there will be joint exploratory, without prejudice, informal discussions in order to map out the practical considerations of how and when the national pay spine will be reviewed once the future policy direction of the National Living Wage has been confirmed. There will be joint discussions on the broader family leave and pay issues raised in the unions' claim and the NJC's Job Evaluation Technical Working Group shall conduct a review of all the school support staff model role profiles (published in 2013) to see whether any of the terminology needs refreshing to take account of, for example, technological advances and new ways of working that may have taken place over the last ten years.
 6. Until 2020, every NJC pay deal was reached with the agreement of all three constituent unions UNISON, GMB and Unite. Since 2021 pay deals have been reached with just UNISON and GMB. For a third consecutive year, Unite has refused to have its details included in the national 2023 NJC pay agreement circular. This does not prevent a formal collective agreement from being reached as the necessary constitutional requirement for a majority on each side of the NJC to be in favour, has been met.
 7. Payment of the pay award and associated back pay is being scheduled for December 2023.

Chief Officers' Pay Award

8. As reported to Employment Committee in September 2023, the Joint National Council for Chief Officers agreed in May 2023 that the salaries of all officers within scope of the JNC for Chief Officers of local authorities should be increased by 3.50 percent with effect from 1 April 2023.

Chief Executives' Pay Award

9. The Joint National Council for Chief Executives has agreed that individual basic salaries of all officers within scope of the JNC for Chief Executives of local authorities should be increased by 3.50 percent with effect from 1 April 2023.

Consultation

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

Resource Implications

11. The cost to the pay bill is approximately £11.7m against an amount of £10.1m within the central contingency for inflation for 2023/24, which is a gap of £1.6m from the provision made in the budget for 2023/24. The provision was based on an average increase of 5.6% however the settlements give an average of around 6.2%.

Recommendations

12. It is recommended that the Committee approve the implementation of the 2023/24 pay awards for NJC staff and Chief Executives.

Background Papers

13. None.

Circulation under the Local Issues Alert Procedure

14. None.

Equality and Human Rights Implications/Other Impact Assessments

15. None.

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EMPLOYMENT COMMITTEE – 7 DECEMBER 2023

ATTENDANCE MANAGEMENT

REPORT OF THE DIRECTOR OF CORPORATE RESOURCES

Purpose of the Report

1. The purpose of this report is to update the Employment Committee on the Council's overall position on sickness absence, as at the end of September 2023 (quarter 2, 2023/24) and to provide details of the corporate attendance management communications campaign launched on 10 November 2023.

Policy Framework and Previous Decisions

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

Background

3. On 28 September 2023, the Committee considered the Council's absence position as at the end of June 2023 (quarter 1 2023/24).

Sickness absence – current position

4. The table below details the end of year sickness absence levels of the previous 5 years, and quarter 1 and 2, 2023/24.

	18/19	19/20	20/21	21/22	22/23	23/24 Q1 Jun 23	23/24 Q2 Sept 23	Total FTE days lost 01/10/22– 30/09/23	Total cost of absence 01/10/22 – 30/09/23
Chief Executive's	7.60	5.38	4.41	3.13	4.14	4.41	6.05	1,429.43	£183
Environment & Transport	9.16	8.88	7.04	8.34	11.44	11.31	11.51	9,239.85	£936k
Children & Family Services	10.55	11.12	7.94	10.44	10.14	10.01	9.88	11,522.93	£1,550k
Corporate Resources	7.39	9.39	5.54	9.92	8.84	8.64	10.50	11,941.70	£1,196k
Adults & Communities	10.02	11.74	10.18	8.24	8.84	8.61	9.27	10,712.55	£1,247k
Public Health	8.57	7.12	5.08	5.65	5.58	5.85	5.38	908.91	£105k
LCC total	9.18	10.08	7.51	8.87	9.27	9.11	9.80	45,755.37	£5,217k

ESPO	9.55	7.20	6.80	8.64	8.28	7.50	7.97	2,471.51	£215k
EMSS	7.54	9.69	9.26	9.10	6.26	6.08	6.16	643.83	£67k

5. At the end of quarter 2 2023/24 the Chief Executive's and Public Health departments are below the corporate target of 7.5 days per FTE. Children & Family Services and Public Health departments have both made an improvement since the end of quarter 1, 2023/24.
6. The County Council total is at 9.80 FTE days lost per FTE.
7. 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

8. 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 Mar 2022 Q4	2022/23 Jun 2022 Q1	2022/23 Sept 2022 Q2	2022/23 Dec 2022 Q3	2022/23 Mar 2023 Q4	2023/24 Jun 2023 Q1	2023/24 Sept 2023 Q2
Stress/depression, mental health	28.4%	26.7%	27.3%	25.7%	26.2%	25.9%	26.0%
Combined covid-19 & cough/cold&flu	27.4%	39.7%	21.5%	20.8%	17.3%	15.5%	13.4%
Other musculo-skeletal	8.8%	8.5%	8.5%	11.5%	12.4%	12.9%	12.8%
Gastro-stomach, digestion	6.1%	5.8%	5.9%	5.5%	6.1%	6.7%	7.4%
Chest & respiratory	3.8%	3.9%	4.1%	4.7%	6.0%	5.3%	5.4%
Cancer	4.7%	4.2%	4.1%	4.7%	4.3%	5.2%	5.4%
Neurological	4.6%	4.2%	4.2%	4.3%	4.4%	4.4%	4.0%
Back and neck	4.1%	3.9%	3.9%	3.8%	3.8%	3.8%	3.6%
Genito-Urinary/Gynae	2.2%	2.2%	3.1%	3.2%	3.2%	3.3%	3.4%
Eye, ear, nose & mouth/dental & throat	4.3%	4.0%	4.0%	3.0%	2.8%	2.9%	3.3%
<i>Not disclosed</i>	5.7%	6.8%	6.2%	6.1%	5.8%	5.0%	4.4%

9. The table shows that the levels of mental health/stress/depression related sickness absence has slightly increased from quarter 1 to 2 2023/24, and this remains the highest reason for lost time due to sickness absence.

10. At the Employment Committee meeting in May 2023, it was agreed that focus should be given on reducing the amount of non-disclosed absence. This activity continues and an improvement is shown in the trend within the table.
11. As requested by the Employment Committee on 28 September 2023, a table is set out below showing a comparison of absence reasons across all council departments, at the end of quarter 2, 2023/24.

Percentage of FTE days lost 12 months cumulative	Chief Executive's	Environment & Transport	Children & Family Services	Corporate Resources	Adults & Communities	Public Health
Stress/depression, mental health	19.6%	23.6%	42.5%	21.1%	27.0%	32.9%
Combined covid-19 & cough/cold & flu	16.5%	13.6%	11%	11.2%	17.6%	17.5%
Other musculo-skeletal	25.8%	16.9%	7.6%	17.1%	8.1%	17.1%
Gastro-stomach, digestion	5.7%	5.5%	7.2%	7.3%	9.2%	12.2%
Chest & respiratory	10.3%	7.5%	5.0%	2.8%	6.2%	3.4%
Cancer	4.0%	5.6%	3.8%	6.1%	6.8%	0%
Neurological	2.8%	1.4%	4.8%	6.9%	2.7%	1.1%
Back and neck	2.5%	6.1%	3.4%	3.4%	2.2%	2.1%
Genito-Urinary/Gynae	3.8%	1.8%	2%	4.9%	4.8%	1.8%
Eye, ear, nose & mouth/dental & throat	4.4%	2.1%	2.3%	3.4%	5.1%	5.1%
<i>Not disclosed</i>	0.5%	5.8%	3.2%	7.6%	1.8%	0.3%

12. The reasons for absence vary between departments, the key variations being:
- The Chief Executive's department leading cause of absence is musculo-skeletal rather than mental health.
 - Children and Family Services have 42.5% of absences due to mental health, which is more than the county wide total of 26.0%
 - Corporate Resources has 7.6% of absences recorded as 'not disclosed' which is more than the county wide total of 4.4%

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 September 2023.

2022/23 as at end of September 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	795.96	55.68%	18	633.47	44.32%	180
Environment and Transport	6308.64	68.28%	118	2931.21	31.72%	827
Children and Family Services	7778.56	67.51%	151	3744.37	32.49%	911
Public Health	536.71	59.05%	12	372.2	40.95%	110
Corporate Resources	7795.09	65.28%	186	4146.61	34.72%	1692
Adults and Communities	6085.94	56.81%	135	4626.61	43.19%	1087

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 5 years and at the end of quarters 1 and 2, 2023/24, for service areas by department.

