



TO COUNCILLOR:

Miss A R Bond
Mrs L M Broadley
M H Charlesworth (Chair)

M L Darr
B Dave
Mrs S Z Haq

K J Loydall JP
Mrs S B Morris

Dear Sir or Madam

I hereby **SUMMON** you to attend a meeting of the **CHANGE MANAGEMENT COMMITTEE** to be held at the **COUNCIL OFFICES, STATION ROAD, WIGSTON** on **TUESDAY, 15 JANUARY 2019** at **6.30 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
07 January 2019

Mrs Anne E Court
Chief Executive

<u>ITEM NO.</u>	<u>AGENDA</u>	<u>PAGE NO'S</u>
1.	Apologies for Absence	
2.	Appointment of Substitutes	
	To appoint substitute Members in accordance with Rule 4 of Part 4 of the Constitution.	
3.	Declarations of Interest	
	Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'.	
4.	Minutes of the Previous Meeting	1 - 4
	To read, confirm and sign the minutes of the previous meeting in accordance with Rule 17 of Part 4 of the Constitution.	
5.	Action List Arising from the Meeting	5
	To read, confirm and note the Action List arising from the previous meeting.	
6.	Petitions and Deputations	
	To receive any Petitions and, or, Deputations in accordance with Rule 24 of Part 4 of the Constitution.	



- 7. Review of the Council's Constitution Update (January 2019)** **6 - 9**
Report of the Senior Democratic Services Officer / Legal Officer
- 8. Introduction of Paperless Committee Meetings** **10 - 15**
Report of the Democratic & Electoral Services Manager
- 9. Absence Management (Q3 2017/18 v Q3 2018/19)** **16 - 21**
Report of the Head of People & Performance
- 10. Exclusion of the Press and Public**
The press and public are likely to be excluded from the remainder of the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972 (Exempt Information) during consideration of the item(s) below on the grounds that it involves the likely disclosure of exempt information, as defined in the respective paragraph(s) 1, 2 and 3 of Part 1 of Schedule 12A of the Act and, in all the circumstances, the public interest in maintaining the exempt item(s) outweighs the public interest in disclosing the information.
- 11. Facing the Future (Verbal Presentation)**
Verbal Presentation of the Chief Executive

For more information, please contact:

Democratic Services

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LE18 2DR

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Agenda Item 4

**MINUTES OF THE MEETING OF THE CHANGE MANAGEMENT COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 24 JULY 2018
COMMENCING AT 6.30 PM**

PRESENT

Councillor M H Charlesworth (Chair)

COUNCILLORS

Mrs L M Broadley
M L Darr
Mrs S Z Haq
K J Loydall JP

OFFICERS IN ATTENDANCE

D M Gill	(Head of Law & Governance / Deputy Monitoring Officer)
S Hinds	(Director of Finance and Transformation / Section 151 Officer)
Miss J Sweeney	(Democratic & Electoral Services Officer)
S Tucker	(Democratic & Electoral Services Manager)

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors Miss A R Bond and B Dave.

2. APPOINTMENT OF SUBSTITUTES

None.

3. DECLARATIONS OF INTEREST

None.

4. MINUTES OF THE PREVIOUS MEETING HELD ON 17 JANUARY 2018

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the meeting of the previous Committee held on 17 January 2018 be taken as read, confirmed and signed.

5. ACTION LIST ARISING FROM THE MEETING HELD ON 17 JANUARY 2018

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The Action List be noted by Members.

6. PETITIONS AND DEPUTATIONS

None.

7. ASSET MANAGEMENT STRATEGY UPDATE (PRESENTATION)

The Committee gave consideration to the report, as verbally delivered and summarised by the Director of Finance & Transformation, which asked it to note the ongoing work being undertaken in relation the Council's Asset Management Strategy.

The Committee were advised that the Council had commenced a strategic review of its assets and a presentation was shown to Members outlining the key details. The scope of the review was wide-ranging and included the Council's administrative facilities, Depot, commercial properties, housing and land assets.

With regard to administrative facilities, it was confirmed that an independent review of the Bushloe House site was being carried out in order to appraise the different options available for future use of the facilities and to assess the suitability of any proposals from both operational and financial perspectives. Members were advised that insufficient expertise existed internally to carry out such an exercise, hence the decision to involve independent opinion. It was expected that the results of the exercise would be available by the end of July.

In relation to the Depot, Members were notified that a decision on the future of waste collections in the Borough was due to be made at the meeting of Full Council on Tuesday 31 July 2018. Discussions were also ongoing with a local transport operator to determine if there was any appetite for relocation to the Depot site, which would have the potential to release land in Wigston earmarked for development.

In terms of commercial properties, it was confirmed that a market assessment would commence in the winter of 2018 which would review the options for best use of commercial properties currently under Council ownership, as well as assessing opportunities for further commercial investment to generate income for service provision. The likelihood of such investments was however somewhat dependent on various factors such as the implementation of the Local Plan and the future settlement received from central government.

It was confirmed to Members that opportunities continued to be sought to purchase properties in the Borough suitable for providing homeless accommodation. This would enable families to stay in the Borough in a better standard of accommodation and at a lower cost to the Authority. In addition, it was confirmed that a review of assets held by the Council would commence in the Autumn of 2018, which would help to identify properties and/or land that could be sold or redeveloped to assist towards meeting the Borough's housing need. It was requested by Members that an up-to-date copy of the Council's asset register be circulated to the Committee.

By affirmation of the meeting it was

UNANIMOUSLY RESOLVED THAT:

The contents of the verbal update and presentation be noted by Members.

8. UPDATE ON THE PROGRESS OF THE CONSTITUTIONAL WORK GROUP

The Committee gave consideration to the report as set out on pages 5-15 of the agenda, which asked Members to offer their opinions concerning standardised terms of reference for Sub-Committees, and to clarify their views in relation to the distinction between operational and policy matters insofar as the Scheme of Delegation was concerned.

