



Borough of Tamworth

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APPOINTMENTS AND STAFFING COMMITTEE

18 January 2023

Dear Councillor

A meeting of the Appointments and Staffing Committee will be held in **Town Hall, Market Street, Tamworth on Thursday, 26th January, 2023 at 6.00 pm.** Members of the Committee are requested to attend.

Yours faithfully

A handwritten signature in black ink, consisting of a stylized 'A' followed by a long horizontal line that tapers to a point on the right.

Chief Executive

A G E N D A

NON CONFIDENTIAL

- 1 Apologies for Absence**
- 2 Minutes of the Previous Meeting (Pages 5 - 8)**
- 3 Declarations of Interest**

To receive any declarations of Members' interests (pecuniary and non-pecuniary) in any matters which are to be considered at this meeting.

When Members are declaring a pecuniary or non-pecuniary interest in respect of which they have dispensation, they should specify the nature of such interest. Members should leave the room if they have a pecuniary or non-pecuniary interest in respect of which they do not have a dispensation.

4 HR Policies (Pages 9 - 236)

(Report of the Head of HR and Organisational Development)

5 People and Organisational Development Strategy (Pages 237 - 252)

(Report of the Head of HR and Organisational Development)

6 Exclusion of the Press and Public

To consider excluding the Press and Public from the meeting by passing the following resolution:-

"That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012, and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and /or 2 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public"

At the time this agenda is published no representations have been received that this part of the meeting should be open to the public

7 Staffing for Disabled Adaptations Service (Pages 253 - 268)

(Report of the Assistant Director, Assets)

8 Transformation - Neighbourhood Impact Team (Pages 269 - 326)

(Report of the Assistant Director, Neighbourhoods)

Access arrangements

If you have any particular access requirements when attending the meeting, please contact Democratic Services on 01827 709267 or e-mail democratic-services@tamworth.gov.uk. We can then endeavour to ensure that any particular requirements you may have are catered for.

Filming of Meetings

The public part of this meeting may be filmed and broadcast. Please refer to the Council's Protocol on Filming, Videoing, Photography and Audio Recording at Council meetings which can be found [here](#) for further information.

If a member of the public is particularly concerned about being filmed, please contact a member of Democratic Services before selecting a seat.

FAQs

For further information about the Council's Committee arrangements please see the FAQ page [here](#)

To Councillors: J Oates, S Doyle, R Pritchard, M Summers and J Wadrup.

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**MINUTES OF A MEETING OF THE
APPOINTMENTS AND STAFFING
COMMITTEE
HELD ON 8th NOVEMBER 2022**

Present: Councillor J Oates (Chair), Councillors S Doyle, R Pritchard, M Summers and J Wadrup

The Following Officers were present: Zoe Wolicki (Assistant Director People) and Matthew Fletcher (Head of Economic Development and Regeneration)

16 APOLOGIES FOR ABSENCE

There were no apologies for absence

17 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 13th September 2022 were approved and signed as a correct record.

(Moved by Councillor R Pritchard and seconded by Councillor S Doyle)

18 DECLARATIONS OF INTEREST

There were no Declarations of Interest.

19 HR POLICIES

The Report of the Head of Human Resources and Organisational Development to update members regarding the updating or development of 15 HR policies.

RESOLVED that the policies be formally approved for immediate implementation.

(Moved by Councillor J Oates and seconded by Councillor J Wadrup)

20 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That in accordance with the provisions of the Local Authorities (Executive Arrangements) (Meeting and Access to Information) (England) Regulations 2012,

and Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during the consideration of the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 2, 3 and/ or 4 of Part 1 of Schedule 12A to the Act and the public interest in withholding the information outweighs the public interest in disclosing the information to the public.

(Moved by Councillor J Oates and seconded by Councillor R Pritchard)

21 SUMMARY OF HR CHANGES 1ST APRIL 2022 - 30TH SEPTEMBER 2022

Report of the Head of HR & Organisational Development to give the committee a detailed summary of employment changes made to the Council's staffing structure by officers under the scheme of delegation and in line with prevailing policies. The time period is 1st April 2022 to 30th September 2022.

The report was for information only

22 SENIOR REGENERATION OFFICER - ADDITION TO THE ESTABLISHMENT

Report of the Head of HR & OD update the committee on the details of a summary of employment changes made to the Council's staffing structure by officers under the scheme of delegation and in line with prevailing policies. The time period is 1st April 2022 to 30th September 2022.

RESOLVED: That the committee approved the recommendations in the report

(Moved by Councillor J Oates and seconded by Councillor S Doyle)

23 ESTABLISHMENT CHANGE FOR STREETSCENE

Report of the Assistant Director Operations and Leisure to seek member endorsement to increase the establishment within Streetscene as per the approved policy change for 2022/23.

RESOLVED: That the committee

Approved the increase of establishment with 2 x Housing Maintenance Operative posts permanently within Streetscene.

(Moved by Councillor R Pritchard and seconded by Councillor M Summers)

Chair _____

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Thursday, 26 January 2023

Report of the Head of HR & OD

HR Policies

Exempt Information

None.

Purpose

To update members regarding the updating or development of 9 HR policies.

Recommendations

It is recommended that:

1. The policies are formally approved for immediate implementation.

Executive Summary

Nine HR policies have been updated or newly developed. All have been through the relevant consultation requirements with our recognised Trade Unions.

Anti-Harassment and Anti-Bullying

This is a new policy, enabling allegations of harassment or bullying to be investigated in a policy in its own right rather than through the Grievance Procedure. The policy details definitions of harassment, bullying and microaggressions. It outlines the responsibilities of managers and employees and provides a framework for investigating complaints either informally or formally as well as providing a link to disciplinary procedures where appropriate. The policy also includes remote bullying as 61% of employees work from home or are hybrid.

Foster Carer

The existing policy has been updated to reflect current employment law, family friendly policies and foster to adopt provisions.

Health & Wellbeing

This is a new policy which outlines TBC's commitment to wellbeing. The Chartered Institute of Personnel & Development outlines that there are seven inter-related domains to employee wellbeing:

1. Health,
2. Good work,
3. Values,
4. Personal growth,
5. Collective/social,
6. Good lifestyle choices and
7. Financial wellbeing.

The policy outlines how TBC actively manages wellbeing initiatives aligned to the seven domains. A Health & Wellbeing calendar for 2023 is also included with the policy which covers a range of topics, linked to national campaigns.

Job Share

This is a new policy providing a framework for applying for job share and how the arrangement will be managed.

Managing Attendance

This is a new policy giving a clear framework for managers to manage short (1-27 calendar days) and long term (28+ calendar days) absence through triggers and case conferences. The policy is supportive with explicit reference to our responsibilities under the Equality Act and support services such as Occupational Health, Employee Assistance Programme and Access to Work.

Part Time Working

This is a new policy giving a framework for part time working.

Performance Development Review

The existing template has been updated with supporting guidance. The revised template looks back by assessing past performance against objectives and looks forward by setting new objectives. There is a link to TBC's values, with an assessment made as to whether the employee is demonstrating the organisation's values, where they are not, an objective will be set relating to this.

Secondary Employment

This is a new policy to supplement the existing secondary employment declaration form. The policy references the Working Time Regulations, grounds for refusal and responsibilities.

Special Guardianship

The existing policy has been amended to bring consistency with other relevant family friendly policies.

Options Considered

Not applicable.

Resource Implications

There are no resource implications for implementing the new policies. The management of the policies will be met from within existing budgets.

Legal/Risk Implications Background

Not having legally compliant HR policies exposes the organisation to a greater risk of Employment Tribunal claims.

Equalities Implications

None.

Environment and Sustainability Implications (including climate change)

None.

Background Information

None.

Report Author

Jackie Noble – Head HR and Organisational Development

List of Background Papers

None.

Appendices

Appendix 1 Anti-Harassment and Anti-Bullying

Appendix 2 Foster Care

Appendix 3 Health and Wellbeing

Appendix 4 Health and Wellbeing Calendar

Appendix 5 Job Share

Appendix 6 Managing Attendance

Appendix 7 Part time Working

Appendix 8 Performance Development Review template

Appendix 9 Performance Development Review guidance

Appendix 10 Secondary Employment

Appendix 11 Special Guardianship

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Anti-Harassment & Anti-Bullying Policy

Document Status: Draft

Document Ref: HRPOL -

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.01

Date: January 2023

Approved by Corporate Management Team / Appointments and Staffing

Classification: SEC1 - Routine

Document Location

This document is held by Tamworth Borough Council, and the document owner is HR.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
October 2022		A new policy providing a framework for reporting and investigating bullying, harassment & victimisation.