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23	2022/23
Days per FTE	Year end	Year end	Year end	Year end	Year end	Q1	Q2
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Mar 23)	(Jun 23)	(Sept 23)
Chief Executive's	7.6	5.38	4.41	3.13	4.14	4.41	6.05
Planning and Historic and Natural Environment	14.92	9.57	0.79	0.71	3.52	4.19	10.96
Regulatory Services	6.2	7.24	6.30	6.74	9.40	8.43	11.13
Strategy and Business Intelligence	6.93	4.26	3.86	1.87	3.47	3.95	5.08
Democratic Services	14.81	6.70	1.07	2.67	1.43	4.24	4.96

Department	2018/19	2019/20	2020/21	2021/22	2022/23	2022/23	2022/23
Days per FTE	Year end	Year end	Year end	Year end	Year end	Q1	Q2
12 months cumulative	(Mar 19)	(Mar 20)	(Mar 21)	(Mar 22)	(Mar 23)	(Jun 23)	(Sept 23)
Legal Services	5.48	3.63	5.82	3.05	1.34	1.49	1.57
Environment and Transport	9.16	8.88	7.04	8.34	11.44	11.31	11.51
Highways and Transport	8.96	9.30	3.99	9.40	15.01	14.93	14.12
Environment and Waste Management	10.07	12.65	7.68	7.54	9.26	9.11	11.82
Children and Family Services	10.55	11.12	7.95	10.44	10.14	10.01	9.88
Education and SEND	8.42	11.55	7.57	12.24	8.40	7.71	8.94
Children's Social Care & Targeted Early Help	14.18	10.54	9.15	10.11	10.52	10.31	10.14
Corporate Resources	7.41	9.39	5.45	9.92	8.84	8.64	10.50
Finance, Strategic Property & Commissioning	6.63	9.67	2.88	3.99	3.37	3.16	3.58
Corporate Services	4.18	4.84	4.07	7.83	5.07	5.55	7.48
IT, Comms & Digital, Commercial and Customer Services	8.91	11.14	6.77	11.69	11.31	11.02	13.44
Adults and Communities	10.02	11.74	10.18	8.24	8.84	8.61	9.27
Operational commissioning	n/a	n/a	n/a	n/a	9.74	11.31	11.13
Integration, access & prevention	n/a	n/a	n/a	n/a	10.27	8.11	7.66
Commissioning and Quality	8.02	7.46	4.66	11.90	10.83	6.11	6.12
Promoting Independence	13.26	11.88	11.91	6.11	7.98	9.88	12.19
Personal Care and Support	13.86	18.10	21.15	7.07	6.28	4.99	7.18
Communities and Wellbeing	6.97	8.73	4.65	5.38	5.41	5.16	5.57
Public Health	8.57	7.12	5.80	5.65	5.58	5.85	5.38

Corporate Attendance Management Communications Campaign

15. A corporate communications campaign was launched in November 2023 to support reductions in sickness absence across the council. The focus of the campaign is on prevention and wellbeing. The message to senior managers outlined the current absence position and set out the required actions, which are to:
 - Proactively and consistently manage sickness absence to at least the corporate target;
 - Role model and support positive wellbeing;
 - Ensure 1-to-1s, team meetings, annual performance reviews and mandatory training are completed;
 - Seek advice and take action to address issues with attendance and wellbeing.
16. A Managers' Digest Special was shared with all managers. The messages were delivered via a video, alongside details of our current absence position, a list of actions for managers, together with the links to the information and support they will need. The key focus for managers is to prevent sickness absence wherever possible and to support the wellbeing of the individuals in their teams.
17. An all-staff message within the monthly Wellbeing Bulletin, focusing on support during ill health was also shared. A video, alongside links to further information, delivered the key messages which are
 - our wellbeing offer, and how to access this;
 - communicating with your line manager during ill-health;
 - having a clear expectation of what will happen if you need to take sick leave.
18. An email from each Director to their department, encouraging them to access both the Manager's Digest and Wellbeing Bulletin messages, as appropriate, reinforced the campaign.

Recommendations

19. The Committee is asked to note the update provided on the Council's overall position on sickness absence as at the end of September 2023, and the corporate attendance management communications campaign.

Background Papers

20. Report to the Employment Committee 28 September 2023 – Attendance Management. <https://politics.leics.gov.uk/documents/s178750/Attendance%20Management%20-%20Employment%20Committee%20280923.pdf>

Circulation under the Local Issues Alert Procedure

21. None

Equality Implications/Other Impact Assessments

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

Human Right Implications

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

Officer to Contact

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EMPLOYMENT COMMITTEE – 7 DECEMBER 2023

HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2022-2023

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 2022-23. 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 Service. A copy of this report is attached at Appendix 1.

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.

Background

5. The health, safety and wellbeing of staff, service users and customers is of paramount importance to the Council. The Health, Safety and Wellbeing 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 Appendix 1, highlights the work that has been undertaken within the Health, Safety and Wellbeing Service during the financial year of 2022/23. 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 Health, Safety and Wellbeing are covered in the report:

- Accident Data
- RIDDOR Incidents (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013)
- Health and Safety Audits
- Enforcement Action
- Wellbeing Service Annual Report
- Corporate Wellbeing Update
- Training Statistics
- Corporate Objectives
- Legislative changes.

8. The report shows a slight decrease in the number of injuries, however, there has been an increase in incidents reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations compared to the previous year. Slips, trips and falls continue to be the highest cause of injury across the Council; however, the number has fallen by 15% compared to the previous year. The number of near misses reported has increased by 21%, which can be attributed to the near miss campaign. As part of the near miss campaign, teams were asked to pledge their commitment to promoting the reporting of near misses. We awarded teams with a bronze, silver or gold award based on their efforts to improve and promote near misses reporting.

Recommendations

9. It is recommended that the Employment Committee notes the Health, Safety and Wellbeing Annual Report 2022-23 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

10. None.

Circulation under the Local Issues Alert Procedure

11. None.

Equality and Human Rights Implications/Other Impact Assessments

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

Appendix

Appendix 1 - Health Safety and Wellbeing Annual Report 2022 - 2023

Officer(s) to Contact

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Leicestershire County Council

Appendix 1 - Annual Health, Safety & Wellbeing Performance Report

April 2022 – March 2023

Author: Amy Walling (Senior HS&W Advisor)

Contributions by: Oonagh Martin (Wellbeing 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



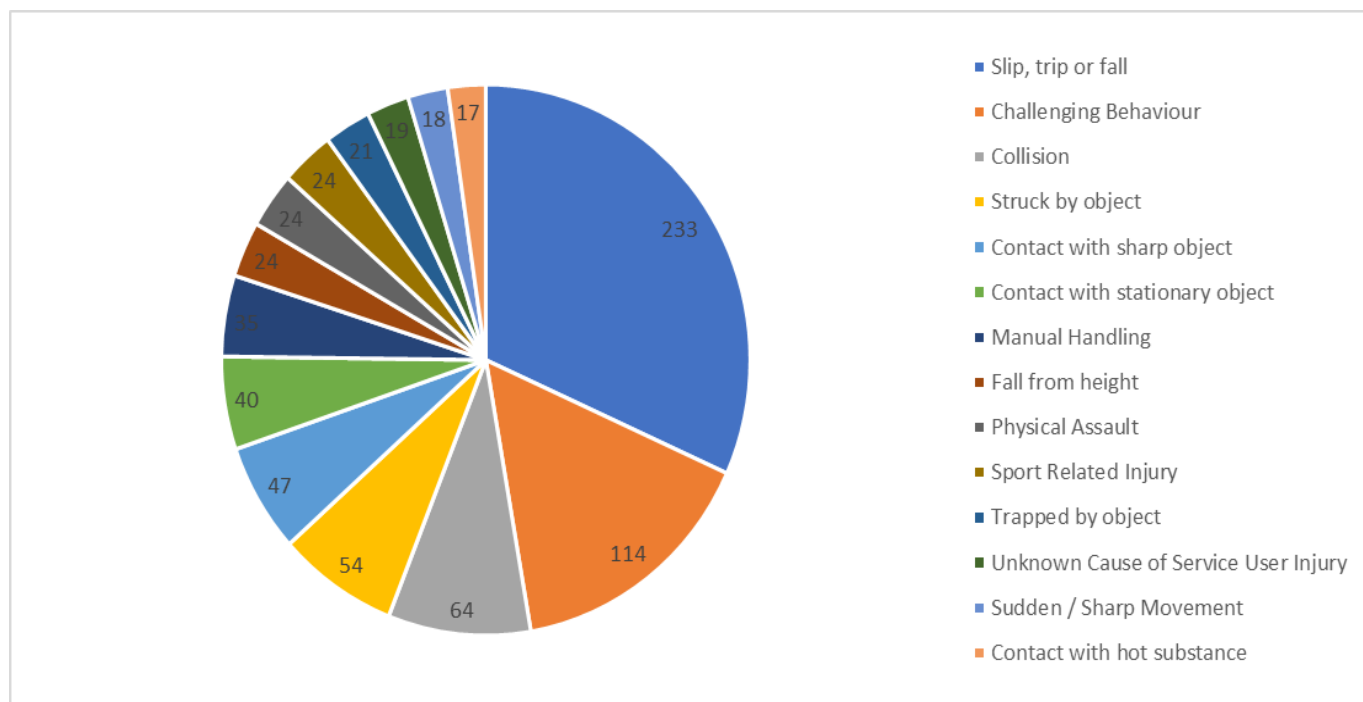
Injuries caused by physical assaults and challenging behaviour



