

Employment Committee



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Wednesday, 15 January 2025 at 10.00 am
Council Chamber - South Kesteven House, St. Peter's Hill,
Grantham. NG31 6PZ

Committee Members: Councillor Anna Kelly (Chairman)
Councillor Gloria Johnson (Vice-Chairman)

Councillor Matthew Bailey, Councillor Rhys Baker, Councillor Ashley Baxter,
Councillor Harrish Bisnauthsing, Councillor Phil Gadd, Councillor Gareth Knight and
Councillor Paul Martin

Agenda

This meeting can be watched as a live stream, or at a later date, [via the SKDC Public-I Channel](#)

1. **Apologies for absence**
2. **Disclosure of interests**
Members are asked to disclose any interests in matters for consideration at the meeting.
3. **Minutes of the meeting held on 13 November 2024** (Pages 3 - 7)
4. **Gender Pay Gap Report** (Pages 9 - 20)
This report provides Employment Committee with the Gender Pay Gap position as of 31 March 2024.
5. **Employee Engagement Action Plan 24/25** (Pages 21 - 33)
To update Employment Committee on the actions taken following the Engagement Survey 2024.
6. **Exclusion of the Press and Public**
It is likely that the press and public will be excluded during discussion of the following agenda item because of the likelihood that information that is exempt under paragraphs 1 and 2 of Schedule 12A of the Local government Act 1972 (as amended) would be disclosed to them.

Published and dispatched by democracy@southkesteven.gov.uk on Tuesday, 7 January 2025.

☎ 01476 406080

Karen Bradford, Chief Executive
www.southkesteven.gov.uk

7. HR Policy Implementation (Pages 35 - 50)

This report provides an update on the implementation of the Council's 'Drugs and Alcohol' Policy and 'Driving at a Safe Speed' policy.

8. Work Programme 2024 - 2025

9. Any other business, which the Chairman, by reason of special circumstances, decides is urgent

Meeting of the Employment Committee

Wednesday, 13 November 2024,
2.00 pm



SOUTH
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Committee Members present

Councillor Anna Kelly (Chairman)
Councillor Gloria Johnson (Vice-Chairman)
Councillor Matthew Bailey
Councillor Ashley Baxter
Councillor Harrish Bisnauthsing
Councillor Phil Gadd
Councillor Gareth Knight
Councillor Paul Martin

Officers

Karen Bradford – Chief Executive Officer
Graham Watts - Assistant Director of Governance and Public Protection, Monitoring Officer
Fran Beckitt, Head of Service – Human Resources and Organisational Development
Peter Harrison - Unison Representative
Sam Fitt – Senior Human Resources/ Project Officer
Charles James - Policy Officer
Hannah Rowe – Performance Analyst
Joshua Mann - Democratic Services Officer

1. Apologies for absence

Apologies for absence received from Councillor Rhys Baker.

2. Disclosure of interests

There were no disclosures of interest.

3. Minutes of the meetings held on 4 September 2024

Both the minutes from the 10.00 AM meeting and the 2.00 PM meeting of the 4 September 2024 were proposed, seconded and AGREED as an accurate record.

4. HR Dashboard and People Plan

The HR Dashboard and People Plan report was introduced by the Leader of the Council and Cabinet Member for Finance, HR and Economic Development. The report was presented by the HR Manager and consisted of the following themes from the People Strategy –

- Recruitment and Workforce Planning
- Engagement
- Reward and Recognition
- Development
- Equality, Diversity and Inclusion
- Wellbeing.

It was noted that the upcoming Employment Rights Bill would be a sizeable focus of the HR department over the coming year given the proposed changes to zero-hours contracts, unfair dismissal rights, flexible working rights, and increased protection for pregnant and new mothers.

During discussions, Members commented on the following:

- The timeframe from which long-term absence was differentiated from short-term absence. The HR Manager confirmed that a leave of absence of 21 days or more constituted long-term absence, and that referrals were made to the Occupational Health Service when necessary following discussions with line managers.
- It was queried how last-minutes absence from work due to childcare and parenting reasons was recorded (such as receiving calls from school to collect children). The HR Manager confirmed that these short absences would ordinarily be dealt with under the flexi-time policy in accordance with the individuals line manager.
- A Member sought clarity that the reasons for absence bar chart under the Wellbeing section of the report was identifying the number of cases rather than the cumulate number of days lost. This was confirmed.
- It was noted that the Wellbeing figures within the report were including Members and Officers.
- A Member commented that they no longer felt the necessity for SKDC to differentiate Covid-19 related absences from other infection, such as cold and flu related absence (because testing for Covid 19 and isolating are no longer a medical requirement).
- Regarding the Equality, Diversity and Inclusion section of the report, it was queried what support SKDC offered Officers which had led to seeking the 'Age-Friendly Employer' accreditation. The HR manager clarified that SKDC continued to facilitate a 'Menopause Café' for Officers and there were arrangements in place for 'flexi-retirement' following conversations with line managers and the HR department.
- A Member noted that it was a shame that SKDC had lost some employees due to career advancement. This sentiment was echoed by

the Head of Paid Service, however, they highlighted that this had been the result of the quality development and training provided at SKDC.