The Head of Law & Governance advised Members that during the meeting of Full Council on 24 April 2018 which considered a number of proposals to revise the Council's

Constitution, the Leader of the Council had requested the inclusion in the Constitution of standard Terms of Reference for Sub-Committees. At the meeting of the Constitutional Working Group which followed on 30 May however, there was a divergence of opinion as to whether the Leader's request acknowledged that Sub-Committees have full decision-making powers, and Members were of the opinion that the power of Sub-Committees should be limited to making recommendations only.

Aside from Sub-Committees created under statute (for example Licensing Sub-Committees), the Committee clarified that they could not currently envisage any situation whereby a parent Committee within the authority would wish to delegate decision-making powers to a Sub-Committee. The expectation from Members was that any creation of a sub-group comprised of Members would solely be on the basis of a task-and-finish remit, therefore it was requested that separate standard terms of reference also be included in the Constitution for Working Groups/Panels established by Committees, clearly stating that their role is to advise or make recommendations to the relevant parent Committee. It was agreed that standard terms of reference for Sub-Committees should still be included in the revised Constitution, but that they should include clear reference to the fact that the Sub-Committee could only be established through the agreement of the parent Committee and this would involve the delegation to the Sub-Committee of full decision-making powers (unless the Sub-Committee were minded to refer a decision back to the parent Committee).

In relation to the distinction between policy and operational matters, the Committee were invited to refer back to the Governance arrangements adopted by the Council at its meeting on 29 April 2014. Whilst acknowledging that Members should not become involved in day-to-day operational matters, some Members of the Committee felt that there should be greater opportunity for Member involvement in shaping operational strategy, in particular when it came to major decisions which would affect all residents across the Borough. This was on the basis that Members had to take accountability for policy decisions and therefore should have the ability to contribute strategic advice towards the delivery stage of such policies, including the ability to raise concerns if they believe that the policy is not being operationally delivered as specified within the policy decision taken. The Head of Law and Governance suggested that the Leader of the Council and Leader of the Opposition could be invited on behalf of their respective political groups to contribute more strategically to the development stage of major policy decisions, to enable greater Member input and improve lines of communication between Members and Senior Officers. This would help to ensure that once matters reached the operational stage, Members would be satisfied that their input had been sought and Officers would be clearer in terms of policy direction.

It was fed back to the Head of Law and Governance that Members welcomed the style of the revised Committee report template, but it was requested that additional space be provided on the template for the Council's Health and Safety Officer to comment on reports where appropriate.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

- (i) Members note the progress made in reviewing the Council's Constitution by the Constitutional Working Group;**
- (ii) Standard terms of reference for both Sub-Committees and Working Groups/Panels be drafted for inclusion in the Council's revised Constitution; and**
- (iii) The views of the Committee in relation to the distinction between operational and policy matters insofar as the Scheme of Delegation is**

concerned be fed into the review of the Council's Constitution.

9. PROPOSED MEMBERS' INDUCTION PROGRAMME (MAY 2019)

The Committee gave consideration to the report as set out on pages 16-18 of the agenda, which asked it to note the planning undertaken to date for Member induction following the 2019 Borough Council elections and to offer any additional suggestions for inclusion in the programme.

The Democratic and Electoral Services Manager advised the Committee that prior to the 2015 Borough Council elections, East Midlands Councils had put together a County-wide programme of prospective Councillor events to assist those interested in standing for election and provide insight into the realities of being a Councillor. The events were generally considered successful but on this occasion there was no budgetary provision to run such a programme, therefore the District and Borough Councils were looking to coordinate a programme themselves. To begin with, Oadby and Wigston were looking to participate in a joint-event hosted by Blaby District Council during Local Democracy Week in October 2018. It was proposed that any attendees at this event from the Borough who remained keen to stand for election could then provide their contact details to Democratic Services to enable them to be invited to a further, more in-depth event to be hosted at the Council Offices in early 2019. All current Members of the Council would be invited to the events to offer their views and experiences to people potentially interested in standing.

Following the May 2019 elections there were a number of formalities for newly elected/re-elected Members to complete which it was proposed should be commenced during the week commencing Monday 6 May 2019. There would also be a rolling programme of Member development throughout the year, with mandatory training prioritised initially. The Committee agreed with the proposed programme of activity immediately following the election, and stressed that training needed to evenly spread so as not to overwhelm Members and dilute any learning. It was agreed that some of the training suggestions outlined at Paragraph 3.10 of the report could prove useful to some Members, and it was also suggested that online training could be used for certain subject areas, following the successful completion by all Members of GDPR training earlier in 2018.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

- (i) The provisional proposals for Members' Induction following the 2019 Borough Council elections be noted by Members; and**
- (ii) The comments and suggestions of the Committee be fed into the ongoing development of the Member Induction programme.**

THE MEETING CLOSED AT 8.28 PM



Chair

Tuesday, 15 January 2019

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Council Offices, Station Road, Wigston, Leicestershire, LE18 2DR*

CHANGE MANAGEMENT COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 24 July 2018

No.	Minute Reference / Item of Business	*Details of Action <i>Action Due Date</i>	Responsible Officer(s)' Initials	Status / Update
1.	7. - Asset Management Strategy	Circulate an up-to-date copy of the Council's Asset Register to Members of the Committee. <i style="text-align: right;">Due by Jan-19</i>	StHi	Complete
		Circulated an up-to-date copy of the Council's Asset Register to Members of the Committee by email on 7 January 2019.		
2.	8. - Update on the Progress of the Constitutional Working Group	Update committee report template to include a 'Health & Safety' implications comments box where appropriate. <i style="text-align: right;">Due by Oct-18</i>	SaBa	Complete

* | All actions listed are those which are informally raised by Members during the course of debate upon a given item of business which do not form part of - but may be additional, incidental or ancillary to - any motion(s) carried. These actions are for the attention of the responsible Officer(s).