Health and Safety Courses Completed



Accident Data Analysis for Leicestershire County Council April 2022 – March 2023



NB: All data less than 17 has been omitted to enable clarity in the pie chart

Incident Type	2022/23	% Change	2021/22	% Change	2020/21
Injury	800	-8%	876	+64%	528
Near Miss	325	+21%	269	+67%	161
Property Damage	157	+16%	135	+21%	111
Violent Incident	121	-3%	125	+76%	71
Illness/Disease	16	+23%	13	0	13
Total	1419	+0.07%	1418	+60%	884
RIDDOR	36	+38%	26	+4%	25

Information within this report has been gained from the council's accident and incident reporting system, AssessNET on 14/04/2023.

The number of injuries has slightly reduced compared to the previous year. The number of near misses has increased by 21%, which can be attributed to the near miss campaign. The number of RIDDOR incidents has significantly increased by 38%. A large proportion of the



increase was in Corporate Resources (+150%) and Environment and Transport (+100%). On a positive note, the number of slip, trip and fall incidents fell by 15%, along with the number of injuries caused by violence and challenging behaviour, which fell by 6%.

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.

Department	Service Area	N° of Accidents (resulting in injury)
CFS	Children`s Centres	73
CR	LTS Catering	70
A&C	Provider Services	50
E&T	Recycling and Household Waste Sites	33
CFS	Sketchley Hill Menphys Nursery	33
E&T	Highway Operations	32
CFS	Blaby Thistly Meadow Primary School	27
CFS	Thorpe Acre Junior School	25
E&T	Passenger Fleet	24
CFS	Little Bowden School	21
CFS	Wigston Menphys Nursery School	21
ESPO	ESPO	19
CFS	Business Services	15
CFS	Belvoirdale Community Primary School	13
CFS	Greenfield Primary School	12
CFS	The Latimer Primary School Anstey	11
CFS	St Mary`s Church of England Primary School - Hinckley	11
CFS	New Swannington Primary School	11
CFS	Woodstone Community Primary School	11
CFS	Sketchley Hill Primary School	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 that are more serious are reported to the HSE. The council's policy states that all RIDDOR reportable incidents are to receive a full investigation by the HS&W Team. The investigation report identifies the root cause, along with remedial measures to prevent recurrence. The following



information outlines the incidents by department that have been reported under the RIDDOR regulations during 2022/2023.

Corporate Resources reported 10 RIDDOR incidents within 2022/2023.

1. Hard FM Sites Development > 21/04/2022

Employee initially diagnosed with early stage HAVS in his left hand in 2018 remained fit for work; the latest Tier 4 assessment identified a diagnosis of Carpal tunnel.

2. Post and Premises > 26/04/2022

Injured Party (IP) was getting out of the lorry to let someone in the gate at Anstey Frith House. When descending from the lorry he fell. The injury prevented the IP from working for 41 days.

3. LTS Catering, Bishop Ellis dinner hall > 17/05/2022

While folding tables away, IP knocked pelvic bone causing bruising and injury prevented the injured person from working for 41 days.

4. Post and Premises, Wigston Social Services (Bassett St) Timber Street car park > 24/06/2022

IP was looking at his keys when he tripped and fell. Whilst on the ground the gate the IP was locking swung back and hit him. The injury prevented the IP from working for 56 days.

5. LTS Catering, Longfield Academy Kitchen > 01/09/2022

IP went to put utensils away in the drawers and slipped. Sustained strains and sprains on several torso locations. The injury prevented the IP from working for 68 days.

6. Sites Development (Supported Employee Team) Huncote Pavilion Family Centre > 26/10/2022

Two fence panels fell onto the IP, resulting in his left hip/leg impacting the ground. The IP remains off work.

7. Supported Employee Team Beaumanor Hall > 24/02/2023

IP fell backwards when hooking a branch out of a tree, causing a fractured wrist. The injury prevented the IP from working for 62 days.

8. Beaumanor Hall, Outdoor Learning Activities > 28/02/2023

IP's fingers were stood on by another child coming down from the top bunk, causing a broken fingertip on right hand.



9. LTS Catering, LCC The Pastures Primary School Narborough > 08/03/2023

IP slipped over in the dining hall, causing a fracture to her right hand. The injury prevented the IP from working for 89 days.

10. Countryside Services, Watermead Park > 23/03/2023

The IP was stepping into a tern raft when a dog rose caught his lace. This caused him to lose balance, he then fell awkwardly onto the Perspex edging of the tern raft. He put his arms out, but his right shin hit the Perspex edging. This broke the Perspex. His shin then swelled up from internal bruising. There is also visible bruising to the skin, there was no cut but bad grazing. The injury prevented the IP from working for 18 days.

LA schools reported 12 RIDDOR incidents within 2022/2023.

11. Ashmount School – 03/05/2022

IP (Teacher) was playing football with a student. A student kicked the ball at the goal, the IP put her hands up to stop the ball, causing a fracture, resulting in 114 days off work.

12. Thorpe Acre Junior School – 09/05/2022

IP (Teaching Assistant) was talking to a child on the school field when another child kicked a rugby ball, and it went off at a tangent towards the IP and the child. The IP put her arm up to protect the child when the ball hit her hand, causing a fracture.

13. Ashmount School – 09/06/2022

Whilst outside in the playground a student accidentally swung a scoot board into IP's left foot causing bruising, redness and swelling, resulting in 27 days off work.

14. Long Whatton Church of England Primary School – 07/07/2022

A child (IP) was swinging on a tyre swing in the school field when the rope snapped resulting in minor facial injuries and damage to his teeth.

15. The Elizabeth Woodville Primary School – 21/10/2022

IP (Admin and Premises Supervisor) was tidying up after holiday club. Her feet got caught in the football nets causing her to fall over resulting in fractured elbow.

16. Thorpe Acre Junior School – 24/10/2022

IP (PA to the Head) was playing in the playground with a child when she slipped and fell against a bench causing fractured ribs, resulting in 7 days off work.

17. Ashmount School – 25/10/2022



IP (Classroom Assistant) was sitting on a chair in class when the student she was working with ran towards her and collided with her left shoulder causing a rotator cuff tear, leading to 48 days off work.

18. Whitwick St John the Baptist Church of England Primary School – 07/11/2022

IP (preschool staff member) lifted a tyre which was situated in the outdoor learning area causing a lower back injury leading to 57 days off work.

19. Thorpe Acre Junior School – 02/12/2022

IP (Head Teacher) was walking down the stairs when she missed the last step causing her to fall and causing a torn ligament and fractured bone resulting in 31 days off work.

20. Kegworth Primary School – 13/01/2023

A door closed on the IP's (Child) finger causing a fractured finger.

21. Ashmount School – 01/02/2023

A student tried to abscond, as the IP (classroom assistant) ran after the child she tripped and fell causing a fractured ankle, the IP was off work for 28 days.

22. Ashmount School – 07/02/2023

IP removed a child's Lego, as a result the child hit the IP on the top of her head, resulting in 37 days off work.

CFS reported 1 RIDDOR incident within 2022/2023. This incident is summarised below:

23. Youth and Justice Service – 24/01/2023

IP fell down a step outside the Council Chambers and Members Lounge, leading to a fractured elbow and soft tissue damage on right thumb. The injury prevented the IP from working for 55 days.