The report was NOTED by the Committee.

5. Corporate Plan 2024-27 Key Performance Indicators: 2024/25 Mid-Year (Q2) Report

The Corporate Plan 2024-27 Key Performance Indicators: 2024/25 Mid-Year (Q2) Report was presented by the Leader of the Council and Cabinet Member for Finance, HR and Economic Development.

The report contained the sole action of continuing to embed the People Strategy and accompanying action plan. Subsequently, the following three targets had been established –

- Progress on completion of the People Plan (% of actions completed/on target to assess whether the work is progressing to expectation). It was reported that the Q2 value of this was 100% and as such was subsequently on target.
- Engagement index score, year on year improvement (>70). It was reported that the Q2 value of this was 72 and therefore the target had been exceeded.
- Engagement survey response rate, year on year improvement (>74%). It was reported that the Q2 value was 85% and therefore the target had been exceeded.

In the interests of transparency, it was noted that the findings of this KPI Q2 report would be uploaded to the online Key Performance Indicators dashboard section of the SKDC website at the end of each quarter.

The findings of the Corporate Plan 2024-27 Key Performance Indicators: 2024/25 Mid-Year (Q2) Report were NOTED by the Committee.

6. Pay Policy Statement

The Pay Policy Statement was presented by the Leader of the Council and Cabinet Member for Finance, HR and Economic Development and detailed the following –

- The Council's decision to adopt the Real Living Wage in March 2021.
- The pay increase arrangements for our lowest grade and a number of other grades which are impacted by the Real Living Wage increase.
- These pay increases are an alternative to the annual cost of living

pay award and not in addition to.

Whilst there were no fundamental changes from the 2024/25 Pay Policy, the key changes related to the updating of posts in scope under the definition of Officers covered by the Pay Policy Statement. Furthermore, the policy relating to the remuneration of Chief Officers, the lowest-paid Officers, and the relationship between the two.

The 2025/26 Pay Policy Statement also adds further clarity to the policies for allowances, pension schemes, and gender pay reposting.

The Leader of the Council sought clarity regarding the response of the Trade Union to the consultation over the Pay Policy Statement 2025/26. It was confirmed by the Union Representative that the Union were satisfied with the statement.

It was proposed, seconded, and **AGREED** to recommend the Pay Policy Statement 2025/26 to be submitted to Full Council for approval.

7. Work Programme 2024 - 2025

It was AGREED to add an update in the January Work Programme regarding SKDC's policy for driving whilst under the influence of alcohol or misused and illegal substances.

The January meeting was set to include a presentation addressing how the government's Autumn Statement affected South Kesteven District Council. (The Deputy Chief Executive/S151 Officer planned to hold a separate briefing, open to all Members, which covered this matter.)

8. Any other business, which the Chairman, by reason of special circumstances, decides is urgent

It was proposed, seconded and AGREED for the meeting to be adjourned at 14:43pm.

Cllr Phil Gadd left the chamber and did not return to this meeting.

9. External Co-opted Member - Governance and Audit Committee

Having been moved and seconded, and following a vote it was AGREED to exclude the press and public during discussion of the remaining agenda items because of the likelihood that information that was exempt under paragraph 1 of Schedule 12A of the Local Government Act 1972 (as amended) would have been disclosed to them.

Employment Committee interviewed one candidate for the role of Co-opted Member of Governance and Audit Committee. The Committee unanimously voted to appoint the candidate.

The Chairman closed the meeting as of 15:40pm.

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**SOUTH
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COUNCIL**

Employment Committee

Wednesday, 15 January 2025

Report of: The Leader of the Council:
Councillor Ashley Baxter

Cabinet Member for Finance, HR and
Economic Development

Gender Pay Gap

Report Author

Leila Foster, Human Resources Officer

✉ leila.foster@southkesteven.gov.uk

Purpose of Report

To inform the Employment Committee regarding the Gender Pay Gap position as of 31 March 2024.

Recommendations

The Committee is asked to note the report.