Agenda Item 7



Change Management Committee	Tuesday, 15 January 2019	Matter for Information and Decision
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Report Title: **Review of the Council's Constitution
Update (January 2019)**

Report Author(s): **Samuel Ball (Senior Democratic Services
Officer / Legal Officer)**

Purpose of Report:	To update the Committee on the progress achieved to date and the final recommendations made by the Constitutional Working Group (CWG) in updating and revising the Constitution following the circulation of a draft Constitution to all Members in December 2018.
Report Summary:	The CWG continues to make progress in updating and revising the Council's Constitution which is now nearing completion. At its most recent meeting on Tuesday, 8 January the CWG was asked to consider the feedback received following the circulation of a full proposed draft Constitution to all Members in mid-December 2018. It is anticipated that a full approved draft Constitution should be finalised following the conclusion of this meeting, incorporating any agreed final revisions as recommended by the CWG, in readiness for its adoption in April and implementation with effect from the start of the 2019/2020 municipal year.
Recommendation(s):	<p>A. That the progress made to date by the Constitutional Working Group in updating and revising the Council's Constitution be noted by Members; and</p> <p>B. The final recommendations of the Constitutional Working Group, following its consideration of the feedback received from all Members, be considered and any final revisions to the draft Constitution be agreed.</p>
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Anne Court (Chief Executive) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk</p> <p>Dave Gill (Head of Law & Governance / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Steve Tucker (Democratic & Electoral Services Manager) (0116) 257 2605 steven.tucker@oadby-wigston.gov.uk</p> <p>Samuel Ball (Senior Democratic Services Officer / Legal Officer) (0116) 257 2643 samuel.ball@oadby-wigston.gov.uk</p>
Corporate Priorities:	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2)
Vision and Values:	"A Strong Borough Together" (Vision)

Report Implications:-	
Legal:	An up-to- date constitution minimises the risk of Council decisions being challenged.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Political Dynamics (CR3) Regulatory Governance (CR6) Organisational/Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from the report. EA not applicable.
Human Rights:	There are no implications arising from the report.
Health and Safety:	There are no implications arising from the report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	All Elected-Members Constitutional Working Group
Background Papers:	Report entitled 'Review and Amendment of the Council's Constitution' to Full Council, 24 April 2018 Report entitled 'Update on the Progress of the Constitutional Working Group' to Change Management Committee, 24 July 2018 Report entitled 'Review of the Council's Constitution Update (October 2018)' to Council, 2 October 2018 Full Proposed Draft Constitution (Circulated in December 2018)
Appendices:	None.

1. Background

- 1.1 The work undertaken by the Constitutional Working Group (CWG) in partnership with Officers over the past 12-months culminated in a full proposed draft Constitution being circulated to all Members in mid-December 2018. All Members were invited to review the draft Constitution and to feedback any comments they had by no later than Friday, 4 January 2019.
- 1.2 The draft Constitution contained the following updated and revised parts:

Part No.	Title	Page No.
Part 1	Summary & Explanation	1 - 6
Part 2	Articles of the Constitution	7 - 40
Part 3	Responsibility for Functions	41 - 90
Part 4	Rules of Procedure	91 - 190

Part 5	Codes and Protocols	191 - 294
Part 6	Members' Allowances Scheme	295 - 302
Part 7	Committee Structure	303 -304
Part 8	Management & Departmental Structure	305 - 306

1.3 The feedback received from Members is summarised as follows:

Provision No.	Feedback Received	Page No.
Part 3, General Comment	All Members should be eligible to sit on any ad-hoc sub-committee or panel hearing etc. subject to receiving the required training.	n/a
Part 4, Rule 7.1	The quorum for meetings should be fixed at a higher percentage of the whole number of Members who have the right to vote at meetings and/or the minimum baseline number of Members present and entitled to vote at meetings should be increased.	97
Part 4, Rule 16.1	The requirement of no speeches until a motion has been seconded should be removed.	105
Part 4, Members' Substitute Scheme, Para 3.2.	The limit on the maximum number of Members that can be substituted by a political group or grouping on a body should be removed.	187
Part 4, Members' Substitute Scheme, Para 3.2.	The requirement of written notice of a substitution no later than 5.00 pm before the last clear working day before a meeting should be removed.	186

1.4 A number of points of clarification were also sought by Members as to the text as written, however these did not amount to any substantive changes being fed back.

2. Progress Update

2.1 At its most recent meeting on Tuesday 8 January, the CWG was asked to consider the feedback received from Members following the circulation of the full proposed draft Constitution and to make recommendations for any final revisions to this Committee.

2.2 Details of the CWG's considerations and recommendations will be verbally reported to the Committee at the meeting. This is because this meeting's agenda statutory publication deadline of Monday, 7 January predates the meeting of the CWG on Tuesday, 8 January.

3. Next Steps

3.1 It is anticipated that a full approved draft Constitution should be finalised following the conclusion of this meeting, incorporating any agreed final revisions as recommended by the CWG, in readiness for its adoption in April and implementation with effect from the start of the 2019/2020 municipal year. This represents an appropriate juncture to adopt the revised arrangements once a new administration has been formed after the 2019 Borough elections.

3.2 The new Constitution will primarily be made available online via the Council's website and

the Modern.Gov application in a more user-friendly and accessible format by making use of the functionality of the Council's committee and meeting management application. This enhanced format will allow the extensive contents of Constitution as a document to be navigated more easily and efficiently, and will ensure that future reviews and amendments are conducted and presented in an orderly and systematic manner with a clear audit trail.