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Appts & Staffing		

Approvals Minor Change and Scheduled Review

Name	Title	Approved
Anica Goodwin		
TULG		

Approval Path

Major Change

	Action
Originator	HR
Owner	Head of Paid Service
TULG	Consultative Group
CMT	Corporate Approval
Appts & Staffing Committee	Council Approval

Minor Change

HR	Submission
TULG	Consultative Group
Director	Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute as a MANDATORY policy and will also be available on the Intranet.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

Content	Page
1 Introduction	5
2 Purpose	5
3 Scope	5
4 Definitions	5
4.1 Harassment	5
4.2 Bullying	7
4.3 Victimisation	8
4.4 Microaggressions	8
5 Equality Act 2010	8
6 What constitutes bullying or harassment	9
7 The effects of bullying or harassment	10
8 Responsibilities	10
9 Manager's responsibilities	10
10 Employee's responsibilities	11
11 3 rd party harassment	11
12 SMART Working – remote bullying	12
13 Training	12
14 What happens if I am accused of bullying	12
15 Procedure principles	13
15.1 Timescale	13
15.2 Recording	13
15.3 Confidentiality	13
15.4 Formal & Informal	14
15.5 Police involvement	14
15.6 informal procedure	14
15.7 Formal procedure	15
15.8 Investigation	15
16 Disciplinary action	17
17 Further harassment	18
18 Transfer	18
19 Appeal	18
20 Counselling	19
21 Confidentiality	19
Appendix 1 Submission of complaint form	20
Appendix 2 Inappropriate v Appropriate Management	22
Community Impact Assessment	24

1 Introduction

- 1.1 Tamworth Borough Council (TBC) recognises the duties and responsibilities it has as an employer to provide work environments free from any form of harassment, bullying, victimisation, and unjustifiable discrimination.
- 1.2 Apart from those duties of care arising under health and safety legislation and responsibilities arising from anti-discriminatory legislation and case law, TBC's Equality Scheme and Code of Conduct underpins its commitment to eradicate any form of unfair or unjustifiable treatment of an individual or group of people in the workplace.
- 1.3 Serious bullying or harassment may amount to other civil or criminal offences e.g. a civil offence under the Protection from Harassment Act 1987 and criminal offences of assault in which the employee is personally liable.
- 1.4 Behaviour which results in an employee feeling demeaned, threatened, intimidated or bullied by another person is not acceptable. Complaints of harassment, bullying, victimisation or discrimination will be taken very seriously and will be responded to promptly in accordance with the policy, principles and procedures set out below.
- 1.5 The policy deals with the harassment of employees by other employees. Harassment by members of the public or third parties is dealt with under the Harassment, Assault, Threat (HAT) policy.

2 Purpose

- 2.1 The purpose of the policy is to provide a framework for lodging and investigating allegations of bullying, harassment or victimisation. It does not replace the Grievance Procedure which should be used for complaints not related to bullying and harassment.
- 2.2 The policy is also designed to complement our Equality Scheme and relevant training.

3 Scope

- 3.1 This policy applies to all employees of Tamworth Borough Council.

4 Definitions

4.1 Harassment

By law, harassment is when bullying or unwanted behaviour is related to any of the following (known as protected characteristics under the Equality Act 2010).

- 4.1.1 For it to count as harassment, the unwanted behaviour must have either:
- Violated the person's dignity, whether it was intended to or not
 - Created an intimidating, hostile, humiliating, degrading or offensive environment for the person, whether it was intended or not.
- 4.1.2 Harassment can take many forms and occur on a variety of grounds. It can include physical, verbal and non-verbal harassment. It may be directed at an individual or group of individuals. It is not the intention of the perpetrator, but the deed itself and the impact on the recipient which determines what constitutes harassment. Actions should be judged in terms of whether a reasonable person would consider them to constitute harassment, regardless of the intentions of the perpetrator. All complaints of harassment will be treated seriously.
- 4.1.3 A single or repeated action, whether verbal or physical, towards an employee or group of employees can amount to harassment. Such actions would constitute less favourable treatment by creating a hostile environment likely to affect the work and well-being of employees. It can include institutional oppression where structures or groups collude to oppress an individual or individuals. It can also include bullying by an individual.
- 4.1.4 Harassment also includes the following:
- 4.1.5 **Harassment based on association.** It is unlawful to discriminate against or harass any individual for association with another individual who has a protected characteristic (other than marriage and civil partnership, and (according to guidance from the Government and ACAS) pregnancy and maternity). For example, if an employer denies an employee a promotion because they are taking care of a disabled relative and the employer thinks that the employee will not have any time for new duties, this will amount to associative discrimination as disability is one of the specified protected characteristics. Similarly, if an employer harasses an employee because their brother is gay, this would be unlawful as associative harassment as sexual orientation is another of the protected characteristics.
- 4.1.6 **Harassment based on a perception.** It is unlawful to discriminate against or harass any individual based on a perception that they have a particular protected characteristic (other than marriage and civil partnership, and pregnancy and maternity) when they do not, in fact, have the protected characteristic. For example, a male employee may look much older than his age. If the organisation does not allow him to make presentations to clients because his line manager thinks that he is too old, the employee has been discriminated against because of a perception of the protected characteristic of age, even though he may be relatively young. Similarly, if an employee is called names and made fun of because her colleagues believe that she is transgender, she may have a claim for perceptive harassment related to the protected characteristic of gender reassignment, even though she is not transgender.
- 4.1.7 An employee may be subjected to insulting and humiliating comments from their line manager because they are Muslim. The employee can bring a claim for harassment related to the protected characteristic of religion or belief. In addition, if that employee's colleagues are also present when these

comments are made, even though they are not directed at those individuals, they may also bring a claim for harassment related to the protected characteristic of religion as the line manager is creating an intimidating and offensive environment.

4.1.8 The Act sets out two specific definitions of sexual harassment, which are:

- conduct of a sexual nature that has the purpose or effect of violating a person's dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment; and
- less favourable treatment related to sex or gender reassignment that occurs because of a rejection of or submission to sexual conduct.

4.1.9 In determining whether the unwanted conduct has the effect referred to, the factors that must be taken into account are:

- the perception of the complainant.
- the other circumstances of the case; and
- whether or not it is reasonable for the conduct to have that effect.

4.2 Bullying

4.2.1 Although there is no legal definition of bullying, it can be described as unwanted behaviour from a person or group that is either:

- Offensive, intimidating, malicious or insulting
- An abuse or misuse of power that undermines, humiliates, or causes physical or emotional harm to someone.

4.2.2 It might be:

- A regular pattern of behaviour or a one-off incident
- Happen face to face, on social media, in emails or calls (Teams or telephone)
- Happen at work or in other work-related situations
- Not always be obvious or noticed by others

4.2.3 Examples of bullying at work could include:

- Spreading malicious rumours about someone
- Consistently putting someone down in meetings
- Physical, verbal, or psychological threats
- Deliberately giving someone a heavier workload than everyone else
- Excluding someone from team events
- Someone consistently undermining their manager's authority
- Putting humiliating, offensive, or threatening comments or photos on social media

4.2.4 Sometimes bullying might be classed as harassment if it is related to certain 'protected characteristics' under discrimination law (Equality Act 2010). Bullying not classed as harassment could still lead to other legal issues, for example if it contributes towards constructive dismissal.

4.3 Victimisation

4.3.1 Victimisation occurs where an employee is subjected to a detriment because they have, in good faith, complained (whether formally or otherwise) that someone has been bullying or harassing them or someone else, or supported someone to make a complaint or give evidence in relation to a complaint. This would include, for example, isolating someone or giving them a heavier or more difficult workload, being denied a training opportunity or a promotion,

4.3.2 Employees who raise a genuine complaint under this policy will under no circumstances be subjected to any unfavourable treatment or victimisations as a result of making a complaint. However, if it is established that an employee has made a false or malicious complaint against another person about bullying or harassment, disciplinary action may be taken against that employee.

4.4 Microaggressions

4.4.1 Microaggressions, sometimes called micro-incivilities, are statements, actions, or incidents that are regarded as indirect, subtle, or unintentional discrimination against members of a marginalised group such as a racial or ethnic minority. They are sometimes referred to as “death of a thousand cuts”. Microaggressions generally take 3 forms:

- Micro-assaults – Conscious and obvious insults made verbally or non-verbally to a marginalised individual or group, for example directing limp-wristed hand gestures towards a gay colleague and saying “it is just a joke”.
- Micro-insults – Unintentionally insensitive remarks or assumptions based on stereotypes, for example saying to a person with a disability “you don’t look disabled to me.”
- Micro-invalidations – Where a person denies, or seeks to cancel, the feelings and experiences of a marginalised individual or group, for example a white person saying “I don’t think the UK has a problem with racism, some people are just too sensitive.”

4.4.2 Serious microaggressions can amount to unlawful harassment, bullying or discrimination but even less serious microaggression can negatively impact the health and wellbeing of the person experiencing it.

5 **Equality Act**

5.1 The Equality Act 2010 defines direct discrimination as less favourable treatment because of a protected characteristic. The protected characteristics under the Equality Act 2010 are:

- age;
- disability;
- gender reassignment;
- marriage and civil partnership;

- pregnancy and maternity;
 - race;
 - religion or belief;
 - sex; and
 - sexual orientation.
- 5.2 The Equality Act 2010 makes harassment unlawful across all the protected characteristics, with the exceptions of marriage and civil partnership, and pregnancy and maternity (which are covered by direct discrimination provisions in the Equality Act 2010).
- 5.3 Although pregnancy and maternity and civil partnership are not specifically protected under the legal provisions of harassment, TBC considers harassment on any ground to be unacceptable.