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective council
Which wards are impacted?	All Wards

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 There are no specific financial implications arising from this report. The financial considerations of the Council's employment arrangements are included in the budget framework.

Completed by: Paul Sutton Interim Head of Finance (Deputy s151)

Legal and Governance

- 1.2 The report facilitates the publication of data relating to the Council's gender pay gap position, which is a statutory requirement. There are no significant legal or governance implications arising from the report, which the Committee is invited to note.

Completed by: Graham Watts, Monitoring Officer

Equalities, Diversity and Inclusion

- 1.3 This report provides an overview of the current Gender Pay Gap information and therefore focuses on the protected characteristic of sex. The Equality Act 2010 protects people from being discriminated against because of being a man or a woman. Section 11 of the Equality Act defines this as a male or female of any age. Sex is understood as binary – being male or female with a person's legal sex being determined by what is recorded on their birth certificate based on biological sex.

Completed by: Carol Drury, Community Engagement Manager

2. Background to the Report

- 2.1 In 2017, the government introduced legislation requiring all organisations with more than 250 employees to publish their gender pay gap each year. The gender pay gap shows the difference in mean and median of both hourly pay and bonus payments for men and women across the organisation. This differs from equal pay which considers the difference in pay of men and women in roles of equal value. The information contained within this report is for the snapshot date of 31 March 2024 (as per the regulations).

3. Key Considerations

- 3.1 South Kesteven District Council has a negative pay gap for the mean rates, this means that, on average women are paid slightly more than men. This is not uncommon but goes contrary to the overall national trend. The Council's mean gender pay gap for 31 March 2024 is a negative measure of -4.83% i.e. women at SKDC are paid 4.83% more than men. (The mean gender pay gap for 31 March 2023 was a negative measure of -0.98%). This means for every £1 a woman earns, a man earns 95p. The mean hourly rate for men is £15.92, and the mean hourly rate for women is £16.69.
- 3.2 The mean is defined as the average and is calculated by adding up all the salaries and dividing by the number of staff.
- 3.3 The median gender pay gap for 31 March 2024 is 0.80%, (the median gender pay gap for 31 March 2023 was 0%). The median hourly rate for women is £15.93 and the median hourly rate for men is £16.06.
- 3.4 The median is defined as the salary that lies at the midpoint and is calculated by ordering all salaries from highest to lowest and the median is the central figure.
- 3.5 The quartile information shown in Appendix 1 is calculated by listing all salaries from highest to lowest and then splitting that information into four equal quarters to determine the percentage of male/female employees in each quartile.
- 3.6 The presentation shown at Appendix 1 captures the snapshot data for 31 March 2024.
- 3.7 Under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, the Council is required by law to publish an annual gender pay gap report. The information contained within this report is for the snapshot date of 31 March 2024 (as required by the regulations).
- 3.8 The gender pay gap shows the difference between the average (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings. If used to its full potential, gender pay gap reporting is a valuable tool for assessing levels of equality in the workplace; female and male participation; and how effectively talent is being maximised.
- 3.9 The government's Gender Pay Gap website provides details of all organisations who have submitted their information for benchmarking purposes. This shows that the Council's gender pay gap compares favourably with others, including other public sector organisations.
- 3.10 The gender pay gap for median gross hourly earnings for the whole economy decreased to 13.1% in April 2024, (down from 14.2% in April 2023). At 0.80%, our median gender pay gap is significantly lower.
- 3.11 The midpoint hourly rate for men is £16.06 and women is £15.93 resulting in the median gender pay gap at 0.80% for 31 March 2024.
- 3.12 When benchmarking against neighbouring Councils who have so far submitted their report, we are in a good situation with our figures:

	Difference in hourly rate (mean)	Difference in hourly rate (median)	Women in upper pay quarter	Women in upper middle pay quarter	Women in lower middle pay quarter	Women in lower pay quarter
South Kesteven District Council	-4.83%	0.80%	43%	50%	59%	34%
Charnwood Borough Council	13.2%	10.37%	37.5%	65.35%	57.81%	78.74%
Leicester City Council	-2.6%	0%	60%	55%	55%	54%
Lincolnshire County Council	3.6%	1.9%	69%	58%	72%	75%
Rushcliffe Borough Council	-8.87%	-6.26%	52%	37.5%	45%	28%

3.13 All the figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

a. The law requires that, men and women must receive equal pay for:

- The same or broadly similar work
- Work rated as equivalent under a job evaluation scheme or
- Work of equal value.

b. The Council is committed to the principle of equal opportunities and equal treatment for all employees, and it has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other protected characteristic as set out in the Equality Act 2010). As such, it evaluates job roles and pay grades as necessary to ensure a fair structure.