Agenda Item 8



Change Management Committee	Tuesday, 15 January 2019	Matter for Information and Decision
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Report Title: Introduction of Paperless Committee Meetings

Report Author(s): Steven Tucker (Democratic & Electoral Services Manager)

Purpose of Report:	To seek approval for Change Management Committee to undertake a pilot of 'paperless' meetings and, subject to the success of the pilot, to extend this approach to all Council and Committee meetings on a phased basis.
Report Summary:	The adoption of a paperless approach to meetings will reduce the Council's carbon footprint, deliver printing, paper and production cost savings, and provide Members with improved access to information, thereby allowing them to more effectively and efficiently undertake their duties.
Recommendation(s):	<p>A. That the next meeting of Change Management Committee scheduled for Tuesday, 5 March 2019 be designated as a pilot 'paper-light' meeting;</p> <p>B. That the first meeting of Change Management Committee in the 2019/20 Municipal Year be designated as a pilot 'paperless' meeting;</p> <p>C. That subject to the success of the above pilots, a phased Council-wide transition to paperless meetings be implemented, with the timetable to be agreed in consultation with Committee Chairs; and</p> <p>D. That Members note the intention to purchase the Modern.Gov restricted app to facilitate the transition to paperless meetings.</p>
Responsible Strategic Director, Head of Service and Officer Contact(s):	<p>Stephen Hinds (Director of Finance & Transformation) (0116) 257 2681 stephen.hinds@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law & Governance / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p> <p>Steve Tucker (Democratic & Electoral Services Manager) (0116) 257 2605 steven.tucker@oadby-wigston.gov.uk</p> <p>Samuel Ball (Senior Democratic Services Officer / Legal Officer) (0116) 257 2643 samuel.ball@oadby-wigston.gov.uk</p>
Corporate Priorities:	An Inclusive and Engaged Borough (CP1) Effective Service Provision (CP2) Green & Safe Places (CP4)
Vision and Values:	Accountability (V1)

	Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	The implications are as set out in the report.
Financial:	The implications are as set out in the report.
Corporate Risk Management:	Effective Utilisation of Assets/Buildings (CR5) Regulatory Governance (CR6) Organisational/Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising directly from the report. EA not applicable.
Human Rights:	There are no implications arising from the report.
Health and Safety:	There are no implications arising from the report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 The Local Government (Electronic Communications) (England) Order 2015
Appendices:	1. Estimated Committee Agenda Printing Costs (2018)

1. Background

- 1.1 In light of ongoing financial pressures, the Council continues to look at identifying ways of doing more with less. Part of the Council's strategy to achieve this is through the implementation of smarter ways of working in a digital age through its Business Transformation agenda.
- 1.2 A number of Councils have completed a transition to paperless meetings over recent years and there is a clear direction of travel in this regard, such that over the course of the next few years it is expected to become standard practice in local government.
- 1.3 Across a wide number of service areas, the Council is increasingly encouraging its residents to access services electronically. Moving to paperless meetings provides Members with an opportunity to lead by example in this regard and demonstrate that they too are prepared to embrace new forms of technology to deliver savings, embrace more efficient working practices and reduce the Council's carbon footprint.

2. Advantages of Paperless Working

There are a number of potential benefits associated with a move to paperless meetings, which include:

2.1 Environmental Benefits

The primary benefit of paperless meetings is the reduction of the Council's carbon footprint, highlighting the authority as being environmentally responsible. Paper and stationery usage is reduced, less energy is used to produce printed papers, less printing equipment is required and less transport is involved.

2.2 Reduced Printing & Postage Costs

It is not possible to determine the exact year-on-year spend on printing of meeting papers because departmental recharges for printing do not differentiate between the various types of printing. However, as an indicative guide, the estimated costs for the Council's six principal Committees during 2018 are outlined at **Appendix 1**.

These figures are based on the current cost of paper purchase, colour printing at around 4.5 pence per page and £1.50 for large postage per agenda pack to each Committee Member. The total estimated cost of producing Committee papers during 2018 was just under £3,500 for approximately 52,000 pages.

The frequency of Council and Committee meetings and the size of agendas can vary significantly, and with the addition of ad-hoc Committees, extraordinary meetings, Sub-Committees and Working Groups, it is difficult to project a definitive cost saving that paperless meetings would offer going forward. However, it is considered that even when the annual site-licence fee for the Modern.Gov restricted app (see paragraph 3.2 below) is taken into account, the paperless initiative will still deliver a moderate cost saving.

2.3 Security

The Modern.Gov App will enable Democratic Services to disseminate Private or Restricted (Exempt Information) papers securely to Members. This has the benefit of ensuring that only the people who should see the papers have access to them.

2.4 Officer Time

The removal of the need to print, envelope and process hard-copy agenda papers for postage will result in efficiencies in Committee administrator time which can be reallocated to other areas of Member support.

2.5 Improved Access to Information

Through the Modern.Gov app, Members are able to access meeting papers from any place, at any time to suit their personal commitments. Most tablet devices are small, portable, convenient and easy to use once Members become familiar with them; by contrast some agenda packs can be several hundred pages long and particularly cumbersome. The Modern.Gov app can be set to retain six months' worth of Committee papers which can be accessed and referred to at any time (including during meetings), improving access to information. At the current time Members only receive a hard copy agenda for the Committees on which they sit; however the app can be configured to provide Members with access to any Council meeting papers they wish to receive. Dual-hatted members are also able to access Leicestershire County Council meeting information through the application.

2.6 **Improved Member Skills**

An additional by-product of a move to paperless meetings is likely to be the upskilling of some Members' IT skills. Going paperless provides an incentive to embrace new technologies, and at a time when most Councils are adopting a "Digital First" approach for their communities, it can only help having Members who are more skilled and have an understanding of technology and how it can transform service delivery.