6 What constitutes bullying or harassment

- 6.1 Bullying or harassment can range from extreme forms, such as violence to less obvious actions like deliberately excluding a colleague from conversation or activities. Whatever the form of bullying and harassment, it is behaviour which is unwelcome and unpleasant and can have a long-lasting impact on those involved.
- 6.2 Extreme forms of bullying and harassment, such as sexual or racial assault, which are offences under the criminal law, are clearly recognisable. Other forms of bullying and harassment may include:
- Physical contact ranging from unwelcome touching to serious assault,
 - Unwelcome sexual advances,
 - Threats for rejecting sexual advances,
 - Demeaning comments about a person's appearance,
 - Unwanted nicknames relating to a person's age, race or disability,
 - Verbal and written harassment through unwelcome jokes, offensive language, gossip, slander, letters, comments about differences, real or perceived,
 - Visual displays of pictures, posters, graffiti, obscene gestures, flags and emblems,
 - Isolation or non-co-operation at work, exclusion from social activities,
 - Coercion ranging from pressure for sexual favours to pressure to participate in political/religious groups,
 - Intrusion by pestering, spying, following,
 - Insulting or harassing colleagues via messages or graphics on electronic mail systems,
 - Spreading malicious rumours,
 - Setting somebody up to fail,
 - Making threats about somebody's job security without good reason,
 - Unreasonable work demands linked to an individual's social identity,
 - Mimicking people with disabilities; and
 - Challenging difficulties.

- 6.3 This list is not exhaustive but gives some examples of the range of behaviour that is harassment. Although harassment may be overt, it can also appear in far more subtle guises. In some cases, it can consist of thoughtless acts on the perpetrator's part.

7 The effects of bullying and harassment

- 7.1 Whether intentional or otherwise, bullying or harassment does have a direct effect on the individual concerned. Something intended as a 'joke' may offend another person. Different people find different things unacceptable. Behaviour that any reasonable person would realise would be likely to offend will be harassment without the recipient having to make it clear in advance that their behaviour is not acceptable to them.
- 7.2 The effects of harassment may include deterioration of physical/mental health and work performance. Harassment undermines the confidence of the person. It can cause embarrassment, anger, anxiety, fear, guilt and stress and make going to work difficult. It may put strains on personal and family life. It can lead to illness, increased absenteeism, an apparent lack of commitment, poor performance and even resignation. All these have a direct impact on the organisational effectiveness.

8 Responsibilities

- 8.1 TBC recognises its role as a good employer to provide a safe working environment conducive to the delivery of a high-quality service to the community. Harassment and workplace bullying can lead to poor performance, high levels of absence and, in extreme circumstances, claims of constructive dismissal or unlawful discrimination and civil claims. It is, therefore, the responsibility of TBC to ensure that managers and employees are aware of the issues and effects of harassment and to ensure that effective practices and policies are put in place to tackle and prevent it.

9 Manager's responsibility

- 9.1 Managers, including supervisors and team leaders, have a duty to ensure that unfair treatment does not occur in work areas for which they are responsible, by:
- Promote a team ethos and an appropriate and supportive working environment,
 - Challenging inappropriate behaviour,
 - Responding to, and supporting any employee complaining about unfair treatment with sensitivity,
 - Providing full and clear advice on the procedure to be followed,
 - Ensuring that no repetition or victimisation occurs after a complaint has been resolved,
 - Setting a good example by their own behaviour,
 - Making sure that staff know what standards of behaviour are expected of them,
 - Intervening to stop bullying or harassment.

- 9.2 If there is clear evidence that a manager has not taken the necessary action to deal with a legitimate complaint, they may be subject to disciplinary action or the capability procedure and claims from the employee that they have caused constructive dismissal.
- 9.3 However, TBC managers also have a duty to address performance or behaviour that is below standard. Such challenges, even when repeated and persistent, do not of themselves constitute bullying or harassment. It is important to understand that legitimate, reasonable and constructive criticism of a person's performance or behaviour, or reasonable instructions given to employees in the course of their employment, will not of themselves amount to bullying.
- 9.4 There is a complementary duty to provide employees with the necessary training, systems and support to enable them to achieve set standards and to treat employees with courtesy and respect at all times. **Appendix 2** details examples of good management practice and inappropriate behaviour.

10 Employee's responsibility

- 10.1 Every employee has a responsibility for their own behaviour ensuring appropriate standards of conduct for themselves and for others to help create and maintain a work environment free of bullying and harassment. Employees should be aware that they can be personally liable for harassment. Employees can help to create an inclusive culture by:
- Being aware of how your own behaviour may affect others and changing it, if necessary – you can still cause offence even if you are 'only joking'
 - Treating colleagues with dignity and respect
 - Taking a stand if you think inappropriate jokes or comments are being made;
 - Making it clear to others when you find their behaviour is unacceptable, unless it should be obvious in advance that this would be the case
 - Intervening if possible to stop bullying and harassment and giving support to recipients
 - Making it clear that you find bullying and harassment unacceptable
 - Reporting harassment and bullying to your manager or HR and supporting the organisation in the investigation of complaints
 - If a complaint of harassment or bullying is made, not prejudging or victimising the complainant or alleged harasser.

11 Third party harassment

- 11.1 There are no provisions in the Equality Act 2010 to cover third party harassment. However, if the employee is experiencing bullying or harassment by a third party, for example, a resident, during the course of their duties, this should be reported to their manager so that they can advise on the best course of action as the Harassment, Assault, Threat (HAT) policy may apply. If the third party is a contractor, this will be referred to their employer to investigate.

12 SMART Working – Remote Bullying

- 12.1 Without physical cues and the context of in person communication, remote working leaves space for different readings or interpretation of sometimes simple messages which can lead to misunderstandings. All employees are required to keep their cameras on for Teams meetings to assist with reading non-verbal cues.
- 12.2 Bullying and harassment is not always carried out face to face. Home and Hybrid employees may experience more subtle examples with the increase of one-to-one communications in isolation where no one can hear the conversation over Teams or telephone.
- 12.3 Bullying, harassment or victimisation can still occur for staff working remotely at home and can extend in the following examples:
- Rude or aggressive emails, whether sent specifically to a single individual or to a broader group and targeting one or more members
 - Inappropriate language or behaviour communicated over the phone or via Teams or any other collaboration method used in the workplace
 - Bullying colleagues on non-work social media platforms, e.g. Facebook, WhatsApp
 - Demonstrating a subconscious bias, for example assuming women will be undertaking more childcare or housework duties than men and therefore checking up on female more than male employees to make sure that work is being done
 - Not inviting or excluding someone from online meetings
 - Ignoring or belittling someone in an online meeting
 - Failing to copy someone into emails
 - Inappropriate behaviour on Teams
 - Ignoring or not calling someone

13 Training

- 13.1 All new employees must attend equality, diversity and inclusion training as part of their onboarding programme. Every employee must then attend regular equality, diversity and inclusion refresher training on a 3-year cycle.
- 13.2 All employees are expected to proactively support equality, diversity and inclusion initiatives by attending training or events to educate themselves on the challenges faced by others and how to alleviate them in the workplace.

14 What happens if I am accused of bullying or harassment?

- 14.1 If someone approaches you informally about your behaviour, it is important not to dismiss the complaint out of hand because you were only joking or think the complainant is being too sensitive. Remember that different people find different things acceptable, and everyone has the right to decide what behaviour is acceptable to them and to have their feelings respected by others. You may have offended without intending to. If that is the case, the person concerned may be content with an explanation and an apology from you and an assurance that you will be careful in future not to behave in a way

you now know may cause offence. Provided that you do not repeat the behaviour that will be an end to the matter.

14.2 If a formal complaint is made, it will be fully investigated.

15 The procedure for dealing with complaints - Principles

15.1 Timescales

15.1.1 When a complaint has been made, it should be investigated thoroughly and as quickly as possible – ensuring that the rights of the alleged perpetrator are protected as well as those of the complainant. The formal and informal procedures set out below provide a clear timescale for the resolution of complaints.

15.1.2 Any complaint of harassment should be made within 20 working days of the first or most recent event, unless there are clear exceptional circumstances why this is not possible. There may be occasions where an individual might want to complain about a number of small incidents which have occurred over a period of time and only feel in a position to complain some months later.

15.2 Recording

15.2.1 If an employee feels they have been harassed, they should write down what happened as soon as possible after the event and continue to maintain a log of subsequent incidents. A note should be made of any witnesses to the alleged behaviour.

15.2.2 A complaint is regarded as formal when an individual either completes a Bullying & Harassment complaint form (**Appendix 1**) or submits a complaint in writing.

15.3 Confidentiality

15.3.1 It is essential for both the complainant and the alleged harasser that all stages of the Anti Bullying and Anti Harassment Procedure and thereafter are handled in strict confidence. Even when the investigation is complete, line managers and others involved in the complaint should continue to respect the sensitivity of the process.

15.4 Formal and Informal Procedures

15.4.1 All complaints will be treated seriously. The procedure provides an informal and a formal route for resolving complaints but, even when a complaint is dealt with informally (and this should be the preferred way if possible), it is still being addressed under the procedure.

15.4.2 Many complaints of harassment will be able to be dealt with informally and employees are encouraged in the first instance to talk directly and informally to the person whom they believe is harassing them and explain clearly what aspect of the person's behaviour is unacceptable or is causing offence and request that it stops immediately. It may be that the person whose conduct is

causing offence is genuinely unaware that their behaviour is unwelcome or objectionable and that a direct approach can resolve the matter without the need for formal action. The employee may want to add that, if the behaviour continues, they will make a formal complaint. The employee should keep a note of the date and what was said and done.

15.4.3 However, the informal approach should not be used to discourage an employee from recourse to using the formal procedure either when they prefer that option or when an instance of harassment could be of such a serious nature that the complaint would warrant formal action. Formal procedures should also be used where a previous attempt at informal resolution has proved unsuccessful. The seriousness of some forms of harassment will mean that a formal complaint is necessary.