3.14 The Council is therefore confident that its negative gender pay gap does not result from paying men and women differently for the same or equivalent work.

3.15 Although the gender pay gap is not significant and the median is 0.80% this year, it is recognised that changes to the workforce will cause fluctuations in the data each year. As such the Council will continue to implement actions to ensure equality, including:

Pay and Grading:

We will ensure that grades continue to be determined through objective analysis and job evaluation to maintain the integrity of the pay and grading system.

Recruitment:

We aim to recruit from the largest possible talent pool by advertising job vacancies widely, ensuring gender-neutral language in job advertisements, and use of competency-based selection techniques to guard against unconscious bias in recruitment processes.

We will continue to promote several family friendly policies available for colleagues to take advantage of, including flexible working, menopause-friendly workplace and hybrid working measures.

The Carer's Leave Act 2023 came into force on 6th April 2024. The Council has already launched a Carers Network, held several Carers Workshops, and actively supported Carers Rights Day.

We will continue to support managers with recruitment processes to ensure our opportunities and processes are fair.

Monitoring:

We will monitor shifts in the gender pay gap data each year to identify any trends and analyse underlying causes. The Council will continue to implement measures to maintain its current gender pay gap position.

4. Appendices**4.1 Appendix 1 – Summary Presentation Document**

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Gender Pay Gap Report

(as of 31 March 2024)



Background to the report:

In 2017 the government introduced legislation requiring all organisations with more than 250 employees to publish their gender pay gap each year. The gender pay gap shows the difference in mean and median of both hourly pay and bonus payments for men and women across the organisation. This differs from equal pay which considers the difference in pay of men and women in roles of equal value.

The information contained within this report is for the snapshot date of 31 March 2024 (as per the regulations).

Gender Pay Gap at SKDC:

For the year ending March 2024, SKDC's mean gender pay gap remains a negative measure of -4.83%. This has increased slightly from last year (31 March 2023 was -0.98%). A negative percentage shows that men have lower pay than women in the Council, however it is only a slight difference with women's mean hourly rate being £16.69 compared to men's mean hourly rate of £15.92.

At SKDC, women are paid 0.80% less than men when comparing median hourly pay, (the median gender pay gap for 31 March 2023 was 0%). This means for every £1 a man earns at SKDC, a woman earns 99p. The median hourly rate for women is £15.93 and the median hourly rate for men is £16.06.

The gender pay gap for median gross hourly earnings for the whole economy is 13.1% (as of April 2024), which is down from 14.2% in April 2023. At 0.80%, our median gender pay gap is significantly lower.