3. **Modern.Gov App**

3.1 The standard Modern.Gov app is available for any member of the public to download, therefore any exempt/confidential meeting papers cannot be accessed through it. However, for an additional annual site-licence fee, there is a restricted version of the app which will allow Members (via a straightforward login process) to access exempt or non-public Committee papers on their device through the Council's internal network. The cost of the site-licence for the restricted app is ordinarily £3,000 per year, however the Council has been offered an introductory price of £2,000 per year for the first three years. Members are asked to note the Council's intention to take advantage of this time-limited offer to facilitate the move to paperless meetings.

4. **Options for Implementation**

- 4.1 Some local authorities are known to have used a 'guillotine' approach to introducing paperless meetings, whereby all meetings from an agreed cut-off date are to become strictly paperless. Modern.Gov report that this approach has had mixed results, with some Council's finding that this allows little time for Members to build confidence.
- 4.2 Other local authorities have opted initially for a pilot, followed by a gradual meeting-by-meeting approach.
- 4.3 It is considered that Change Management Committee, given its remit to "provide oversight and scrutiny of any major change management projects being carried out within the organisation", is the most appropriate Committee to undertake a pilot of this nature.
- 4.4 It is recommended that the pilot should begin with a 'paper-light' approach, whereby Members can request a paper copy of the agenda pack alongside their electronic copy to build confidence, eventually leading to a paperless outcome. The next meeting of Change Management Committee scheduled for Tuesday 5 March 2019 represents a suitable opportunity to commence the pilot.
- 4.5 It is also recommended that subject to successfully addressing any feedback/concerns arising from the 'paper-light' meeting in March 2019, the first Change Management Committee meeting of the 2019/20 Municipal Year (date to be confirmed) should be designated as a pilot 'paperless' meeting.
- 4.6 Subject to any further feedback/concerns arising from the pilot paperless meeting, it is then recommended that a phased Council-wide transition to paperless meetings be implemented, with the timetable to be agreed in consultation with each relevant Committee Chair.

5. **Support for Members**

- 5.1 It is recognised that some Members will adapt quicker than others to a transition to paperless meetings, therefore the level of support provided to them will be crucial.
- 5.2 Early consideration will be given to ensuring that all Members have a tablet device (either personal or Council supplied) which is compatible with the Modern.Gov restricted app.

Under the current Member IT scheme, Members can request either a laptop or iPad to assist them in their duties. Provision for new equipment will be included in the 2019/20 budget to provide members with the required equipment.

- 5.3 It is proposed that in order to put Members at ease with using the Modern.Gov app, ongoing drop-in sessions will be held prior to Committee meetings to deliver high quality one-to-one support and advice. Support will also be requested from IT to ensure that the Member Wi-Fi facility is regularly tested for reliability (although as long as the agenda pack is downloaded before the meeting, a weak or intermittent Wi-Fi signal should not affect Member participation at meetings).
- 5.4 It is intended that during paperless meetings the agenda will be projected from the Modern.Gov app onto the meeting room screen, to provide a useful a training aide and reference point. This will also be particularly helpful for enhancing the transparency of Committee meetings to any members of the public in attendance.
- 5.5 To ensure that no Member experiences battery cut-off during meetings, arrangements will be made for spare charging facilities to be available. Spare hard copies of the agenda can also be made available in the event that any Member forgets to bring their device to a meeting.

6. Legal Implications

- 6.1 The Local Government (Electronic Communications) (England) Order 2015 permits delivery of an electronic summons to Members for a Committee meeting subject to the consent of the Member.
- 6.2 The security settings within the Modern.Gov App allow for all common types of information to be published securely, safeguarding sensitive documents and applying where necessary the exemption criteria relevant to Access to Information legislation.

OWBC ESTIMATED COMMITTEE PRINT COSTS 2018

CASHABLE SAVINGS	Full Council (26 Members) (8 Meetings) 24,778 Pages	PFD (15 Members) (7 Meetings) 10,710 Pages	Service Delivery (14 Members) (5 Meetings) 7,952 Pages	Development Control (13 Members) (14 Meetings) 6,058 Pages	Licensing & Regulatory (13 Members) (4 Meetings) 2,483 Pages	Change Management (8 Members) (2 Meetings) 304 Pages	TOTAL 52,285 Pages
Paper	£42.12	£18.20	£13.51	£10.29	£4.22	£0.51	£ 88.85
Printing	£1115.01	£481.95	£357.84	£272.61	£111.73	£13.68	£ 2352.82
Outbound Postage	£312.00	£157.50	£105.00	£273.00	£78	£24	£ 949.50
TOTAL	£1469.13	£657.65	£476.35	£555.90	£193.95	£38.19	£ 3391.17

Agenda Item 9



Change Management Committee	Tuesday, 15 January 2019	Matter for Information
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Report Title: **Absence Management (Q3 2017/18 v Q3 2018/19)**

Report Author(s): **Karen Pollard (Head of People & Performance)**

Purpose of Report:	The purpose of this report is to give the overall levels of sickness absence levels at the Council and compares them per quarter in 2017/18 to 2018/19.
Report Summary:	The report gives a breakdown of short-term and long-term sickness absence per employees up to quarter three for both years. It sets out information about how sickness absence is managed to reduce the numbers of days lost to the Council. It also sets out plans to reduce sickness absence in the future. It includes how we support employees during sickness absence.
Recommendation(s):	That the contents of the report be noted.
Responsible Strategic Director, Head of Service and Officer Contact(s):	Anne Court (Chief Executive / Head of Paid Service) (0116) 257 257 2602 anne.court1@oadby-wigston.gov.uk Karen Pollard (Head of People & Performance) (0116) 257 2727 karen.pollard@oadby-wigston.gov.uk
Corporate Priorities:	Effective Service Provision (CP2) Wellbeing for All (CP5)
Vision and Values:	"A Strong Borough Together" (Vision) Accountability (V1) Respect (V2) Teamwork (V3) Innovation (V4) Customer Focus (V5)
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Reputation Damage (CR4) Organisational/Transformational Change (CR8) Other corporate risk(s).
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable.
Human Rights:	There are no implications arising from this report.

Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None
Background Papers:	None.
Appendices:	None.

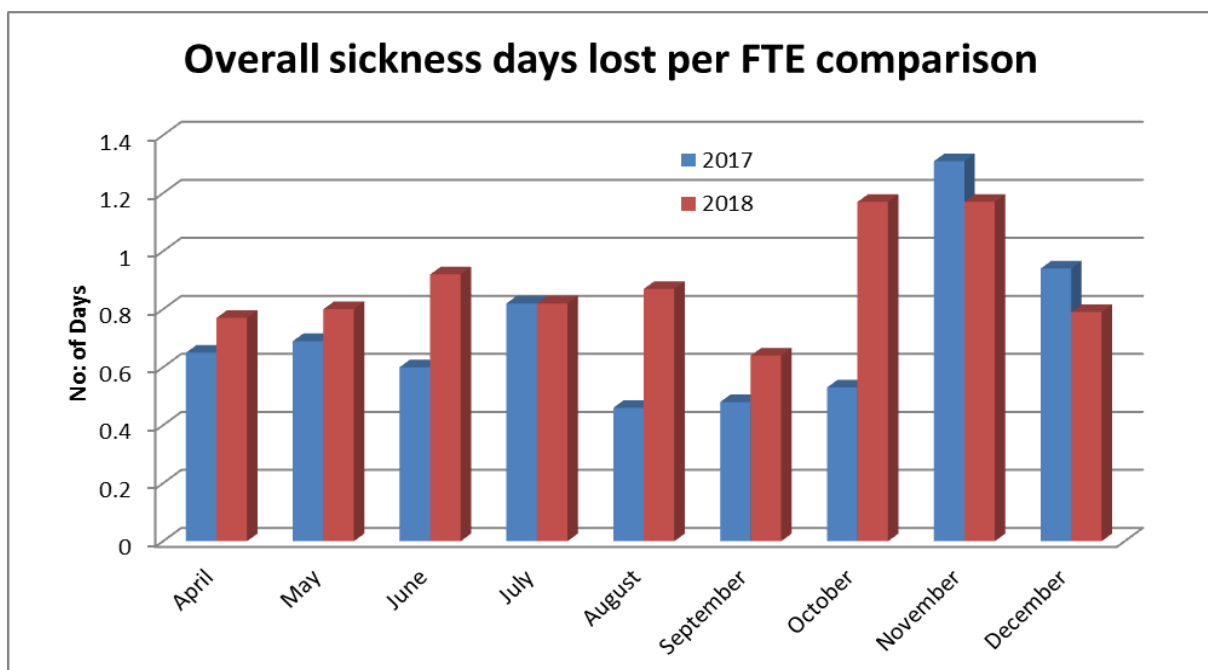
1. Introduction

- 1.1 This report gives details about the overall position of sickness absence levels at the end of quarter 3 for 2018/19. It also reports on the first 3 quarters of 2017/18 and 2018/19 so that a comparison can be made between the two years.
- 1.2 In 2018/19, a key performance indicator of 8 days per person was introduced to measure short term sickness absence. This is reported on a quarterly basis to the Policy, Finance and Development Committee.
- 1.3 Short term absence is classed as sickness absence which is less than 4 weeks in duration. Absence that is longer than 4 weeks is considered to be long term sickness absence and is recorded and managed in a different way. The overall sickness absence is reported as one combined figure as days lost to the Council per full time equivalent employee.

2. Statistics Setting Out Numbers of Days Combining Short and Long Term Sickness

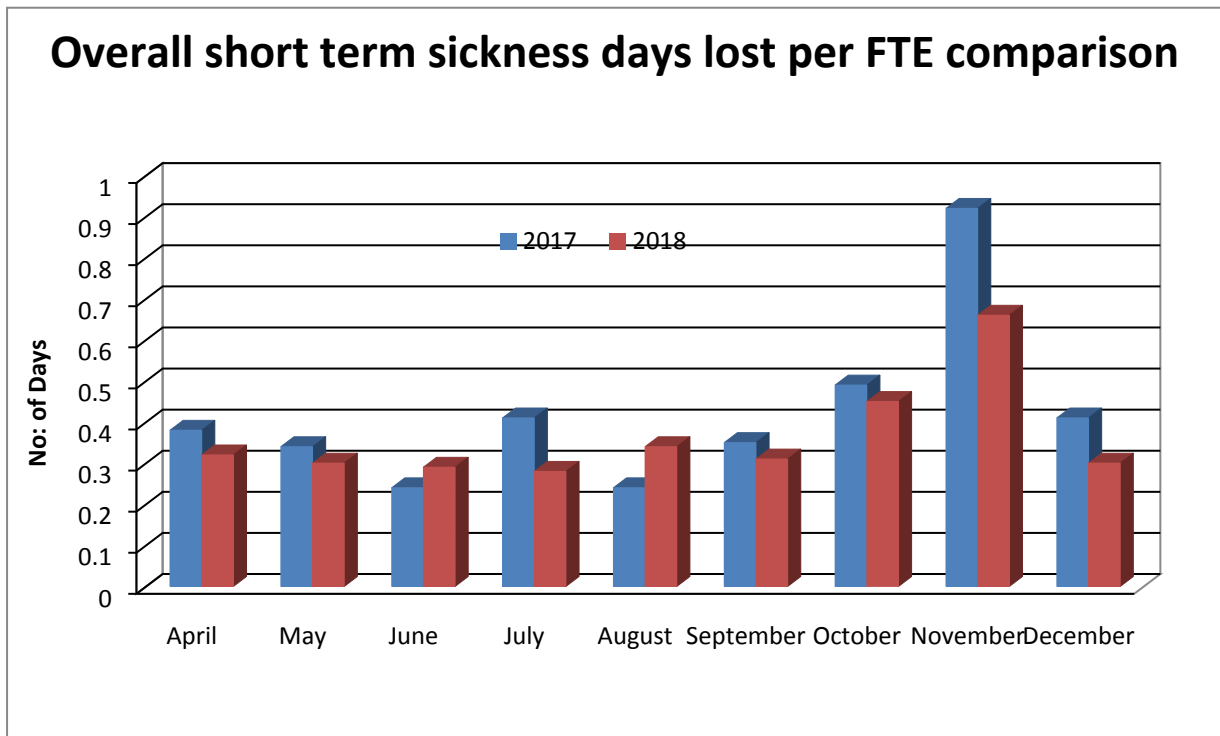
Comparison up to Quarter 3 from 2017/18 and 2018/19