15.5 Police involvement/disciplinary action

15.5.1 Serious allegations of harassment may require a reference to the police and/or immediate formal disciplinary action on the part of the employer. When an individual(s) is/are suspended as part of the formal procedure, such suspension does not presume guilt or innocence and should be on normal pay.

15.6 Informal Procedure

15.6.1 Employees may wish to talk about a problem informally and in confidence, for example, this might be with the HR department or line manager.

15.6.2 Employees may be able to sort out matters informally. The person may not know that their behaviour is unwelcome or upsetting and an informal discussion may help them to understand the effects of their behaviour and agree to change it.

15.6.3 In many cases of harassment the recipient may wish to raise the problem informally with the alleged perpetrator pointing out that their conduct is unwelcome, offensive or interfering with their work and their wish for this to stop immediately. Informal discussions with the relevant parties should usually cover the following:

- a) The nature of the problem,
- b) Why it is unacceptable,
- c) A remedy, which is acceptable to the parties.

15.6.4 The employee who finds it difficult or embarrassing to raise the problem directly with the person creating the problem may wish to seek the support of their line manager/direct supervisor, or a Trade Union Representative or HR. Where the complaint is about the employee's direct line manager, the complaint may be raised with a more senior member of management. The manager will meet the alleged perpetrator and may arrange a meeting if the individual and the complainant wish. The purpose of the meeting is to resolve matters informally. A record of the conversation should be kept. The manager may seek advice from HR to assist in resolving matters.

15.6.5 The manager should initially meet the complainant to discuss the complaint and seek to agree with them the course of action to be pursued, as follows:

- No further action to be taken at this stage, but the situation to be kept under review, and any further incidents of unwelcome conduct to be brought to the attention of the manager.
- The manager to meet with the alleged perpetrator to discuss the unwelcome conduct, being complained of its impact upon the complainant, and ways of ensuring that there is no repetition. As part of this process, with the agreement of both parties, the Manager may convene a meeting between them with a view to seeking to resolve matters informally.
- The formal procedure is invoked

15.6.6 The informal procedure should normally be completed within 10 working days. Where this is not possible, relevant parties should be informed of the likely timescale.

15.6.7 The employee should also be made aware of the Council's EAP service which employees can refer to for advice and counselling.

15.7 Formal Procedure

15.7.1 The formal procedure will be necessary in those instances where the informal route has proved ineffective or where the allegation of bullying or harassment is of such a serious nature that it is necessary to invoke the formal procedure from the outset. The individual who is complaining has the right to proceed straight to the formal procedure if they wish.

15.7.2 For most allegations of harassment, the individual who is claiming harassment should make a formal complaint in writing to their line manager. However, in cases where the line manager is the alleged perpetrator of the harassment, the complainant should raise the allegation with the line manager's line manager. If the allegation is made against the Chief Executive, the issue should be referred to the Leader of the Council.

15.8 Investigation

15.8.1 Upon receipt of a complaint, HR and the relevant Assistant or Executive Director will appoint an Investigating Officer. The complaint should include full information about the alleged harassment, stating the following:

- name of the alleged harasser,
- nature of the harassment,
- date and time when the harassment took place,
- names/statements of any witnesses,
- any action already taken to stop the harassment.

15.8.2 The complaint should be acknowledged as soon as possible (e.g. within 3 days), and the alleged harasser given written notification, including full details of it at the same time.

- 15.8.3 The investigating officer should commence an investigation into the alleged harassment within no more than 5 working days of the complaint being lodged. The investigation should aim to be completed normally within 20 working days. Where this is not possible, both the alleged harasser and the complainant should be informed of the reason for the delay and the likely timescales for completion.
- 15.8.4 The investigating officer will normally meet both parties and any relevant witnesses individually in the first instance. The investigating officer should permit both parties to be accompanied during the investigation by a TU Representative or work colleague in order to provide support to the parties.
- 15.8.5 In every case, the respondent will be:
- a) Given details of the complaint in writing
 - b) Given notification of any decision of precautionary action (e.g. transfer)
 - c) Invited to interview in writing, including a statement setting out their right to be accompanied.
- 15.8.6 The investigating officer should endeavour to base the investigation on objectivity and fact rather than preconceptions.
- 15.8.7 All parties and witnesses should be afforded and maintain strict confidentiality.
- 15.8.9 Arrangements will be made for the protection of the complainant and the alleged harasser, if requested, whilst the investigation is in progress. Both parties must not be victimised in any way, either while the matter is being investigated or at any time afterwards. During the investigation, temporary redeployment of one or both parties may be necessary. This does not imply guilt but may be necessary to ensure the integrity of the investigation and reduction of further risk to the complainant. Factors when considering a move include; likelihood of further harassment, proximity of respondent to claimant and the likelihood of interference with witnesses which would affect the integrity of the investigation.
- 15.8.10 The investigating officer will prepare a report. It should be noted that, in some cases, there will be no witnesses and they will need to consider whether, on the basis of the statements made by the complainant and the alleged perpetrator alone, and on the balance of probabilities, the conduct complained of occurred. They may recommend:
- That the allegation has not been substantiated, and that no action should be taken.
 - That the allegation has not been substantiated, but that the parties should be encouraged to participate in activity designed to seek to resolve on-going differences between them, e.g. mediation.
 - That the allegation has been substantiated, but that it is not considered appropriate to initiate the formal disciplinary procedure.
 - That the allegation has been substantiated, and that a formal disciplinary hearing should be initiated.

15.8.11 During the course of the investigation, the Investigating Officer may come across areas of concern which is beyond the remit of their investigation. In this case, they should write an addendum report detailing their concerns and recommendation for remedial action.

15.8.12 The report is sent to the relevant Assistant Director/Executive Director to review. If they decide that an allegation has been substantiated, but that the formal disciplinary procedure should not be initiated, then they could recommend:

- Guidance, counselling, or training for the individual(s) responsible,
- Voluntary transfer of either party (the complainant to be offered prior choice), without detriment to current terms and conditions of employment.
- Compulsory transfer of the person(s) responsible, without detriment to current terms and conditions of employment.

15.8.13 Both the complainant and respondent will receive a written summary of the Investigating Officer's conclusions at the completion of the process.

15.8.14 If the complaint is substantiated managers may need to be given some information where this is necessary for them to manage the risk of further harassment by that person against you or others.

16 Disciplinary Action

16.1 If there is evidence that harassment has taken place, and the Assistant Director or Executive Director judges that disciplinary action is appropriate, they will appoint an appropriate senior manager to conduct a disciplinary hearing under the disciplinary procedure. This will be a manager other than the Investigating Officer. The complaint should be heard as quickly as possible.

16.2 As the matter has been fully investigated under the Anti-Bullying & Anti-Harassment Procedure, it will not be necessary to conduct an investigation under the Disciplinary Procedure. If this proceeds to a formal hearing, if found blameworthy, the perpetrator will receive a sanction as outlined in the Disciplinary Procedure. They will also have the right to representation and appeal as specified in the Disciplinary Procedure.

16.3 Where the Executive Director or Assistant Director judges that harassment has occurred, but formal disciplinary action is not warranted, other action such as guidance, counselling, training or voluntary transfer without invoking the Disciplinary Procedure may be recommended.

16.4 Where the disciplinary action taken against the perpetrator is anything other than dismissal, it may be necessary to relocate or transfer one party to an alternative work location. It is the harasser who should be transferred not the person who has been harassed. However, the complainant should be given a prior choice as to whether they wish to be transferred instead.

17 Further harassment

- 17.1 Every effort should be made to prevent further harassment. If the complainant feels further harassed as a result of submitting their complaint, they must advise the Investigation Officer.

18 Transfer

- 18.1 If a complaint is not upheld, consideration may still be given, where practicable, to the voluntary transfer of one of the employees concerned, rather than requiring them to continue to work together against the wishes of either party. In those cases, the person against whom the complaint was lodged should be given first choice as to whether they want to be transferred.

19 Appeal

- 19.1 The complainant and alleged perpetrator will have the right of an appeal against the decision.
- 19.2 The appeal will need to be set out in writing and the Head of HR & OD within ten working days of receipt of the conclusions of the investigation.

Process:

- a. The purpose of the appeal will be to consider:
- Whether the correct process and procedure has been followed,
 - Whether any new evidence has come to light which would have materially affected the outcome, and
 - Whether there is any way in which the decision could be found to be inherently unfair.
- b. A manager, who has not previously been involved in the investigation will be appointed to hear the appeal. They will examine the evidence and conduct any further investigation required.
- c. A face to face or Teams meeting with the complainant must be offered. Employees have the right to be accompanied by a Trade Union representative or workplace colleague.
- d. The manager will provide a final decision (which is not subject to further appeal) and will have the authority to either uphold or overturn the decision.
- e. The manager will communicate the decision in writing to both the complainant and respondent. The communication will include a statement on whether the appeal has been upheld and will outline the remedies required within 10 working days of receipt of the appeal. Where this cannot be achieved, the manager will write to advise the relevant parties accordingly.
- 19.3 Where formal disciplinary action is taken, the right of appeal for the alleged perpetrator will be under the disciplinary procedure and not the procedure set out above.

20 Counselling

- 20.1 It may be appropriate, depending on the circumstances of the situation that arrangements are made for counselling for the complainant and respondent through the Employee Assistance Programme provider.