E&T reported 12 RIDDOR incidents within 2022/2023. These incidents are summarised below:

24. Recycling and Household Waste Sites, Oadby > 02/04/2022

There is a horizontal swing barrier located on the access road (off Wigston Road, Oadby) leading to Oadby RHWS, Seven Trent and Oadby and Wigston Borough Council. It appears that the barrier swung away from the open position as a vehicle approached the exit



resulting in damage to the bonnet, windscreen and dashboard and subsequently injuries to the driver and passenger.

25. Passenger Fleet > 28/04/2022

The employee was twisting during manually carrying hot food box through a narrow door. The injury prevented the IP from working for 11 days.

26. Passenger Fleet, Waterleys Primary School Wigston > 30/05/2022

The employee took a bag from a service user and placed it on the floor to the rear of the wheelchair, then he leaned forward to speak with the service user forgetting the bag he had placed on the floor, took one step back and fell backwards hitting his head on the building. The injury prevented the IP from working for 14 days.

27. Recycling and Household Waste Sites, Market Harborough > 31/05/2022

The IP slipped in the bottom yard (Bay 14) causing a fractured right arm. The injury prevented the IP from working for 36 days.

28. Highway Operations > 20/09/2022 (Agency Worker)

Moving wooden bollard from van to skip and squashed fingers between skip and bollard. The injury prevented the IP from working for 14 days.

29. Recycling and Household Waste Sites, Coalville > 16/10/2022 (Agency Worker)

Employee sustained a fractured toe, resulting in 50 days off work, as a result of stepping off a curb and rolling his foot into a pothole, during a site evacuation.

30. Safe and Sustainable Travel, Botcheston > 02/11/2022

The IP was inspecting a footpath following a report of a dangerous horse, and during the inspection the horse nudged the IP to the ground and stamped on them. The injuries included bruising and soft tissue damage, preventing the IP from working for 35 days.

31. Passenger Fleet > 19/01/2023

The IP injured their back from opening/closing sliding door on the bus around 30 times in a day. The injury prevented the IP from working for 15 days.

32. Highway Operations > 10/02/2023

A tier 4 HAVs examination was performed by health management. The Consultant Physician stated the employee did demonstrate signs and symptoms indicative of HAVS.

33. RHWS, Coalville > 28/02/2023



The IP (member of the public) tripped down a curb, resulting in her allegedly breaking her elbow and shoulder.

34. Passenger Fleet > 02/03/2023

The IP (employee) put a lot of force on his right leg when stepping off the bus, leading to a tendon rupture to the right quadricep. The IP remains off work.

35. Highway Operations > 16/03/2023

IP was lifting a post when it was dropped and bounced and hit IP in between his thighs. The injury prevented the IP from working for 21 days.

ESPO reported 1 RIDDOR incidents within 2022/2023. This incident is summarised below:

36. ESPO > 22/03/2023

IP was cutting a box for disposal using a safety knife, the box slipped, and he cut his left index finger. The injury prevented the IP from working for 14 days.

Health and Safety Audits

The following services were audited in 2022/2023.

- CE>Trading Standards
- PH>Community Delivery
- E&T>Traffic and Signals
- E&T>Infrastructure planning
- E&T>High Speed 2
- E&T>Programmes and Performance
- E&T>Carbon Reduction
- E&T>Projects and Resources
- E&T>CDM
- CFS>School Organisation
- CFS>Admissions & Pupil Services
- CFS>SEN Assessment & Commissioning
- CFS>0-5 Early Years & Childcare
- A&C>Adult Learning (LALS)
- A&C>Libraries
- A&C>Collections & Learning
- A&C>Audience Development
- A&C>Cognitive & Physical Disability
- CR>Beaumanor Hall and Park
- CR>Business Services
- CR>Customer Service Centre
- CR>County Hall Reception Team
- CR>LTS Service Desk
- CR>Site Maintenance and Adaptations Team
- CR>Health, Safety and Wellbeing Team
- Kilby St Mary's Church of England Primary School
- Burbage Church of England Infant School
- St Mary's Church of England Hinckley
- Oxley Primary School
- Fleckney Church of England Primary School
- Ashby de la Zouch Church of England Primary School



- Greenfield Primary School
- All Saints Church of England Primary School Coalville
- Thythorn Field Community Primary School
- Newbold Verdon Primary School
- Sir John Moore Church of England Primary School
- Woodstone Community Primary School
- Booth Wood Primary School
- The Elizabeth Woodville Primary School
- St Edward's Church of England Primary School
- Hallaton Primary School
- Desford Community Primary School

Common findings

The audits undertaken in 2022/23 identified a range of major and minor nonconformities. Individual reports were sent to Service Managers upon completion of the audits. The common findings are briefly outlined below.

- Missing or insufficient risk assessments
- Poor control over staff competency and training. Including insufficient systems to identify specific training needs and refresher requirements
- Missing or outdated DSE assessments
- Missing or insufficient health and safety induction, and/or missing records
- Insufficient implementation of safety controls including safe systems of work, PPE, or emergency procedures
- Insufficient lone working systems
- Lack of PAT testing
- A range of missing internal compliance checks or monitoring
- Missing external compliance maintenance or service reports on site
- Lack of information on site to confirm if remedial measures following external visits have been completed satisfactorily.
- Insufficient recording and arrangements for health and safety roles and responsibilities.
- Insufficient accident and incident reporting particularly reporting of near misses and verbal abuse.

Enforcement Action

The Environment and Transport department received a Notice of Contravention Letter from the HSE in relation to the Oadby RHSW RIDDOR which occurred on the 02/04/2022.



The notice identified contravention of the following regulations.

1. Management of Health and Safety at Work Regulations 1999, Regulation 3

The above regulation requires you to make a suitable and sufficient assessment of the risks to the health and safety of your employees whilst at work and persons not in your employment arising out of or in connection with the conduct by you or your undertaking.

LCC arranged for the installation of the barrier with Oadby and Wigston Borough Council and Severn Trent. Therefore, it is reported that LCC was aware of the barrier and should have identified the risks that could follow the installation of the barrier.

2. Management of Health and Safety at Work Regulations 1999, Regulation 5(1)

The above regulation requires you to plan, organise, control, monitor and review your preventative and protective measures.

It is reported that LCC failed to ensure that safety measures for preventing uncontrolled movement of the barrier were in place and therefore LCC failed to control the risk of the barrier moving.

3. Management of Health and Safety at Work Regulations 1999, Regulation 11.

When the workplace is occupied by more than one employer, the requirement to meet the Management of Health and Safety at Work Regulations 1999 will require some degree of co-ordination and co-operation to make sure their respective obligations are met.

It is reported that LCC did not co-operate with the other parties who had control over the barrier. This is because it was unknown who used the barrier or who left it unlocked and loose.

Following the incident, the HS&W team liaised with representatives across the authority to ensure all horizontal swing barriers were identified, reviewed and removed if possible or risk assessed. Suitable maintenance and inspection regimes were implemented where required. Furthermore, work is ongoing with Strategic Property Services to ensure there is a proper review of cooperation and coordination arrangements at shared sites and facilities to ensure the authority is compliant with Regulation 11.

All DMT's have been briefed about the incident informing them of the serious nature of the incident, and the legal requirements that apply to all service areas.