Overall Sickness



2.1 In the third quarter of 2017/18 the overall days lost to sickness absence for both short term and long term sickness combined was 6.48 days per full time employee (FTE). In the same quarter for 2018/19 this has risen to 7.95 days per FTE. The reason for this increase is the higher number of long term sickness cases so far this year. In the 2017/18 year there were 2.75 days lost per FTE and in the same period in 2018/19 there were 4.7 days lost per FTE. The figures for the end of year report to the end of March 2019 will see a reduction in absence levels due to a number of cases being resolved under the Council’s policies. The figures for the end of year report in March 2019 should see a reduction in the sickness levels to reflect this.

Short Term Sickness

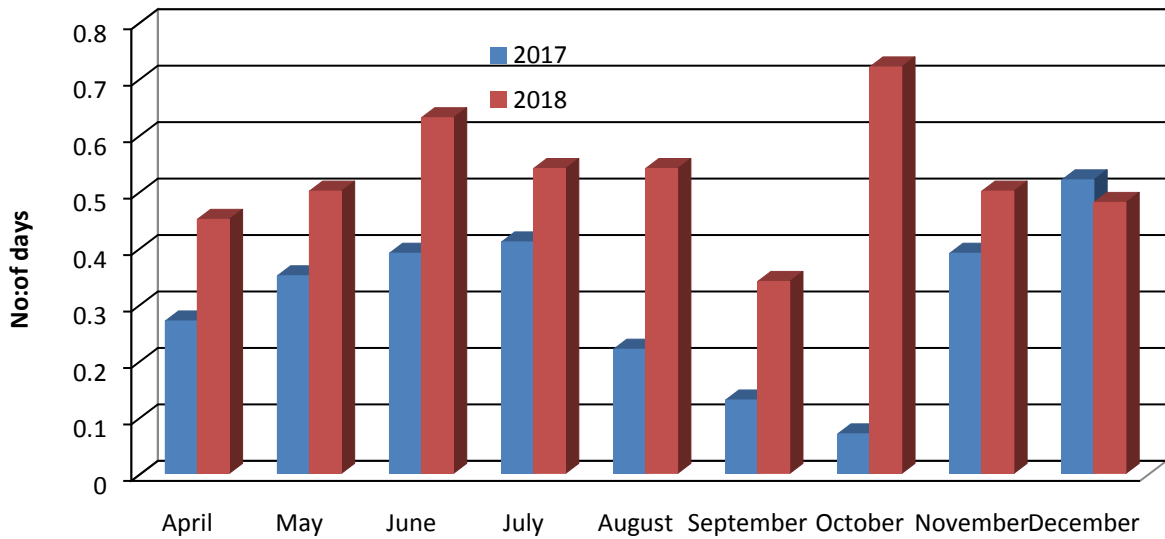


2.2 Short term sickness absence shows a reduction from 2017/18 to 2018/19 which is a measure of success for the Council. In 2018/19 up to quarter 3, 3.25 days per FTE were lost compared to 4.2 days per FTE for 2017/18. There are no patterns with short term sickness; there are wide reasons from colds to sickness bugs. The figure for the private sector employer’s sickness absence is consistently lower than the public sector and is on average 4 days per person. It is believed this is linked to less favourable sick pay provision in the private sector.

Long Term Sickness

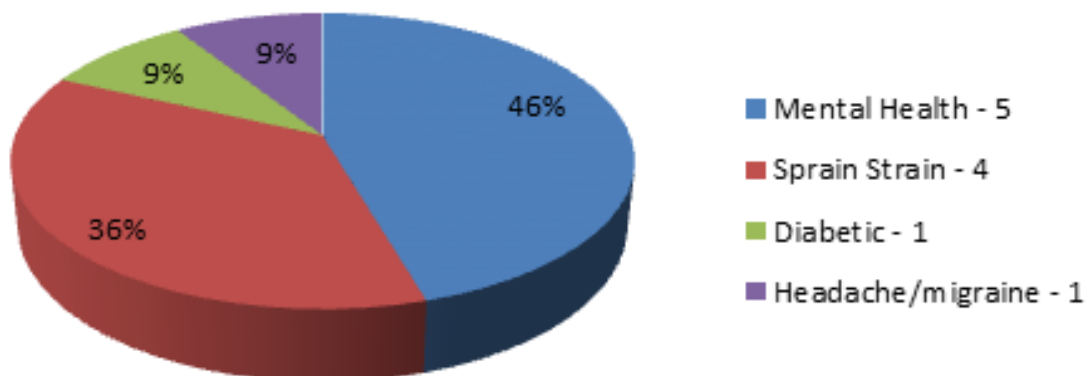
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Overall long term sickness days lost per FTE comparison