21 Confidentiality

- 21.1 Subject to the requirement of this process, everything said, or referred to, during investigation interviews should be treated in confidence. All parties will not discuss, or share, information from such interviews with any other party as this could prejudice the outcome.

Appendices 1

**Tamworth Borough Council
Complaint of Bullying or Harassment
Anti-Bullying and Anti-Harassment Policy**

Name	
Job Title	
Location	
Contact Number	
Trade Union Support? If yes, please supply name	
Please record your definition of the type of harassment experience e.g. sexual, racial	
Name of alleged perpetrator	
Details of the Harassment experienced:	
Were there any witnesses? If yes, please give details.	
Date(s) or length of time you have experienced this.	

Have you taken any action yourself? Yes/No. If yes, please give further detail.

**Have you spoken to or raised your concerns with anyone within the Council?
Yes/No. If yes, please give details**

Please email this form to your line manager marked Private and Confidential

Inappropriate behaviour v Good Management

Inappropriate Behaviour	Good Management Practice
Using abusive, sarcastic or patronising language, intimidating behaviour, shouting or unwanted physical contact.	Treating everyone with respect and in a calm, polite and professional manner.
Passing judgement on an employee's performance without giving them a chance to explain, answer or discuss.	Discussing performance issues, giving the employee a chance to answer/respond.
Public humiliation.	Discussing performance issues in a private location (e.g. in an office).
Issuing warnings via text, email or voicemail.	Allowing time for proper discussion (i.e. not "a quick chat on the way out of the door"). Issuing warnings in accordance with the appropriate procedures and only after a face-to-face meeting.
Unnecessarily copying in senior management to emails criticising performance. Discussing an employee's poor performance with others (without justification).	Maintaining appropriate confidentiality.
Inconsistency – singling out individual employees for criticism. Setting targets not in line with other team members. Excluding employees from meetings which they have a reasonable expectation of attending.	Treating all team members equally. That the standards are for the role and conduct is in line with council policies.
Not giving the employee a reasonable time to improve.	Setting realistic targets and time for improvement.
Making unfair comparisons with others. Withholding support at times of necessity.	Accepting that some employees might need more training/support than others.
Ignoring an individual or 'freezing them out'	Explaining/clarifying expectations so that employees are clear as to what is expected of them. Offering supportive management/coaching.
Setting demeaning or trivial tasks. Overburdening an individual or imposition of work that is not necessary. Refusing to clarify objectives or constantly changing targets in order to "set someone up to fail"	Ensuring employee is aware of what is expected of them and reviewing performance against set objectives.
Setting unrealistic tasks/targets.	Setting reasonable (and if possible) agreed targets and timescales with the employee.
Not taking account of mitigating circumstances.	Exploring with the employee any personal or health problems that might be affecting performance.
Ignoring or failing to investigate the possibility that the failure to perform	Making sure the employee is provided with adequate support, supervision and training.

<p>might be caused by factors outside the employee's control.</p>	
<p>Contacting employees on holiday/sick leave/non-working days with work that could be dealt with on their return.</p>	<p>Ensuring that there is appropriate cover to deal with employee absences. Having a system in place so that absent employees are only contacted for genuine emergencies.</p>
<p>Threatening disciplinary action for trivial or fabricated incidents. Making threats about job security without foundation.</p>	<p>Only make use of the disciplinary procedure in cases where there is a genuine belief of behaviour that would warrant disciplinary action.</p> <p>Only referring to dismissal as the final step in a properly conducted performance; disciplinary; absence; redundancy or change management procedure.</p>



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Anti-bullying and Anti-harassment policy	
Date Conducted	January 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide guidance on how to report and investigate allegations of bullying, harassment and victimisation

Who will be affected and how?

All employees - This policy provides guidance for of support.

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

All employees

Code of Conduct
Disciplinary
Equality Scheme
Harassment Assault and Threat (HAT)

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustments
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief and explicitly references adjustments for religious observance
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual

			orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome

Date of Review (If applicable)

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Foster Carer Policy

Document Status: Draft

Document Ref: HRPOL - 014

Originator: Zoe Wolicki

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.02

Date: January 2023

Approved by Corporate Management Team / Appointments and Staffing

Classification: SEC1 - Routine

Document Location

This document is held by Tamworth Borough Council, and the document owner is Human Resources.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
September 17	Review	New format template, new CIA
October 2022	Review	Updated to reflect current employment law and family friendly policies including foster to adopt provisions.

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved

Approvals Minor Change and Scheduled Review

Name	Title	Approved

Approval Path

Major Change

Originator
 Owner
 TULG
 CMT
 Appts & Staffing Committee

Action

HR
 Head of Paid Service
 Consultative Group
 Corporate Approval
 Council Approval

Minor Change

HR
 TULG
 Director

Submission
 Consultative Group
 Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute as a NON-MANDATORY policy and will also be available on the Intranet.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

Contents	Page
1 Introduction	4
2 Scope	4
3 Informing the employer	4
4 Time off	4
5 Time off for dependents	5
6 Parental Leave	5
7 Flexible Working	5
8 Foster to adopt	5
Community Impact Assessment	6

1 Introduction

- 1.1 This policy sets out Tamworth Borough Council's (TBC) support for employees who are undertaking the care of a child/children under a foster care arrangement with a local authority or other recognised agency.
- 1.2 TBC recognises that, in such cases, employees have specific obligations towards the child/children in accordance with their arrangement with the local authority and that, in some cases, the child/children may require a high level of care.
- 1.3 This policy is intended to form part TBC's overall family friendly approach, and it attempts to strike a balance between the business needs of the organisation and the needs of the employee to meet their care obligations.
- 1.4 TBC wishes to recognise the value to the community made by foster parents and the commitment of employees who provide foster care to children.

2 Scope

- 2.1 The policy applies to all employees of Tamworth Borough Council who are fostering children through the local authority or other recognised agency
- 2.2 It is recognised that many grandparents and other relatives opt to raise their grandchildren/family member rather than have them enter the care system and the reasons for them not being with their birth families are the same as those children living with foster carers. TBC will allow the same leave entitlements whether the employee becomes a 'family & friends/kinship' foster carer or a foster carer, as long as the arrangement is recognised by the local authority.

3 Informing the employer

- 3.1 If an employee intends to foster a child/children, they should give their line manager no less than four weeks' notice of their intention to train as a foster carer.
- 3.2 This ensures that the employee receives appropriate support, should the employee wish to request any leave to care for the child/children, the line manager has sufficient notice to make any necessary arrangements for cover.

4 Time off

- 4.1 Up to a maximum of 5 days paid leave may be granted per annum. Part time staff will receive entitlement on a pro-rata basis related to their full-time equivalent status.
- 4.2 The leave is for the assessments for approval process and initial settling in in the placement. The approval process includes attending interviews, meetings, assessment panels and core training days. However, in the first instance, the employee should attempt to book these on an evening or weekend and therefore use their own time. Evidence of the attendance will also be required.

- 4.3 The maximum amount may be broken down into smaller blocks, if the cumulative total does not exceed the maximum stated above.

5 Time off for dependents

- 5.1 Foster carers are entitled to take a reasonable amount of time off to assist or make care arrangements for dependents under of the “Annual Leave & Other Leave” policy.
- 5.2 Employees must inform their line manager of the reason for the absence and how long they expect to be absent as soon as reasonably practicable.
- 5.3 Employees may also use this right to take time off where there is an unexpected disruption to care arrangements. However, this right cannot be used as a means to be seeking time off to attend to care of the foster child/children because care has not been arranged in advance.

6 Parental Leave

- 6.1 All employees who have parental responsibility for children are entitled to take up to 18 weeks unpaid parental leave for each individual child before that child reaches the age of 18.
- 6.2 However, the right to parental leave is available only to carers when they have parental responsibility for the children concerned. It is normally the case that foster carers will not have parental responsibility, since this will usually be with the local authority if the child has been placed under an interim or full care order.
- 6.3 If the employee is a foster carer and wish to take parental leave, they will be asked to supply evidence of parental responsibility.
- 6.4 If the employee does not have parental responsibility for the child, they will not be entitled to parental leave. Instead, they may request annual leave.

7 Flexible Working

- 7.1 Foster carers may request flexible working. Please refer to the “Right to Request Flexible Working” policy.

8 Foster to Adopt

- 8.1 If the employee is a local authority foster parent who has been approved as a prospective adopter, and a child is placed in a “foster to adopt” situation, the employee is entitled to adoption leave and pay. Please refer to the “Adoption Leave” and “Shared Parental Leave – Adoption” policies.

Community Impact Assessment

Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Foster Carer Policy	
Date Conducted	January 2023	
Name of Lead Officer and Service Area	Zoe Wolicki HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input type="checkbox"/>
	Existing	<input checked="" type="checkbox"/>
	Being reviewed	<input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To ensure all TBC employees are treated fairly regardless of their protected characteristics in their entitlement to foster care leave.

Who will be affected and how?