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
Personal Resilience	5	0	8	0	0	2
Mindfulness Now	8	1	9	0	3	1
COSHH	83	19	10	33	32	4
Fire Safety E-Learning	111	33	27	7	49	1
Fire Safety Practical	122	57	8	15	17	3
Introduction to H&S (Mandatory)	324 (65% complete)	95 (69% complete)	215 (54% complete)	29 (61% complete)	381 (51% complete)	48 (88% complete)
Legionella Awareness	28	4	13	0	22	0
Management of H&S (Mandatory)	60 (39% complete)	83 (62% complete)	37 (30% complete)	10 (22% complete)	59 (37% complete)	21 (58% complete)
Manual Handling	56	146	51	27	57	17
Principles of Risk Assessment	23	39	29	11	11	8
Working at Height	8	5	3	9	12	1
Asbestos Awareness	48	7	16	0	34	0
Fire Risk Assessment	8	6	10	0	3	0
Albac Mat	31	0	0	0	0	0
Evac Chair	0	1	3	7	6	0
DSE	514 (68% complete)	158 (80% complete)	480 (60% complete)	98 (67% complete)	353 (73% complete)	61 (95% complete)
Lone Working	94	25	77	23	30	29
Total	1523	679	996	269	1069	196

Completion data correct from April 2023



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

No.	Key Performance Indicator	2022-2023 Performance
1	Improve health and safety compliance so that there is a 10% reduction in the number of major nonconformities identified in audits each year.	10 audits identified major nonconformities completed to 5 in 2021-2022.
2	All audit report and action plans are developed within 5 working days from the completion of the audit.	This was achieved 100% of the time.
3	Achieve a 10% reduction in workplace accidents resulting in injury year on year.	The number of injuries reduced by 8%
4	A 10% reduction in RIDDOR reported incidents year on year	The number of RIDDOR incidents increased by 38%
5	All accidents / incidents which are RIDDOR reportable will be subject to an accident investigation.	100%
6	To achieve a 10% increase in the number of Managers trained in Health and Safety.	April 2022 – 54% April 2023 – 39%



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	10	105	15	140	17	165	10	131
Chief Executives	1	18	3	140	1	16	1	28
Children and Family Service LA Schools	12	72	5	47	12	84	9	59
Children and Family Service Non Schools	14	211	14	191	13	281	17	281
Corporate Resources	6	89	7	52	11	95	10	94
Environment and Transport	5	23	4	35	5	41	4	42
Public Health	0	11	3	17	2	6	2	8
ESPO	0	0	0	0	0	0	0	0
Traded	22	126	9	83	24	84	47	88
Totals	70	655	60	705	85	772	100	731

Overview	2019/2020	2020/2021	2021/2022	2022/2023
Total new referrals	320	213	321	315
Total sessions	3084	2552	2664	2863

2% decrease in number of referrals compared to 2021/22.

7% increase in number of sessions compared to 2021/22.



Recent and Forthcoming Changes

Managers and staff within departments are advised to be aware of the recent updates that could impact on service delivery.

Martyn's Law

On Monday 19 December 2022, the Government announced details for the Protect Duty, now to be known as 'Martyn's Law' in tribute of Martyn Hett, who was killed alongside 21 others in the Manchester Arena terrorist attack in 2017. Martyn's Law has not yet been passed as legislation, the final requirements and scope are yet to be finalised.

Violence and Aggression at Work

HSE has refreshed its guidance to help you protect your workers and prevent violence at work. The guidance can be viewed on the [HSE website](#).

Guidance and Information

The HS&W Service have been actively engaged in reviewing all of the council's policy and guidance documents available on the Intranet and developing further guidance, where deemed appropriate. This ensures that the policy and guidance given to Managers remains relevant and concise to the changing circumstances of the Authority. The following table outlines the policies that have been reviewed or developed within the 2022/23 financial year. Managers are advised to ensure that they are familiar with those that are applicable to their operations.

Reviewed Guidance Documents
Automatic Doors Guidance
Behaviour of Concern (formally challenging behaviour)
CDM Guidance
Contractor Management Guidance
COSHH Guidance
DSE Managers Guide
Electrical Pre-Use Checks Guidance
Excavations and Safe Digging Guidance
Fan Safety Alert
First Aid Guidance
First Aid Needs Assessment
Gas Safety Guidance
Hand Arm Vibration Guidance



How to Guide – Workplace Inspections
How to Guide - Complete Action on AssessNET
How to Guide - Stress Risk Assessment
How to Guide - Safe System of Work
ISO Migration Guide
Lanyard Safety Guidance
Noise at Work Guidance
PEEP
Pregnancy and Breastfeeding
Safety at Sports Grounds Documentation
Ventilation Guidance
Violence at Work Guidance
Visitors Policy
Young Persons & Work Experience
New Guidance Documents
Access and Egress & Driver Training Safety Alert
Barriers and Gates Safety Alert
Horizontal Swing Barriers Safety Alert
Lighting Safety Alert
Magnifying Mirrors Safety Alert
Mould Safety Alert
Racking and Shelving Guidance

HS&W Service Target Operating Model (TOM)

In 2016 People Services, including the HS&W service, underwent a review, which led to the review of our TOM and staffing levels. The principles of the TOM emphasised the importance of manager self-service. Since the pandemic the service have noticed a huge increase in the demand on our service to provide assistance beyond the TOM. Whilst it is positive that managers are taking an interest in improving health and safety compliance, it is helpful to take this opportunity to remind managers of the huge range of guidance and training available to assist with self-service. Links to our guidance documents and training pages are included below. Information on manager's roles and responsibilities is also linked below.

[Health and Safety – Intranet Page](#)

[Health and Safety Training – Learning Hub](#)



[Health and Safety – Roles and Responsibilities](#)

Conclusion

This report has shown that the number of injuries reported by the council has reduced by 8% compared to the previous year, however the number of RIDDOR reportable incidents has increased by 38% compared to the previous year.

A huge amount of proactive work has taken place over the last 12 months by the Health, Safety and Wellbeing Service, including:

- 42 health and safety audits in addition to several inspections.
- Launching a new accident investigation training course.
- Signing a contract with Solo Protect for a Lone Working App, which will be rolled out throughout 2023.
- Delivering on a DSE campaign which has resulted in a significant increase in DSE compliance. In addition to signing a contract for an ergonomic equipment supplier to simplify the process for arranging reasonable adjustments.
- Implementing a hate crime reporting system.
- Launching a toolbox talk Learning Hub page.
- Carrying out detailed investigations for all 36 RIDDOR reportable incidents.
- Producing H&S resources including the various safety alerts.
- Relaunching ISO 45001 training sessions for managers.

Priorities for the year ahead include:

- Delivering the roll out of Solo Protect.
- Launching a new Stress Audit Tool.
- Launching a CDM training course.
- Implementing AssessNET Single Sign On.
- Implementing a corporate PAT testing process alongside Operational Property Services.
- Improving first aid compliance and management at County Hall and other sites.
- Reviewing the Health and Safety Induction Course.
- Reviewing LCC's approach to fire awareness training.
- Supporting and delivering on various wellbeing initiatives.
- Carrying out health and safety audits and inspections as planned.
- Working towards the objectives set in each departmental action plan.
- Maintaining our ISO 45001 certification.



The Wellbeing Service Annual Report

What is the Wellbeing Service?

The Wellbeing Service consists of a team of four counsellors, trained in a variety of therapeutic approaches. The service offers employees the opportunity to access a free, safe, and confidential service, where they can explore both work-related and personal concerns. Employees can expect: to see someone that will listen and support without judgment; sessions tailored to meet individual need; a space to explore thoughts and feelings, and to find ways to manage during difficult times.

Trainee and External Therapists

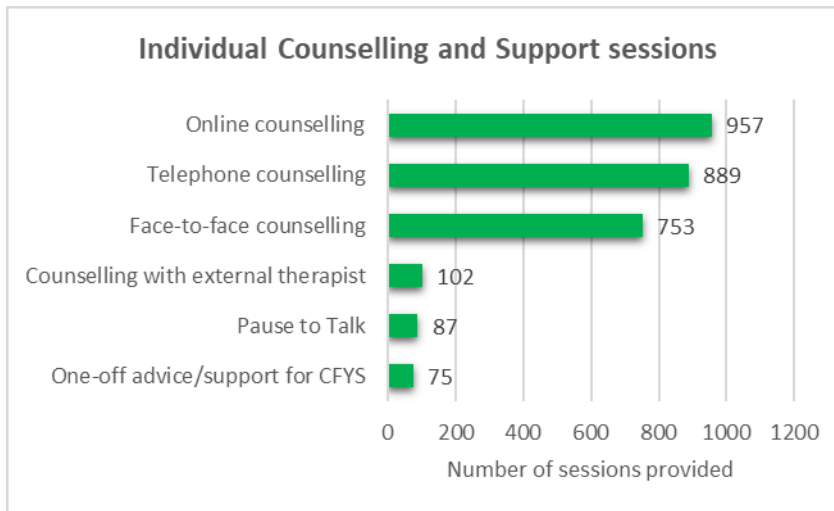
The Wellbeing Service currently offers a training placement for 4 volunteer therapists. These trainee counsellors play a crucial role in supporting the employees of Leicestershire County Council and are an invaluable resource.. The service has recently recruited a male trainee therapist, which has been a positive step in redressing the gender imbalance within the team. However, we are aware that the placement fails to attract applications from minority communities. The team need to consider how we can make the placement more appealing to applicants from diverse backgrounds and think carefully about where we advertise the opportunity.