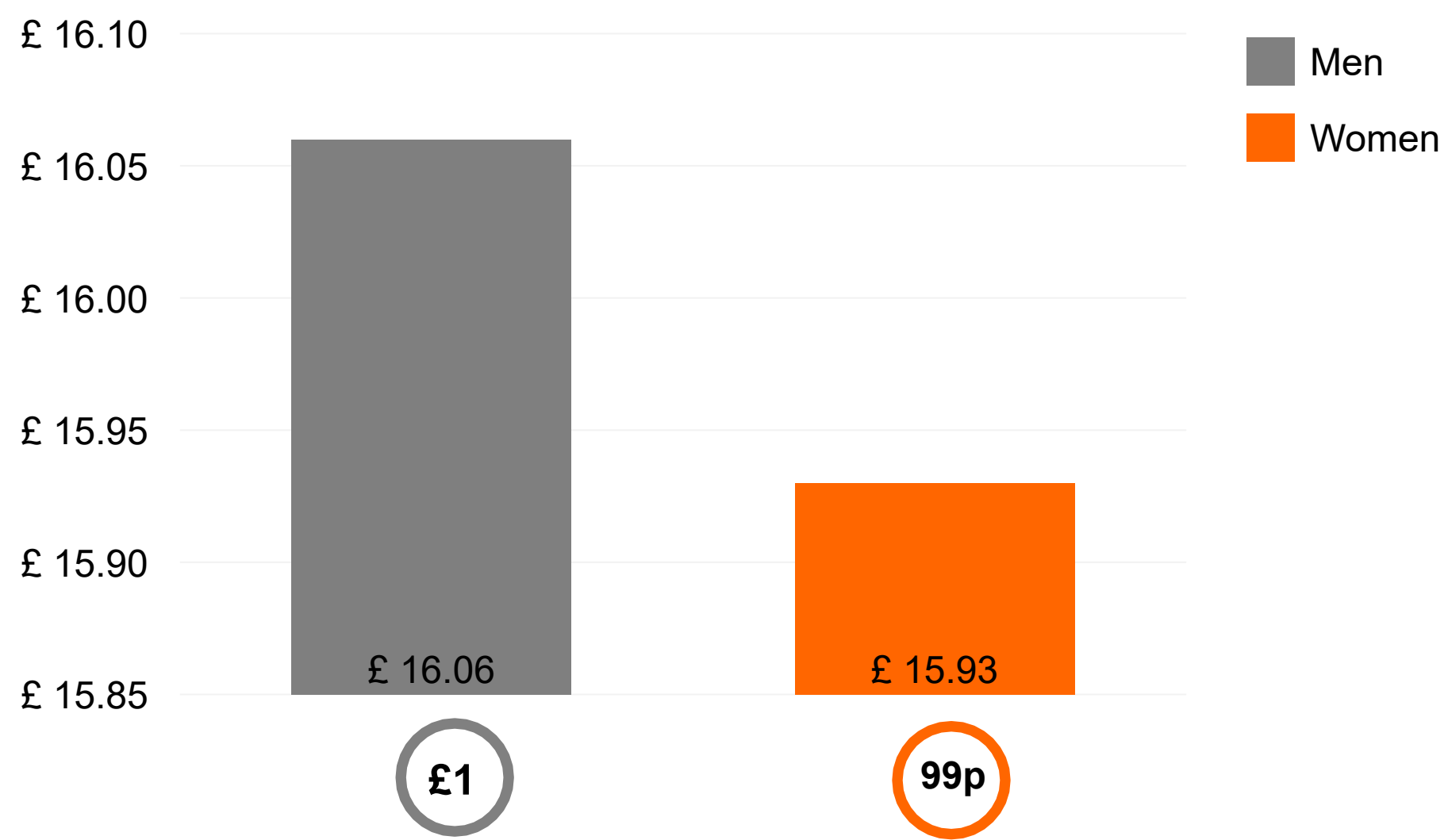
Hourly pay gap – mean:

When comparing mean (average) hourly pay at SKDC, women's mean hourly pay is 