All employees who wish to become foster parents

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

All employees

Adoption Leave policy

Annual Leave & other leave policy

Parental Leave Policy

Shared Parental Leave – Adoption Policy

Right to Request Flexible Working Policy

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
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Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Positive impact on the possible reduction of children who need foster carers. However the policy itself does not have any other disproportionate impact.
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living & subsequent health</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

	<i>issues</i>	

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Covalent			

Date of Review (If applicable)



Health & Wellbeing Policy

Document Status: Draft

Document Ref: HRPOL -

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.02

Date: January 2023

Approved by Corporate Management Team / Appointments and Staffing

Classification: SEC1 - Routine

Document Location

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Revision History

Revision Date	Version Control	Summary of changes
October 2022	V1	New policy
November 2022	V2	Updated following feedback

Approvals Creation and Major Change

Name	Title	Approved

Approvals Minor Change and Scheduled Review

Name	Title	Approved

Approval Path

Major Change

Originator

Action

HR

Owner

Head of Paid Service

TULG

Consultative Group

CMT

Corporate Approval

Appts & Staffing Committee

Council Approval

Minor Change

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The document will be distributed through Astute will also be available on the Intranet and paper based copies.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

Contents	Page
1 Introduction	6
2 Purpose	6
3 Legal Obligations	6
4 Key domains of wellbeing	7
4.1 - Health	7
4.2 - Good Work	7
4.3 - Values/Principles	7
4.4 - Personal Growth	7
4.5 - Collective/Social	7
4.6 - Good lifestyle choices	8
4.7 - Financial/Wellbeing	8
5 Policy Statement	8
6 Responsibilities	8
7 How TBC actively manages employee wellbeing	10
7.1 - Annual Leave	11
7.2 - Anti bullying, harassment, grievance, disciplinary, whistleblowing	11
7.3 - Awareness campaigns	11
7.4 - Carer's leave	11
7.5 - Counselling	11
7.6 - Domestic Abuse support	11
7.7 - Equality & Diversity	11
7.8 - Exit Interviews and Questionnaires	13
7.9 - Health & Safety	13
7.10 - Menopause	13
7.11 - Mental Health First Aiders	14
7.12 - Non-contributory Health Cash Plan	14
7.13 - Occupational Health	14
7.14 - Retirement Planning	15
7.15 - Sick pay provision	15
7.16 - Staff Support Groups	15
7.17 - Staff survey and communication//consultation	15

7.18	- Stress risk assessments	15
7.19	- Training	16
7.20	- Values	16
7.21	- Wellbeing when working from home	16
7.22	- Work/life balance	17

Community Impact Assessment

Appendix 1 Health & Wellbeing calendar

1 Introduction

- 1.1 Tamworth Borough Council (TBC) is committed to the mental health and wellbeing of its employees. Fostering employee wellbeing is good for employees and the organisation. Promoting wellbeing can help prevent stress and create positive working environments where individuals and the organisation can thrive. A holistic approach aims to work in partnership with employees to promote wellbeing, to prevent sickness absence wherever possible and manage cases of sickness absence where they occur within a constructive framework of policies and procedures.
- 1.2 TBC understands there are many factors that influence the wellbeing of employees and by understanding and overcoming these issues, we will reduce absenteeism, lower staff turnover and increase productivity. TBC believes that the mental health and wellbeing of our staff is key to organisational success.
- 1.3 Furthermore, the workplace can be used to promote or reinforce healthier working practices and lifestyle choices. The calendar of wellbeing initiatives appended to this policy supports this agenda.

2 Purpose

- 2.1 The purpose of this policy is to describe the organisation's commitment to the mental health and well-being of employees in its broadest, holistic sense, setting out how the organisation fulfils its legal obligations, the responsibilities of different functions and specialists and the range of services available to help employees maintain their health and well-being. The organisation recognises that well-being and performance are linked. Improving employees' ability to handle pressure and to balance work and home life will ultimately lead to improved individual and organisational performance.

3 Legal Obligations

- 3.1 TBC has legal obligations under health and safety legislation to manage risks to the health and safety of employees. In addition to reducing safety risks, this means operating the business in a way that minimises harm to employees' mental health, for example by ensuring that the demands of jobs are not unacceptable and having policies and procedures in place to support individuals experiencing ill health at work.
- 3.2 TBC will put in place measures to prevent and manage risks to employee well-being, together with appropriate training and individual support.

4 The key domains of wellbeing

4.1 There are seven inter-related 'domains' of employee wellbeing.

4.1.1 Health

Physical health – health promotion, good rehabilitation practices, health checks, wellbeing benefits, health insurance protection, managing disability, occupational health support, employee assistance programme.

Physical safety – safe working practices, safe equipment, personal safety training.

Mental health – stress management, risk assessments, conflict resolution training, training line managers on difficult conversations, managing mental health, occupational health support, employee assistance programme.

4.1.2 Good Work

Working environment – ergonomically designed working areas, open and inclusive culture.

Good line management – effective people management policies, sickness absence management.

Work demands – job design, job roles, workload, working hours, job satisfaction, work/life balance.

Autonomy – Control, innovation, whistleblowing.

4.1.3 Values/Principles

Leadership – values-based leadership, clear mission and objectives, corporate governance, building trust.

Ethical standards – dignity at work, corporate social responsibility, volunteering.

Inclusion and diversity – valuing difference, cultural engagement, training for employees.

4.1.4 Personal Growth

Career Development – mentoring, coaching, performance management, succession planning.

Emotional – Positive relationships, personal resilience training, financial wellbeing.

Lifelong learning – Performance development plans, access to training, technical and vocational learning, challenging work.

4.1.5 Collective/Social

Employee voice – communication, consultation, genuine dialogue, involvement in decision making.

Positive relationships – Management style, teamworking, healthy relationships with peers and managers, anti-harassment and anti-bullying.

4.1.6 **Good lifestyle choices**

Physical activity – walking, exercise.

Healthy eating – recipe clubs, healthy menu choices.

4.1.7 **Financial wellbeing**

Fair pay and benefit policies – pay rates above the statutory national minimum wage/living wage, flexible benefits scheme.

Retirement planning – pre-retirement courses, flexible retirement.

Employee financial support – employee assistance programme offers debt counselling, signposting to external sources for free advice.

4.2 TBC offers initiatives across all 7 domains to promote health and wellbeing, the current initiatives will continue to evolve and grow.

5 Policy Statement

5.1 TBC recognises the protection of health and promotion of wellbeing as important factors in sustaining attendance at work and supporting job satisfaction. TBC is committed to providing a working environment which minimises risk to health and promotes positive wellbeing. TBC aims to deliver this commitment by:

- Providing an environment in which employees who have health problems that may affect their work receive suitable support and that reasonable steps are taken to make adjustments to their work to enable them to achieve their full potential.
- Building and maintaining a workplace environment and culture that supports mental health, overall health and wellbeing and prevents discrimination, including harassment and bullying.
- Increasing employee knowledge and awareness of mental health and wellbeing issues and behaviours.
- Reducing the stigma around depression and anxiety in the workplace.
- Promoting the health and wellbeing of employees through its policies, support services and by means of health promotion campaigns. Providing access to specialist health and mental health support through Occupational Health and EAP in addition to internally trained Mental Health First Aiders.
- Providing a safe working environment with relevant safe equipment and PPE.
- Encouraging employees to declare relevant health or wellbeing matters to enable TBC to implement appropriate measures to actively support them. TBC will respect the confidentiality of employees making such declarations and will ensure that information is only shared where it is appropriate to do so.

6 Responsibilities

6.1 The Employer has a legal duty of care and is responsible for:

- Ensuring health at work, as set out in the Health and Safety at Work etc Act 1974 and the management of Health and Safety at Work Regulations 1999.
- Ensuring that its policies and practices reflect this duty and review the operation of these documents at regular intervals.

6.2 Senior Management is responsible for:

- Implementing and promoting the principles and behaviours embedded in TBC policies and procedures that contribute to positive employee wellbeing.
- Implementing any line management responsibilities for those teams they directly line manage.

6.3 Line Managers are responsible for:

- Ensuring risk assessments include appropriate consideration to potential significant risks to health and wellbeing.
- Ensuring that risk assessments identify appropriate control measures to reduce risks to health and wellbeing as far as reasonably practicable.
- Monitoring working hours, overtime and holidays to encourage employees to take breaks as required by legislation.
- Monitoring workload to ensure allocated tasks are capable of being completed within the time and resources allocated.
- Familiarising themselves with the Anti-Bullying and Anti-Harassment policy and ensure that employees are aware that this will not be tolerated within TBC.
- Consulting with Human Resources in respect of any team member whom they believe would benefit from support from Occupational Health or EAP.
- Ensuring that employees receive appropriate training and resources to carry out their duties.
- Managing absence in accordance with the Managing Attendance policy.
- Considering workloads to ensure jobs are realistic and manageable.
- Recognising that employees may have experiences in their personal lives that may make them vulnerable to pressures at work and which may have a temporary influence on their work performance.
- Treating all discussions as confidential unless it is necessary to involve others to deal with the issues.
- Raising health and safety issues as soon as they become known.

6.4 Human Resources is responsible for:

- Enabling prospective employees to confidentially disclose health issues prior to taking up employment to enable reasonable adjustments to be identified and implemented prior to employment commencing.
- Supporting line managers to manage health and wellbeing within their teams.
- Promoting employee health and wellbeing.

- Ensuring competent advice is available for health and wellbeing matters. This will include access to Occupational Health and Employee Assistance Programme (i.e. counselling service).

6.5 Health & Safety is responsible for:

- Supporting line managers to manage health and wellbeing within their teams.
- Undertaking risk assessments.
- Providing health and safety training.