Over the past year, the Wellbeing Service has increased the use of external therapists to meet the increasing demand from academy school employees seeking counselling. The external counsellors are qualified and accredited therapists, practicing as members of the British Association of Counselling and Psychotherapy. Going forward, the use of external therapists will be an important part of reducing the waiting times for corporate clients.

Service Usage

Referrals

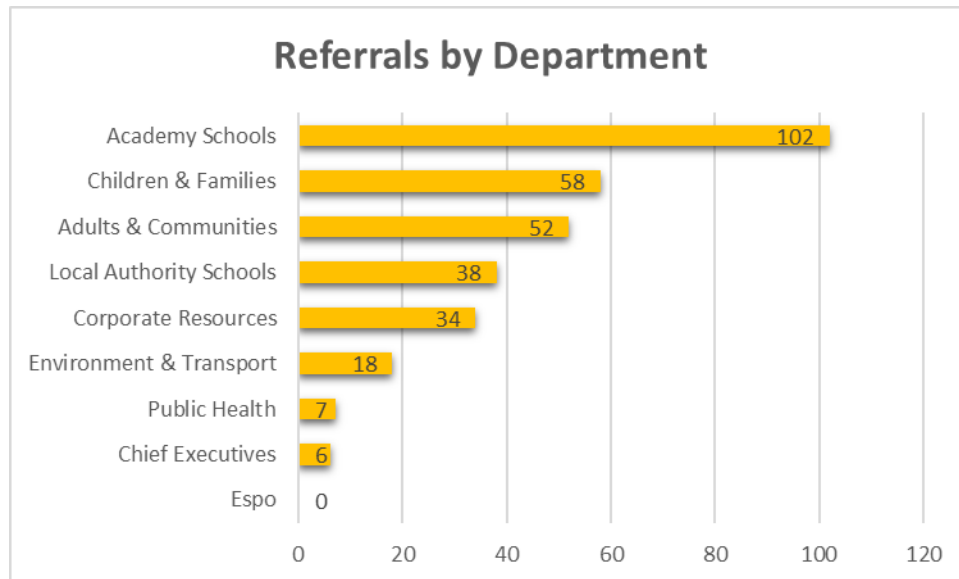
- The Wellbeing Service received **315 new referrals** for short-term counselling from April 2022 to March 2023.
- The average number of referrals was 26 per month, with spikes up to 42 in November 2022 and January 2023. This figure has remained fairly consistent over the past 5 years, (with the exception of the first year of the pandemic).
- A further **87 employees** sought fast access one-off advice sessions and **42 employees** from the CFS service booked advice and support sessions as part of a targeted clinic.
- Over that same period, the service provided employees, and clients from the traded services, with **2863 individual counselling or support sessions**. This figure has risen steadily over the past 5 years. The breakdown of how these were provided can be seen below:



Although the referral rate has remained stable, the rise in the number of sessions provided can be accounted for by several factors, including:

- an increase in the use of one-off, fast access *Pause to Talk* sessions
- the provision of one-off advice and support sessions offered to the Children & Families department
- the increased use of external therapists to meet the demand from academy school employees (traded service)
- the provision of longer-term counselling, beyond the standard 6-session model, for employees for whom additional sessions were deemed necessary, either on ethical/safeguarding grounds or to minimise sickness absence.

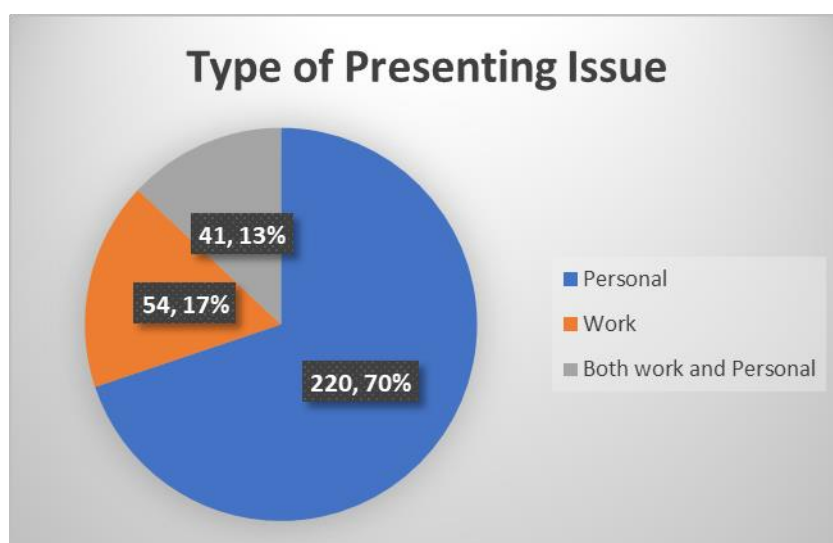
The number of referrals received from each department revealed a similar pattern to the previous year, with around a third of referrals received from academy school employees, (see chart below). Although CFS was the second biggest referring department, there was a 23% reduction in referrals compared to the previous year. It's likely that this was due to the provision of targeted support in that department, offered by a therapist from the Wellbeing Service. The combination of psychoeducation and one-off advice and support sessions may have reduced the need for further counselling sessions.



There was a slight reduction in referrals from Adult & Communities and Environment & Transport, and ESPO did not use the service at all in the previous financial year. Referrals increased by 60% from the Corporate Resources department and from 1 to 7 employees from Chief Executives, compared to the previous year.

Presenting Issues

Employees use the Wellbeing Service to talk about any issue they're finding difficult to manage. Over the last year, at point of referral, 30% of referees cited a work-related issue as one of the reasons for referring, whilst 70% reported only personal issues, (see chart below).



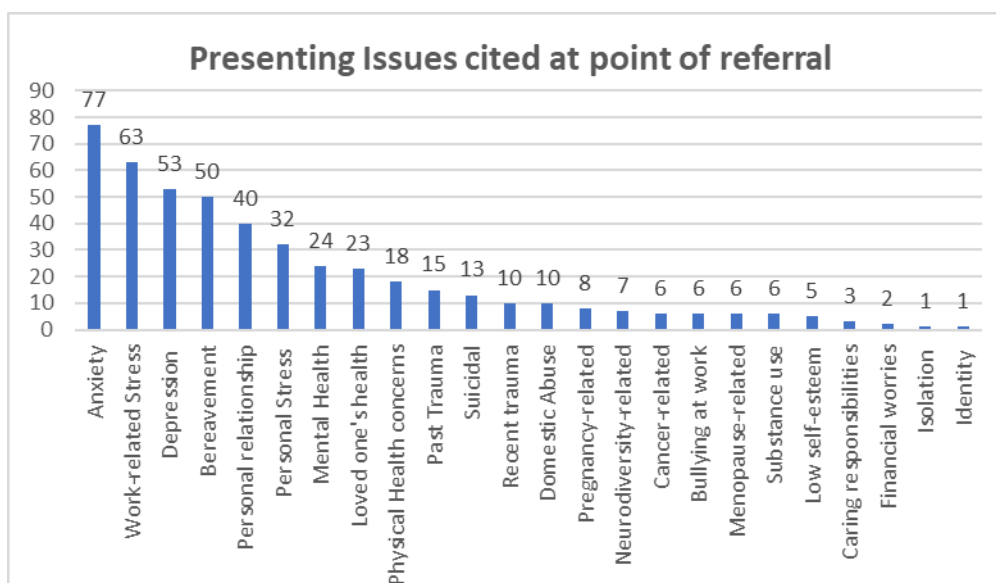
At point of referral, clients are invited to give a brief description of what they are seeking help with, and clients often present with more than one concern. Over the past three years,



the top 5 presenting issues remain the same, (see chart below), with anxiety and work-related stress the most commonly cited presenting issues. It's fair to say that these two issues often go hand in hand, with many employees reporting anxiety, as a consequence of work-related stress.

In some departments, reports from clients suggest an overwhelming and relentless workload and a feeling that the only way to keep abreast of the work to the expected standard is to work beyond paid hours, often during evenings, weekends and sometimes during annual leave.