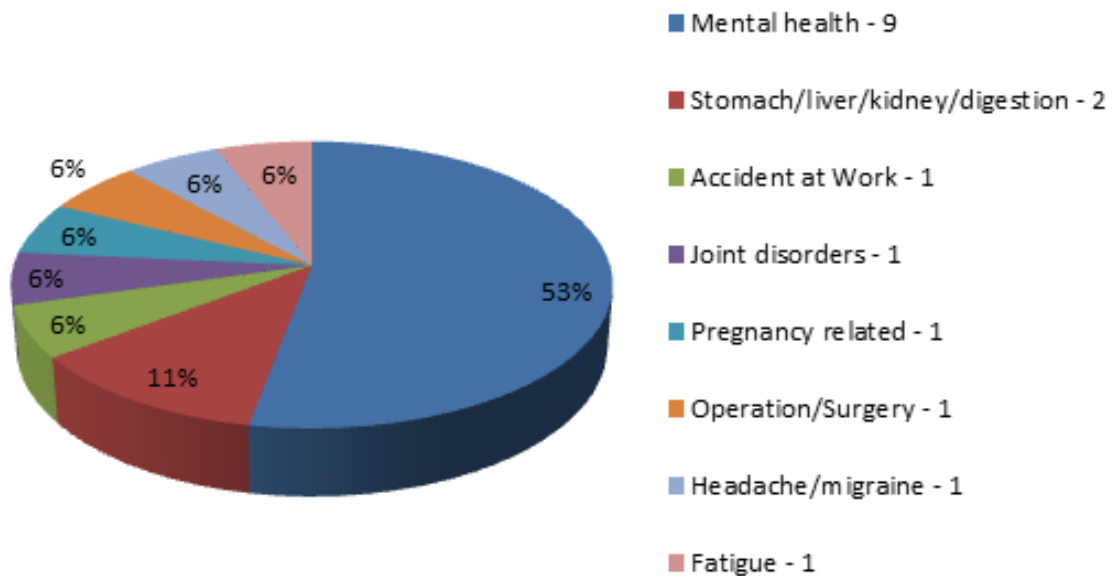
- 2.3 The number of day's absences for long term sickness, which is for sickness over 4 weeks, has risen from 3.49 days lost per FTE in 2017/18 to 4.7 days lost per FTE in 2018/19. The Council's policy on sick pay is in based on the length of service. In the first year of service employees receive one month's full pay and two months half pay. After 5 years' service, sick pay rises to 6 months' full pay and 6 months' half pay.

Causes of long term sick April-December 2017



(Continued overleaf)

Causes of long term sick April-December 2018



2.4 The comparison between long term sickness shows how varied each year can be. We are working with the trade unions to ensure that employee's interests and that of the Council are taken onto account. At present, the majority of mental health issues are not work related and are more to do with personal stress.

3. Action Currently Being Taken to Reduce Sickness Levels

- 3.1 A New Sickness Absence Management Policy was introduced in February 2017. This Policy gave managers the authority to set targets for employees to meet when they reach more than 3 occasions in a 12 month period of short term sickness. The Policy has 3 stages for improving attendance and can lead to dismissal if poor attendance persists. The introduction of the policy was accompanied by a training course for all those who have the responsibility for managing staff. This gave confidence to managers to deal with sickness absence and ensured consistency when applying the Policy across the Council. The Policy is attributed to the reduction in short term sickness absence.
- 3.2 Return to work interviews are completed for all sickness absences when employees return to work. This process is attributed to a reduction in sickness absence as a way of reducing occasional or frequent absences. It is also a way of ensuring that the employee is well enough to carry out the full duties of the role. Records of these meetings are kept on personal files.
- 3.3 In cases of long term illness, which is longer than 4 weeks, a phased return can be used to ease the employee back to work and can offer support or reasonable adjustments. This can be in relation to any illness where there may be a risk of the employee having a relapse and not being in a position of returning on a full time basis.
- 3.4 Since 2017, the Council has delivered 3 Health at Work days for staff. These will be held twice a year going forward. The Health Days involve checks for staff such as blood pressure, cholesterol checks, diabetes and height and weight. These checks encourage a healthier lifestyle and improve attendance at work.

- 3.5 There are staff benefits available such as free leisure passes, monthly massages and free annual flu jabs. An interest free cycle to work scheme is available to all staff. There is a free Employee Assistance Package which has a help line which is available on a 24 hours a day, 7 days a week basis to give advice on a range of issues. There are also 6 face to face counselling sessions free for all staff to help manage stressful situations.
- 3.6 There is a Stress Policy in place to help with work related stress. This involves contacting staff within a week of sickness absence to see what can be done to help them back to work. A referral to our Occupational Health Advisor will be made at the time if appropriate.
- 3.7 When employees are on sickness absence for more than 4 weeks (which is not work related stress) e.g. operations, the line will keep in touch with the employee in the early stages of absence. The line manager and a human resources advisor visit the employee at the 4 week stage. A referral to Occupational Health is made if required. A visit is then made every 4 weeks until the employee returns. Arrangements are made to encourage a return to work.
- 3.8 We also have courses available on the Council's e-learning package 'Learning Pool' to reduce sickness to support staff with life challenges which could have a knock on effect and cause sickness absence.

4. Plans to Reduce Sickness Levels Further

- 4.1 There are two members of the Human Resources Team who have trained to be Mental Health First Aiders. The role is classed alongside first aiders and will be available from 1 January 2019.
- 4.2 From 1 February 2019, the Human Resources Team will be able to offer work place coaching which is to improve performance and productivity.
- 4.3 The Council will be delivering in house training which will be open to all staff on How to Manage Stress, and Recognising the signs and symptoms of Mental Health.
- 4.4 Team Leaders will be offered Leadership and Management training so that they can manage their teams while taking into account the best practice. By managing teams using the best techniques, this will reduce the stress in the workplace.