6.6 Employees are responsible for:

Employees have general duties under TBC's health and safety policy to cooperate on matters of health and safety and to protect their own health and safety and that of any other person who may be affected by their acts or omissions. Employees are strongly encouraged to:

- Disclose any relevant health and wellbeing information to line management to enable TBC to identify and implement any support measures required to sustain attendance and support health and wellbeing.
- Attend Occupational Health where recommended and consent to relevant information being disclosed to line management.
- Take reasonable care of their own mental health and wellbeing, including physical health.
- Take reasonable care that their actions do not affect the health and safety of other people in the workplace.
- Support and contribute to TBC's aim of providing a mental health positive and supportive environment for all employees.
- Make use of TBC's Employee Assistance Programme and any other support such as the health insurance scheme.

6.7 Occupational Health is responsible for:

6.7.1. Providing a comprehensive service designed to help employees stay in work, or to return to work. This will include preparing medical assessments of individuals' fitness for work following referrals from line managers and the HR department, liaising with GPs and working with individuals to help them to retain employment.

6.7.2 Playing a critical part in developing rehabilitation plans for employees returning to work after absences and work with GPs and line managers on considering duties and working environments to ensure that rehabilitation is successful.

6.8 Employee Assistance Programme Provider is responsible for:

The provider of external employee assistance services will alert the organisation's HR Department to clusters or hotspots, drawing on anonymised

data provided by calls to its 24 hours helpline and information from face-to-face counselling with employees.

7 How TBC actively manages employee wellbeing

TBC will promote health and wellbeing in the workplace using the tools outlined in this policy.

7.1 Annual Leave

TBC has a generous annual leave scheme which is in excess of the minimum entitlement laid out in employment legislation. New starters commence on 26 days, rising to 31 days after 5 years' service. For employees in post prior to 1st January 2008, this is 32 days. Note - This will increase by one day in April 2023 as part of the pay award agreed in November 2022. To ensure employees receive adequate rest and recuperation throughout the year, employees are encouraged to space their leave throughout the year.

7.2 Anti-Bullying and Anti-Harassment, Discipline, Grievance and Whistleblowing policies

TBC has policies and procedures for reporting and handling inappropriate behaviour or decision making through the above procedures. The policies are published and available on Infozone.

7.3 Awareness Campaigns

The Health & Wellbeing calendar appended to this policy outlines a wide range of mental and physical wellbeing initiatives that employees or teams can become involved in to promote the wellbeing agenda and their own wellbeing.

7.4 Carers Leave

Caring responsibilities can lead to stress in the workplace and is therefore important to provide support and guidance to employees. TBC offers carers leave which is covered in the Annual Leave & Other Leave policy.

7.5 Counselling Service – Health Assured

7.5.1 Counselling offers an employee an opportunity to work with an experienced and impartial mental health professional to clarify and understand their difficulties and to find helpful ways of coping and dealing with them. TBC retains the services of an independent Employee Assistance Programme (EAP) provider, this service is a confidential and no details are shared with TBC without the explicit consent of the individual involved. Where there is a critical

incident, the service also offers a critical incident debrief support to affected employees.

7.5.2 The EAP provider has a portal which contains lots of useful information including; emotional health, physical health, life support (including legal & financial, family & relationships, bereavement & loss, financial assessments). There is also access to 4 weekly programmes, mini health checks, useful links and webinars as well as a section for managers which covers managing staff wellbeing.

7.5.3 In addition to this, Health Assured has an App called My Healthy Advantage which can be tailored to personal preference. Topics include; mental health, nutrition, smoking awareness, alcohol awareness, sleep, healthy eating, weight loss, bereavement. Full details of this service are located on the HR tab of Infozone.

7.6 Domestic Abuse support

7.6.1 Managers being aware of the devastating impacts that domestic abuse can have on employees is vital for employers to be able to effectively support them. This is also important because employees who experience domestic abuse are often subject to disciplinary action because their behaviour can be unpredictable because of their domestic situation. Having a steady income is key to a survivor's economic independence and opportunities to escape domestic abuse. Our 'Domestic Abuse for Employee's' policy also contains information on local support services.

7.6.2 During the coronavirus (COVID19) pandemic, there was an increase in domestic violence and abuse when it became more difficult to get away from the perpetrator. TBC is committed to its duty of care to all employees and recognises the difficulty this presents to those employees working from home. In addition to the support outlined in the 'Domestic Abuse for Employees' policy TBC can further support by:

- Finding ways to communicate safely, for example by text message if calls are not possible
- Agreeing a code word or hand signal for someone to use to alert others that they are experiencing domestic abuse.
- Arranging another place to work from instead of home.
- Being flexible around working hours.
- Allowing time off to attend support appointments.
- Helping the employee get other appropriate support, a list of support groups is included with the 'Domestic Abuse for Employees' policy.

7.7 Equality & Diversity

7.7.1 TBC will not tolerate any discrimination, victimisation or harassment on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. This commitment is outlined in our Equality Scheme, Regular equality and diversity training is delivered and equality runs throughout our policies and community impact assessments.

- 7.7.2 All roles are job evaluated to ensure pay structures are not discriminatory and employees receive equal pay for equal work.
- 7.7.2 TBC is Disability Committed, meaning all applicants with a disability will be shortlisted for interview if they meet all of the essential criteria for the role.
- 7.7.3 TBC pay scales are above the national living wage and national minimum wage, they are transparent and non-discriminatory.

7.8 Exit interviews & Questionnaires

By understanding the reasons behind employee turnover, TBC can potentially devise initiatives and/or develop employment policies/practices to reduce turnover, increase employee engagement and retention. Our exit questionnaire covers 13 key themes:

1. The role
2. Job Profile
3. Goals and targets
4. Communications
5. Working relationships including leadership styles
6. Appraisal and development
7. Career aspirations
8. Reward
9. Work-Life balance
10. Working environment
11. Employment experience
12. Reason for leaving
13. Other matters

7.9 Health & Safety

The Health & Safety team provide health & safety policies, health & safety training, review DSE workstation assessments, undertake stress risk assessments and support managers on other risk assessments e.g. lone working.

7.10 Menopause policy

54% of the TBC's employees are female. The Menopause Policy and associated wellbeing action plan raises awareness and understanding of the menopause and how this can affect employees. It provides examples of support and adjustments that can be put in place to manage menopausal symptoms.

7.11 Mental Health First Aiders

- 7.11.1 Mental Health First Aiders are trained to spot the early signs of mental ill health in their colleagues and can point them towards further sources of help and to support them in their recovery.
- 7.11.2 Mental Health First Aid have provided a range of resources to support which is available on Infozone under the HR tab alongside the names of our Mental Health First Aiders. They include; 'Line Manager Resources', 'Supporting your mental health whilst working from home' and 'My Whole Self MOT'.
- 7.11.3 Mind's Wellness Action Plan (WAP) is also a useful tool, this is available on their website.

7.12 Non-contributory health cash plan UK Healthcare

- 7.12.1 All employees, once they have passed their probationary period, can access the non-contributory health cash plan. UK Healthcare cover is designed to help contribute towards 'day to day' healthcare expenditure such as optical, dental, chiropody, wellbeing, complementary therapies, prescription and discounted gym/spa membership. Employees can opt to upgrade their membership.
- 7.12.2 Full details of this service is located on the HR tab of Infozone.

7.13 Occupational health support

- 7.13.1 A comprehensive occupational health service is available, from individual health screening to the design of return-to-work plans for those rehabilitating after a period of long-term sickness absence. Occupational Health also provide advice on reasonable adjustments or whether a referral to Access to Work should be made for specialist equipment.
- 7.13.2 Workplace well-being services provided by the occupational health service include pre-employment screening; fitness-for-work assessments; HAVS assessments and designing and advising on health promotion initiatives.
- 7.13.3 If employees believe that their work, or some aspect of it, is having a negative impact upon their health they should, in the first instance, speak to their line manager or the HR department. The discussion should cover workload and other aspects of job demands, and raise issues such as identified training needs.
- 7.13.3 A referral to the occupational health service will be made if this is considered appropriate after an employee's initial discussion with their manager or the HR department. Discussions between employees and the occupational health professionals are confidential, although the occupational health team provide a report on the employee's fitness to work, and any recommended adaptations to the working environment, to the HR department.

7.14 Retirement planning

- 7.14.1 Regular pre-retirement financial planning courses are offered to employees within 3 years of retirement.
- 7.14.2 The pension scheme issues Pension Statements annually which details projected benefits. Further information is also on their portal.
- 7.14.3 A flexible retirement scheme allows employees to ease into retirement by reducing their contracted working hours.

7.15 Sick pay provisions

- 7.15.1 TBC's scheme of sick pay provisions are designed to provide financial support during a period of sickness absence. These are detailed in the Written Statement of Particulars (contract of employment).

7.16 Staff Support Groups

- 7.16.1 TBC will support employees who wish to lead/facilitate a staff group linked to wellbeing. Support includes publicising it on the staff communications and allowing 1 hour per month for attendance. Meetings should not impact on service delivery and must be scheduled around lunch time. If attendance impacts on operational delivery, managers will have the right to restrict numbers within their team attending. Any additional time will be in the employee's own time. The groups will be self-managed and not funded by TBC. Examples of groups can include choir, book club, film club, cooking/nutrition, walking/running club, parents of disabled children, this list is not exhaustive. If you are interested in starting a group, please contact the Head of HR & OD.

7.17 Staff surveys, communication & consultation

- 7.17.1 Managers and employees are encouraged to participate in communication/feedback exercises, including stress audits and staff surveys to enable management to listen to and act on their feedback.
- 7.17.2 During times of organisations change, TBC has a robust policy for consultation and communication with affected employees to ensure that change is managed well.