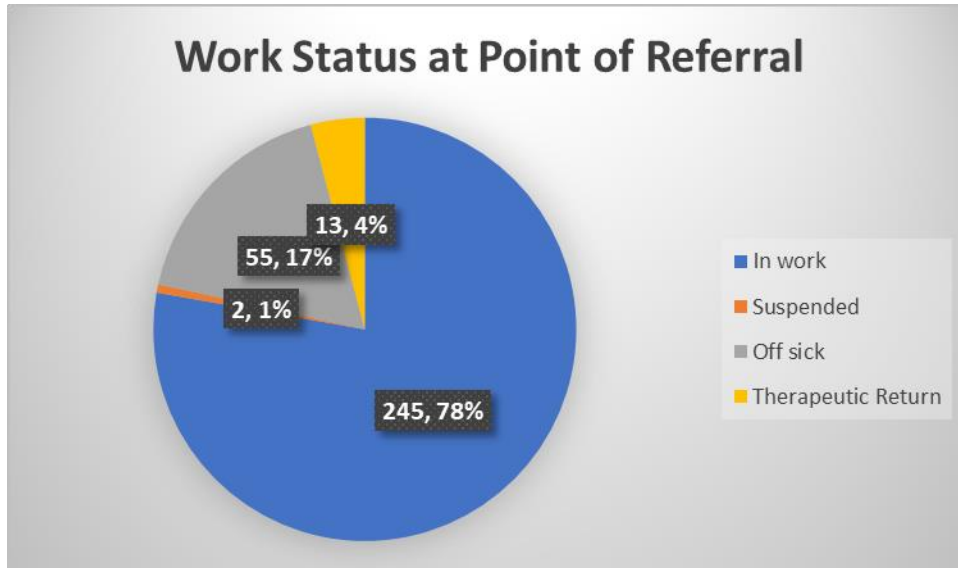
Many clients report feeling burnt out, but resist slowing down or implementing self-care measures, for fear of getting further behind and the workload simply growing, thus adding further pressure, and increasing stress and anxiety. Clients feel unable to seek support from colleagues or managers, whom they perceive to be under the same pressure. For many, this feels unsustainable and leaving their role feels like the only way to attend to their wellbeing needs.



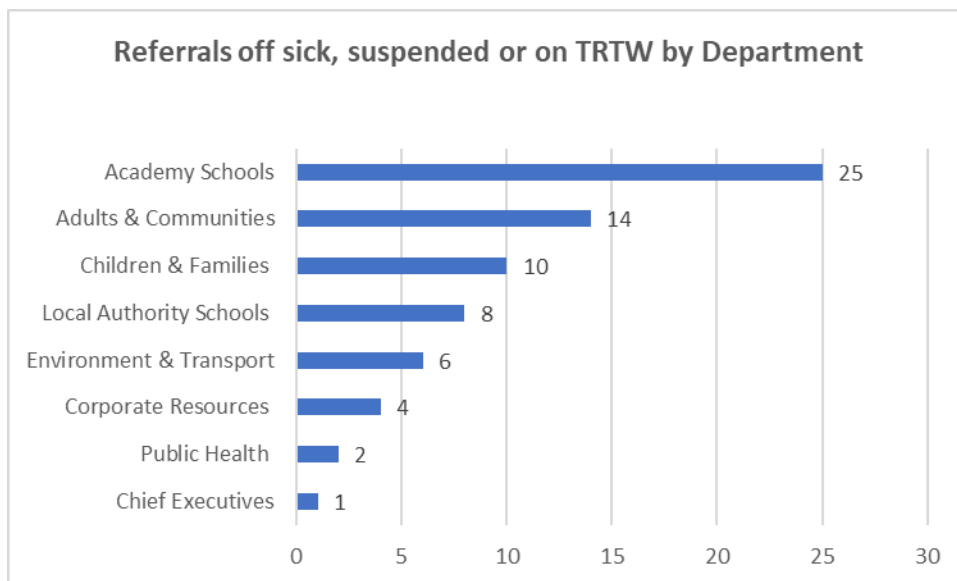
Whilst work-related pressures are of concern, it's important to note that 70% of referrals were for solely personal issues.

Work Status

Whilst 78% of referrals came from employees who were attending work, 22% (70 referrals) were received from individuals either absent from work due to sickness; suspended due to substance use or undergoing a therapeutic return to work (TRTW), see chart below. Of these 70 referrals, 24% reported that they were subject to a sickness absence support plan.

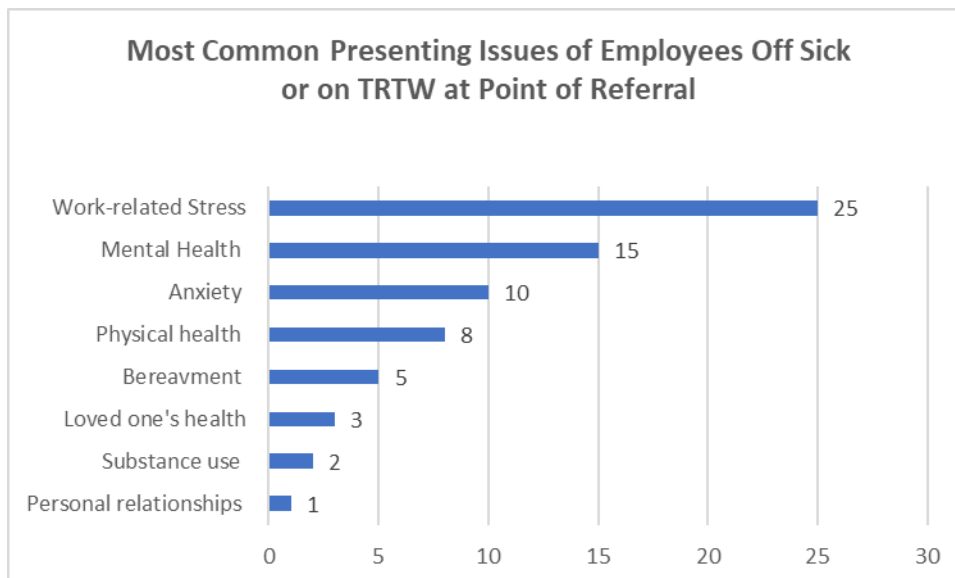


Referrals from employees off sick, suspended, or on a therapeutic return to work were from the following departments:



The main presenting issues for this group were *'Work-related Stress'*; (36%); *'Mental Health'* – including: Bipolar, Eating Disorders, Depression and Suicidal Ideation (21%) and *'Anxiety'* (14%), see chart below.

There has been a noticeable reduction in those off sick presenting to the Wellbeing Service with bereavement issues. It may be that this is due, in part, to the option for employees to access the face-to-face Bereavement Support Group, which has been a popular addition to the offer from the Wellbeing Service in the last year.



In an attempt to address the concerns around work-related stress and anxiety, the service has now developed a 4-week face-to-face course to support employees to manage their stress and an online anxiety awareness course, providing employees with an opportunity to better understand their symptoms and explore ways to tackle their anxiety. Both new resources are in the completion stage and due to be launched in September 2023.

For those individuals approaching the service with long standing mental health issues, (that are likely to fall under the criteria of a disability), it is felt that in some cases, the need could be met with a more proactive approach from managers to implement a realistic and workable well-being plan. This plan could include tailored reasonable adjustments and clear steps to follow, (by both employee and line manager), when early signs of a deterioration in mental health are identified.

The Wellbeing Service, alongside the Health and Safety Officers, are available to have generic conversations with employees, line managers and the HR, to consider helpful steps to take in cases where an individual's underlying mental health difficulty may, at times, impact on their ability to perform their job role. However, client confidentiality will always take precedence.

Service Development

Targeted work in the Children and Families Service

Following on from last year's targeted training for the Practice Excellence Team, a therapist from the Well-being team has continued to offer a weekly clinic to CFS practitioners. Employees from this service can book individual support sessions to explore case-related concerns, self-development issues or challenges in their personal lives. Four sessions per week are available for booking and these have been fully booked since the start of the offer in April 2022. Common themes emerging from these sessions are:

- Difficulties achieving work-life balance



- Excessive workload and challenges related to time management
- Work-related Stress
- Staff burnout
- Inconsistent supervision or lack of supervision and guidance

As part of this offer, practitioners are provided with helpful advice and resources, as well as the following strategies:

- Time management advice
- Setting boundaries to support work-life balance
- Applying theories to help practitioners self-reflect and explore how their own emotions may be affecting case decisions
- Setting boundaries and communication plans with families
- Intervention ideas for families and how to engage them

Targeted work in the Children & Families SEND Service

The team was approached with concerns for the wellbeing of employees in the SEND service. A request was made for a therapist to investigate the causes of concern for employee wellbeing. During initial meetings with SEND managers, it was suggested that the following areas of training could be helpful:

- Assessment skills
- Emotional resilience
- How to manage aggression & challenging behaviour from parents and other professionals.