4.83% higher than men's. This means for every £1 a woman earns, a man earns 95p:



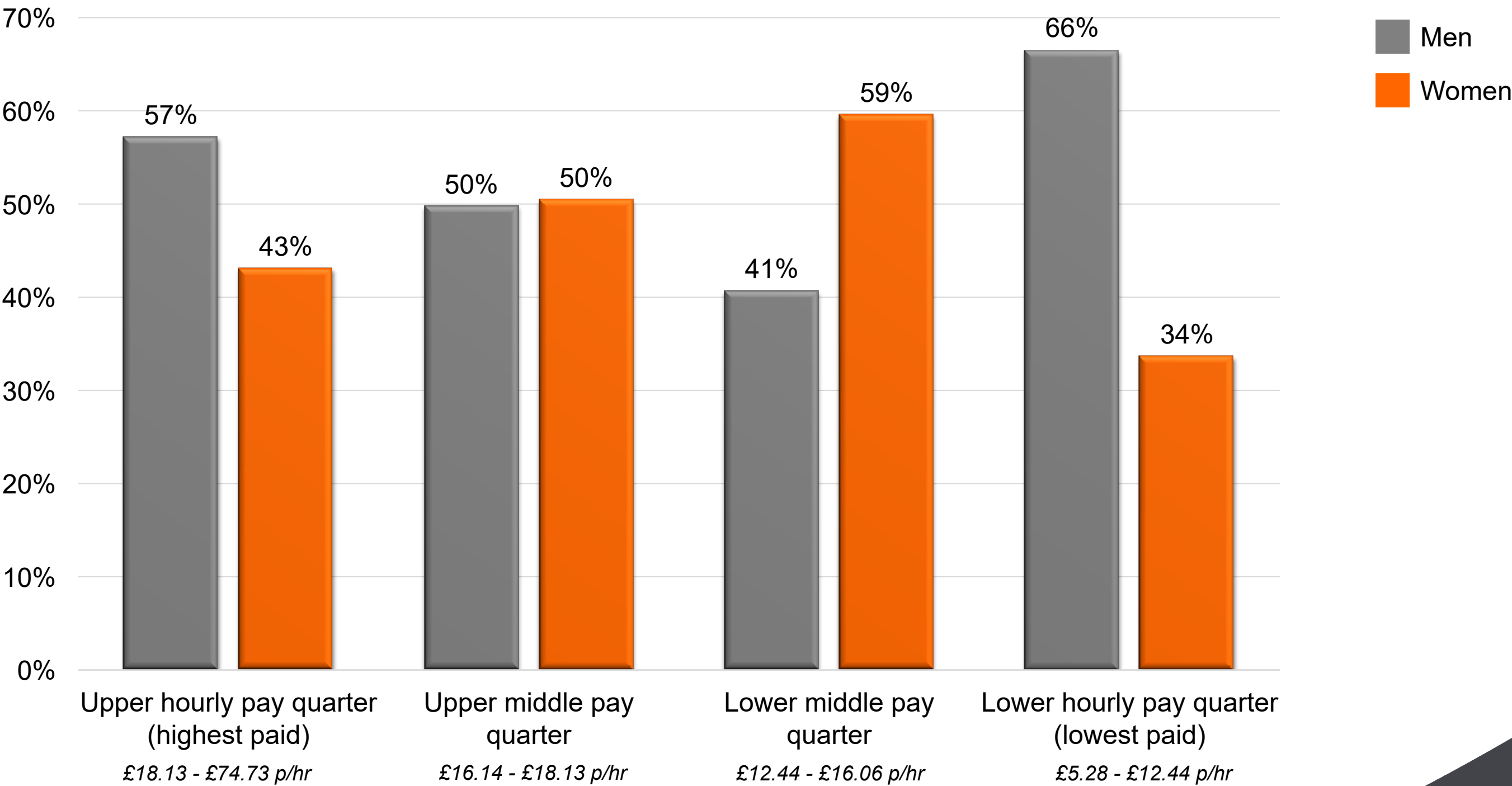
Hourly pay gap - median:

At SKDC, women earn 99p for every £1 that men earn when comparing median hourly pay. Their median hourly pay is 0.80% lower than men's.

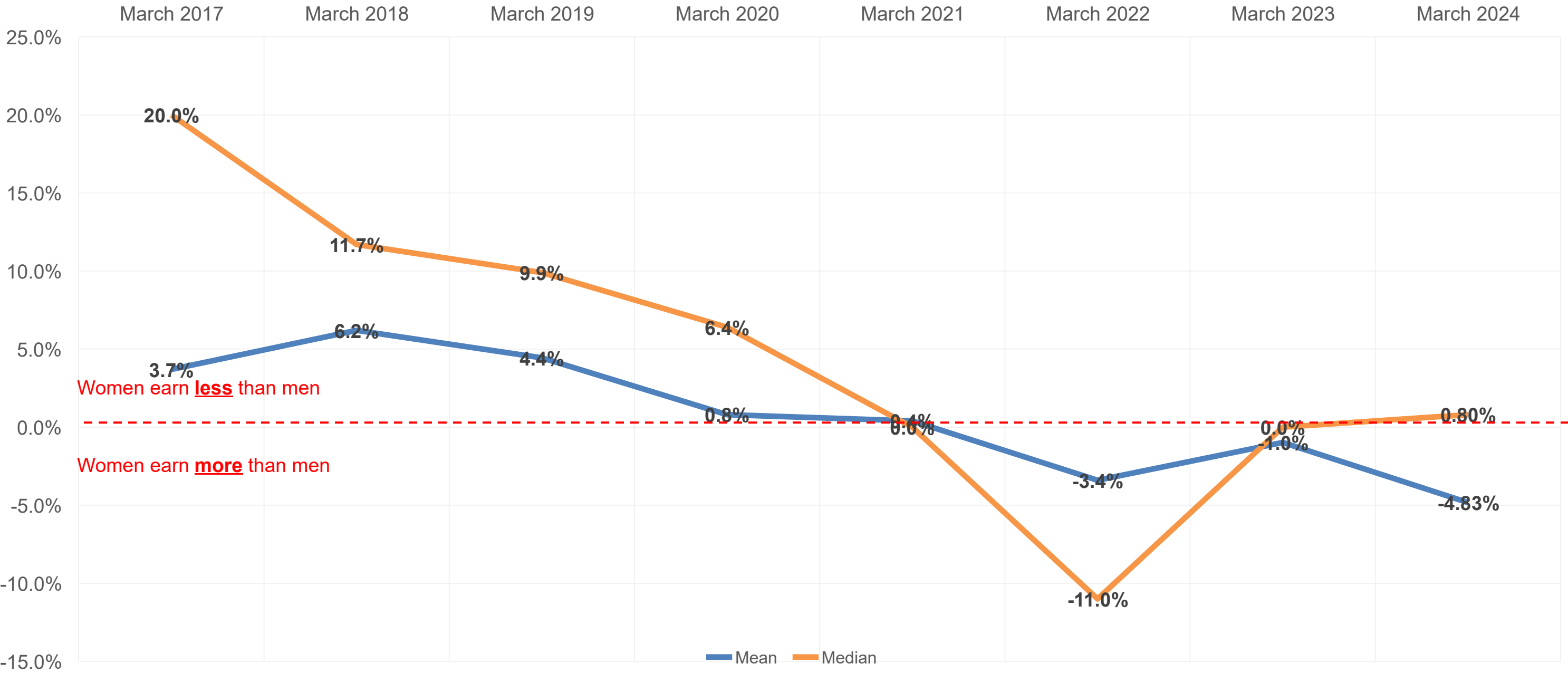


The percentage of women in each pay quarter

At SKDC, women occupy 43% of the highest paid jobs and 34% of the lowest paid jobs



The gender pay gap at SKDC since 2017





**SOUTH
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Employment Committee

Wednesday, 15th January 2025

Report of: The Leader of the Council:
Councillor Ashley Baxter

Cabinet Member for Finance, HR and
Economic Development

Employee Engagement Action Plan 2024

Report Author

Fran Beckitt, Head of Service – Human Resources and Organisational Development

✉ fran.beckitt@southkesteven.gov.uk

Purpose of Report

This report updates the Employment Committee on the actions taken following the Engagement Survey 2024.

Recommendations

The Employment Committee is recommended to note the Employee Engagement Action Plan.

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective council
Which wards are impacted?	(All Wards)

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

1.1 There are no specific financial considerations arising from this report.

Completed by: Paul Sutton (Interim Head of Finance and Deputy S151 Officer)

Legal and Governance

1.2 There are no specific legal implications arising from this report.

Completed by: Graham Watts (Monitoring Officer)

Mental Health and Emotional Wellbeing

1.3 Given the Council's priority of supporting mental health and wellbeing, the 2024 survey included wellbeing related questions asking about the wellbeing provision at the Council and specific questions about the respondents' own wellbeing. This produces a 'wellbeing index' which can be measured against last year's survey and compared across teams. This has provided direction and common themes for further discussion with colleagues which subsequently directed future wellbeing actions.

Completed by: Fran Beckitt (Head of Service – HR and Organisational Development)

2. Background to the Report

2.1. In June 2024, South Kesteven District Council undertook an employee engagement survey and invited all employees to participate.

2.2 502 colleagues (85%) took part in the 2024 survey.

2.3 The Engagement Index increased to 72. The Index is a measure of employee engagement based on the following 6 survey questions:

i) I would recommend working for SKDC

- ii) I am proud to be working for SKDC
- iii) I am happy with my current job at SKDC
- iv) I find the work I do interesting
- v) My job makes good use of my talents, skills and experiences
- vi) Morale at SKDC is generally good.

- 2.4 The full survey results were shared with the Employment Committee in September 2024. This included the responses to each question, engagement levels by demographic, wellbeing index and common themes in the comments.

3. Engagement Action Plan

- 3.1 All the results were analysed, including a look at the highest and lowest scoring questions in each team to identify key focus areas for further discussion.
- 3.2 Team packs were assembled for every service across the Council which highlighted areas to celebrate, opportunities to improve and topics that needed further investigation.
- 3.3 Key focus areas include:
- Communication and change
 - Teamworking
 - Training and Development
 - And wellbeing
- 3.4 Action plans have been developed as a result of team workshops across the Council. This includes individual team plans and Council-wide actions which are shown in Appendix 1.
- 3.5 Actions include a focus on manager training, career development opportunities, workload reviews and engaging all Council locations in wellbeing activities.

4. Consultation

- 4.1 Survey results and the action plan have been shared and discussed with the Trade Union Representatives who have inputted to the process.
- 4.2 Survey results have been shared with all employees and discussed in workshops held across the Council to build the action plan.

5. Appendices

5.1 Appendix 1 – Engagement Action Plan 2024/25

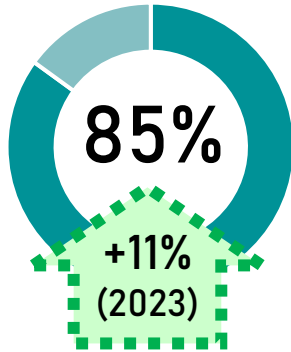
2024/25 SKDC Engagement Survey Action Plan



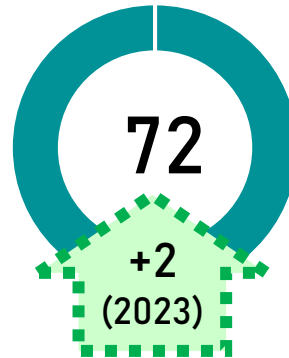
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Results Recap

2024 RESPONSE RATE



ENGAGEMENT INDEX



88% said the people they work with treat them with respect

65% said different departments/services work well with their team.