42 of the 51 staff members agreed to take part, and one-to-one meetings were conducted over a two-month period. It quickly became apparent that employee wellbeing and morale was being significantly affected by several factors. The findings of this project have been presented in a report with a proposed action plan to the service director and several meetings have taken place to explore and agree a plan moving forward. It is understood that an external consultancy service has begun to implement changes with the SEND service and so a follow up review by the Wellbeing Service has been planned to gauge whether employee feedback has changed and well-being within the service improved.

Well-being Menopause Champion

One of the therapists within the team has completed training as a Menopause Champion. This means that the team remains up to date with advice, information and resources pertinent to employees experiencing menopausal symptoms. Whilst some clients present with menopausal symptoms alongside other well-being needs that can be addressed during counselling sessions, the service is also happy to offer one-off advice and support to menopausal women through our menopause clinic.



Wellbeing Equalities Champion

One of the therapists within the team has completed training as an Equalities Champion. The purpose of the training was twofold. Primarily, it enabled the champion to prepare for a supporting role with race champions in the Children & Families department. Secondly, it has provided a champion for the Health, Safety and Wellbeing team who can work with concerns related to equality.

The Equalities Champion will play a key role in communicating the Council's strategies and developments on Equality and Diversity across the workforce. Furthermore, we hope that employees will be encouraged to approach the service to come and talk about any challenges they may be facing, related to issues around Equality and Diversity, and feel confident that their concerns will be listened to and responded to.

Bereavement Support Group

In response to last year's priority to support bereaved employees, a therapist in the Wellbeing Service developed a 6-week face-to-face '*Bereavement Support Group*'. This is a combination of psychoeducation and facilitated mutual support around grief. This has proved to be a popular resource and means that those that feel ready to access support around bereavement can bypass the counselling waiting list and benefit from sharing their journey of grief in a safe supportive environment with colleagues with shared experiences. It should be noted that we have had an increasing number of referrals for employees that have been bereaved by suicide in the past year.

Stress Management Group

Stress at work has continued to be a significant cause for concern amongst council employees. Building on the stress management online resources offered last year, a therapist in the Wellbeing Service has developed a 4-week face-to-face '*Managing Wellbeing, Pressure and Stress*' course. This course offers employees an alternative resource for learning new ways of taking responsibility for managing feelings of stress and promotes access to support for those employees that find it challenging to learn via online methods. This course is due to be launched in September on a rolling programme.

Anxiety Awareness E-learning

We are living in times of growing uncertainty and the council's employees are no exception. A priority over the past year has been to begin addressing the rising levels of anxiety amongst employees and the service has now developed an e-learning '*Anxiety Awareness*' course. This course will help clients and managers to understand the causes, symptoms and consequences of anxiety and sets out practical steps that employees can take to begin managing their symptoms. This course is due to be launched in September 2023 and will be available to all employees.

Workshop: Managing employees expressing suicidal ideation

The service is aware that employees are more transparent about their mental health. This is likely to be a positive response to campaigns to raise awareness across the council and has encouraged employees to reach out, including disclosure of feelings around suicidal ideation.



However, managers and colleagues sometimes find this a difficult and distressing issue to manage. The Wellbeing Team have developed a short workshop to guide and support managers who are faced with staff expressing suicidal ideation. It's important that managers feel confident having these difficult conversations. The workshop supports managers to understand which questions to ask and the appropriate steps to take to safeguard employees who may be at risk of harming themselves. It also equips them with the knowledge of how the employee can access appropriate mental health crisis support.

What Next?

Intranet Pages

The Wellbeing Service recognise that, whilst many employees struggle with their emotional well-being, not all wish to access counselling services. The service is working towards offering a broad range of resources to suit the needs of all employees. We envisage that the support on offer to employees will fall into one of five different streams:

1. Advice and information documents
2. E-learning courses
3. Face-to-face groupwork
4. Fast access to a one-off chat
5. 1:1 short term counselling

Over the coming year, the Wellbeing intranet pages will be developed to reflect the range of resources available and offer a user-friendly guidance through the different options on a variety of topics that may be impacting mental well-being, along with clear guidance on how to access the various streams of support.

Depression Awareness Course

To date, the service has developed resources in response to the most common presenting issues. We now have resources to support employees with Stress, Bereavement and Anxiety. Over the next year, we will be developing a similar resource to support employees experiencing Depression and concerns around thoughts of suicide. This will initially be an online e-learning course, with the potential to translate to a face-to-face group course.

Addressing loneliness, isolation, and disconnection

The Wellbeing Service recognise the significant impact of the Covid-19 pandemic and the subsequent organisational changes that have led to many employees feeling lonely, isolated, and disconnected from their team and the organisation. We will be giving some thought to how we can reach out and consult with these employees and generate a meaningful response to support employees to reconnect with their colleagues and feel like a valued part of the organisation.

Reducing the Waiting List

From point of referral, all employees are offered an initial assessment with a counsellor within 1-4 weeks. The assessment appointment is an opportunity for the client to discuss all their concerns and for the counsellors to offer initial advice and support; respond to any



safeguarding concerns and signpost to other services if necessary. Following the initial assessment, the wait time to begin sessions can vary depending on the demand on the service. Over the past year, various demands have impacted on the wait time, including:

- Supporting clients at risk of losing their job during prolonged disciplinary procedures
- Cancellation and DNAs – often due to conflicting work demands
- Clients at risk that require continued monitoring and input
- Requests from managers to continue wellbeing support
- Development work aimed at moving the offer to a more proactive, rather than reactive, service.
- An increase in referrals from Academy Schools (traded service).

The team are aware that wait times to begin counselling sessions, whilst shorter than other comparable external services, are longer than employees consider an acceptable wait time. We will be dedicating thought to ways in which we can reduce wait times and respond to employee need in a timelier fashion, because we know that support helps staff to stay in work and return to work when they are struggling with their emotional and mental well-being.

What do employees say about the Wellbeing Service?

Following counselling sessions, clients are offered the opportunity to feedback to us about their experience of using the Wellbeing Service, in the form of a confidential survey. Over the past year, 50 employees completed the survey.

This is what they told us:

- **100% agreed** that the well-being team listened to them and treated their concerns seriously
- **100% agreed** that the service helped them to better understand and address their difficulties
- **98% agreed** that they received the help that mattered to them
- **100% agreed** that they had confidence in their therapist and his/her skills
- **86%** told us that personal difficulties were having an impact on their ability to perform their job
- **76%** told us that work-related difficulties were having an impact on their ability to perform their job.
- **67%** told us that the counselling sessions helped them to stay in work and avoid taking sick leave



- **96%** 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:

Over the last twelve months, the People Services Wellbeing Delivery Team with support from the Wellbeing Board have been continuing to work on the delivery the Wellbeing Action Plan 2021-2023.

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.

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.

Some of the key achievements have included:

- Delivery of Sleep Workshops in April 2022, supported by a Wellbeing Bulletin on sleep.
- Resources relating to support with depression shared as part of a Wellbeing Bulletin.
- Creation of a dedicated physical activity page on the intranet.
- Delivery of mindfulness sessions from October 2022 to July 2023.
- Consolidation of wellbeing information on the intranet – this work is continuously ongoing to improve the accessibility of information.
- Work is ongoing to improve communication of wellbeing information to staff members that do not have regular access to the LCC intranet.
- Stress management e-learning was reviewed and communicated as part of Stress Awareness month.
- 'Unpack Your Stress Container' workshops took place throughout 2022/23. These workshops are now offered as part of an ongoing offer.

Going forward:

Going forward, a new wellbeing action plan is in place, which has a strong focus on stress, financial wellbeing, and physical health. Emphasis is also being placed on how the authority can measure the success of wellbeing initiatives.



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.



EMPLOYMENT COMMITTEE – 7 DECEMBER 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 or concerns raised by members of the Committee.
4. There are no outstanding comments or 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 – 7 December 2023

SUMMARY OF CURRENT ACTION PLANS - IMPLEMENTATION COMPLETED

Action Plan	Date Approved	Actual Completion Date	Outcome Number of compulsory redundancies
Children & Families - Edge of Care	07/07/2023	30/09/2023	0
Adults & Communities - Charnwood Community Life Choices Services	10/05/2023	11/09/2023	11
Adults & Communities - Roman Way Community Life Choices Services	23/05/2023	09/10/2023	7

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**EMPLOYMENT COMMITTEE – 7 December 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.	Supporting those in CR positions with finding redeployment opportunities.	4
Children & Families - Family Help Service Restructure	29/09/2023	consultation launched 2/10/2023		

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