79% plan to be with SKDC in 12 months time

49% said the Council introduces change effectively

	% who either agreed or strongly agreed to the statements.		
	2024	2022	Diff 22-24
I would recommend working for SKDC	78%	54%	24%
I am proud to be working for SKDC	72%	58%	14%
I am happy with my current job at SKDC	80%	67%	13%
I find the work I do interesting	80%	78%	2%
My job makes good use of my talents, skills and experiences	76%	70%	6%
Morale at SKDC is generally good	58%	32%	26%

Next steps



Understand

- Analyse results
- Create team breakdowns
- Identify key focus areas



Discuss

- Team sessions
- People Panel workshop
- Deeper understanding of results
- Brainstorm ideas for action plans



Action Plan

- Create team action plans
- Create Council action plan
- Take action



Keep it alive

- Keep revisiting the plans
- Communicate progress
- Share best practice

Action Plan

As a result of discussions and workshops with colleagues, the following areas were identified as important and actions built in response.



Teamworking



Communication
and Change



Training and
Development



Wellbeing



Other areas

Teamworking

Feedback	Action	Owner	Time-scale
We don't always know who is in different teams and what they do.	IT and HR to work together to implement current structures and contacts on new intranet.	IT/HR	Q4
	Continue Team Spotlights in 2025 and save these on the HR Hub for colleagues to look back at.	HR	2025
	Continue building opportunities that brings colleagues together and have this form a key part of the wellbeing strategy.	Wellbeing Team	Q3 and ongoing
Some teams want departmental seating in the Picture House to be able to sit together and collaborate.	Advised to agree dates for all team to be in office and book desks together.	Relevant teams	Ongoing

Communication

Feedback	Action	Owner	Time-scale
More involvement and communication about change. We have ideas and expertise which aren't always tapped in to.	Continue to comprehensively manage change programmes and review to build in more opportunities for stakeholder involvement from employees.	Relevant managers/ Projects team	Ongoing
Appreciate the comms from Karen in weekly email and all-hands calls. Some have commented the email could be split into essential and non-essential info.	Keep ensuring regular internal comms of key messages with a review of channels/content.	Comms	Q4
Internal communications largely focus on some teams and not others.	All teams are encouraged to share news, information and best practice with the Comms team for inclusion (some teams do this more than others currently).	All	Ongoing

Training and Development

Feedback	Action	Owner	Time-scale
We don't always know what options are available for development and training.	HR to attend team meetings when requested to discuss development planning and learning opportunities including training, apprenticeships, mentors, coaching, bitesize sessions, professional bodies, developing skills through projects etc.	HR/Teams	Ongoing
More support needed for managers who are new to role.	Manager induction being developed and deployed.	HR	Q4
	Line Manager Forum to be further developed and focused on key management skills.	HR	Q4
We'd like more career progression opportunities.	Review to implement more career grades, career pathways and build a development strategy on holistically building more opportunities for career development.	Managers, HR	Q4

Wellbeing

Feedback	Action	Owner	Time-scale
Employees who don't work at the Picture House would like further involvement and communications about wellbeing activities.	Communicate the forward plan for wellbeing on a poster for teams at other locations.	Wellbeing Team	Jan 25
	New wellbeing strategy to include focus on all locations.	Wellbeing Team	Jan 25
	Engage other locations more in wellbeing activities by inviting reps from relevant teams to be part of wellbeing team and ensure programme is inclusive.	Wellbeing Team	Jan 25
High workload in some teams affecting some colleague's wellbeing and enjoyment of role.	Workload review for relevant teams – priorities, forward plan, feedback on distribution of work.	Relevant Managers/Teams	Q3/Q4

Other

Feedback	Action	Owner	Time-scale
Some nervousness around the Local Authority Re-organisation and what this may mean for SKDC employees.	Chief Executive and CMT to keep colleagues fully updated of developments.	Chief Executive	Ongoing
Improve state of pool cars (sometimes being left dirty, low on fuel, keys not there etc.)	SLT to identify one point of accountability for Pool Cars.	SLT	Q4
Out of hours support – a few issues for colleagues working out of hours/returning late particularly relating to TPH access, pool cars	Out of hours working group to be set up to identify specific actions required.	Public Protection	Q4
Recruitment can take a while leaving gaps in the team and pressure on the remaining team members.	Explore a 'fast track' recruitment process for critical roles.	Managers and HR	Q4

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