7.18 Stress Risk Assessments

- 7.18.1 TBC recognises that employee's tolerance thresholds differ and that non work factors may play a part in determining an individual employee's response. It is of paramount importance that employees share any relevant information which might impact upon their ability to cope with reasonable pressures at work.

7.18.2 Where managers have the issue of stress brought to their attention, Health & Safety will undertake a stress risk assessment to help identify the issues and the appropriate action to take.

7.19 Training

7.19.1 TBC provides training to equip employees to undertake their roles. This can include formal training course, informal training, e-learning, on the job coaching.

7.20 Values

7.20.1 TBC's values demonstrate the organisation's commitment to positive behaviour between our employees. Our values are; Accountability, Challenge, Compassion, Courtesy, Decisiveness, Empowerment, Openness, Honesty, Integrity & Respect and professionalism.

7.20.2 A new Performance Development Review (PDR) embeds our Values within our performance management framework.

7.21 Wellbeing when working from home

7.21.1 Working from home can bring many benefits, however it can be an isolating and even lonely experience for some. Simple measures can assist wellbeing when working from home, including creating healthy boundaries between work and personal life and staying mentally and physically healthy to be a productive and effective worker. Some useful tips:

Create a morning routine – A regular schedule is important, try to adhere to your normal office routine as much as possible such as getting up, dressed and arrive at your desk for the workday.

Create a comfortable and clutter-free workspace – focus on your work when you are only in this space to create a physical and mental boundary between your professional and home life. The workstation must be DSE compliant (See InfoZone, HR policies, SMART Working section for the DSE risk assessment).

Establish boundaries – it is easy to lose track of time when working from home so set a schedule. Having clear boundaries on when you start and stop work will help to maintain work-life balance.

Be a home worker, not a lone worker – Communication really is the key to not feeling disconnected, isolated or alone. Use communication tools and use them to keep in touch at regular intervals throughout the day. Whilst most communication throughout the course of the day is about work, consider beginning and ending the day with a more personal conversation in order to stay connected with colleagues whilst working remotely.

Face to face is still best – Wherever possible, communicate with colleagues via Teams, our 'SMART Working' policy 'Microsoft Teams etiquette' outlines

that cameras should be on to keep connected. Two day monthly mandatory office attendance ensures employees stay connected with their colleagues.

Take a break – Like any work environment, it is important to take an occasional break to let your brain, eyes and body relax. Short breaks will help refocus on work tasks, ultimately supporting both productivity and mental health.

Stand up and stretch – Sitting all day isn't healthy even if you are at the office, but working from home means you miss your commute and have fewer reasons to get up from your chair throughout the day. Try standing up every 30 minutes or so to stretch and extend your spine to reverse the hunched position of sitting. Some suggested exercises are available on the link below.

[seated-yoga-workout.jpg \(900x1273\) \(www.nhs.uk\)](https://www.nhs.uk/health/2016/05/16/seated-yoga-workout-jpg-900x1273/)

[Desk stretches to ease aches and pains \(bupa.co.uk\)](http://bupa.co.uk/health/2016/05/16/seated-yoga-workout-jpg-900x1273/)

Maintain physical health – Eat well, sleep well and exercise well - these are three cornerstones of good physical health and they should not be ignored just because you are working from home.

Practice mindfulness – Many people find that mindfulness techniques help reduce their level of stress and improve their attention span. From deep breathing to making sure you focus completely on one task at a time.

Ask for help – If you begin to feel overwhelmed, ask for help from your manager or colleagues.

Listen to music – if you find working from home too quiet, you miss the buzz of the office and find it difficult to focus, listen to music or turn on the radio.

End your day with a routine – Just like the start of the day, end the day with a routine that signals the close of the day. Put your work away and shut your laptop so you know you are back in your personal home time and place.

7.22 Work/Life Balance

7.22.1 TBC offers a range of family friendly policies which can provide opportunities for staff to develop a good work/life balance;

- Carers leave
- Flexi Leave
- Maternity, Adoption, Shared Parental Leave
- Paternity Leave
- Right to Request Flexible Working Policy

Part 1 – Details		
		
<h1 style="margin: 0;">Community Impact Assessment</h1>		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Health & Wellbeing	
Date Conducted	January 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>

What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

A framework for health and wellbeing support.

Who will be affected and how?

All Employees

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

Absence Management,
 Annual Leave
 Anti-Harassment & Anti Bullying
 Domestic Abuse
 Equality Scheme
 Health & Safety
 Menopause
 SMART Working

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Maternity/Paternity leave addressed
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race

Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Policy addresses leave for religious festivals
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Carers leave addressed
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Parental leave addressed
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Carers leave addressed
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
-------------	-----------------------	-----------------------

<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living & subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Covalent			

Date of Review (If applicable)

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Appendix 1

Calendar of wellbeing initiatives

2023

January

1-31 Dry January

Challenging you to go alcohol free for 31 days and aims to raise the awareness of the effects of alcohol

Dry January is the UK's one month alcohol free challenge. It isn't about giving anything up. It's about getting something back. Get your fun back. Get your energy back. Get your calm back.

86% of participants save money, 70% of participants have better sleep, 66% have more energy

A month alcohol free has a lot of health benefits; lower blood pressure, reduces diabetes risk, lowers cholesterol, reduces levels of cancer related proteins in the blood

[Dry January | Alcohol Change UK](#)

Warning – Stopping drinking suddenly can be very dangerous if you are dependent on alcohol. If, after a period of drinking, you experience any of the following symptoms, you may be dependent on alcohol and you should not suddenly stop drinking completely.

- Seizures
- Hand tremors
- Sweating
- Seeing things that are not actually real
- Depression or anxiety
- Insomnia

But you can still take control on your drinking so speak to your GP.

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes alcohol guidance and support including tips on reducing alcohol consumption, alcoholism, drinking wisely etc.

1-31st January Love your liver month awareness campaign

The liver is the largest organ inside your body and does hundreds of essential jobs:

- Fighting infection and disease
- Destroying poisons and drugs (including alcohol)
- Cleaning the blood
- Controlling the amount of cholesterol
- Processing food once it has been digested

Three steps to love your liver:

- 1 Cut down on alcohol, drinking no more than 14 units of alcohol per week
- 2 Keep to a health weight
- 3 Protect yourself from hepatitis

Click the link for further information [Love Your Liver - British Liver Trust](#)

10th to 16th January 2023 National Obesity Awareness Week

Whether it's cooking more healthily, avoiding snacks, or being a little more physically active, join in National Obesity Awareness week and make your health New Year's resolution now.

[Our EAP provider offers support on nutrition, fitness advice and our private health scheme includes discounted gym/spa membership.](#)

16th January Blue/Brew Monday

The third Monday in January is sometimes referred to as the most difficult day of the year. But this is a myth. We all have our good and bad days and those aren't for the calendar to decide.

Samaritans is reminding everyone to reach out for a cuppa and catch up with the people you care about.

Some little tips for helping someone open up when something's up

[Brew Monday 2020 tips leaflet.pdf \(samaritans.org\)](#)

Samaritans is there for anyone who needs someone to listen on 116 123 or jo@samaritans.org

[Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes mental health, bereavement, and loneliness. We also have internally trained Mental Health First Aiders and a free confidential counselling service.](#)

23rd – 29th January 2023 - Cervical Cancer Prevention week

Jo's Cervical Cancer Trust is the UK's leading cervical cancer charity. The website contains information about the cervix, HPV, cervical screening, cervical cancer and living with cervical cancer. It contains stories from people affected with cervical cancer as well as videos.

[Cervical Cancer Prevention Week | Jo's Cervical Cancer Trust \(jostrust.org.uk\)](#)

February

National Heart month

The British Heart Foundation has information and support about how your heart works, risk factors, tests, heart conditions and treatments

[Information for those affected by heart and circulatory diseases | BHF.](#) Our EAP provider offers advice on nutrition and fitness.

2nd February 2023 - Time to talk day

Time to Talk day is run by Mind and Rethink Mental Illness, in partnership with the Co-op. The day is all about supporting communities by have conversations with family, friends or colleagues about mental health. Mental health affects one in four of us, yet too many people are made to feel isolated, ashamed and worthless because of this. Time to Talk Day encourages everyone to be more open about mental health, to talk, to listen and change lives.

Mind has a wealth of information covering information and advice, support and your legal rights.

[Time to Talk Day - Mind - Mind](#)

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes mental health. We also have a confidential counselling service and internally trained Mental Health First Aiders.

4th February – World Cancer Day

This is observed worldwide, it's aim is to inform and encourage people on its prevention, early detection and treatment.

[21 Days to Impact Challenge | World Cancer Day](#) The website includes daily challenges on getting you moving more, eating well and living thoughtfully.

27th February – 5th March - Eating disorder awareness week

Around 1.25 million people in the UK suffer from an eating disorder, many in secret. They are of all ages, genders and backgrounds. Eating disorders include bulimia, binge eating disorder, avoidant/restrictive food intake disorder, other specified feeding or eating disorder and anorexia.

Beating Eating Disorders has a national helpline to encourage and empower people to get hold quickly, because the sooner they start treatment, the sooner their recovery.

The website provides information and support to help yourself or to support someone else.

[Eating Disorders Awareness Week 2023 - EDAW 2022 \(beateatingdisorders.org.uk\)](#)

March

Ovarian Cancer Awareness month

Do you know the symptoms of ovarian cancer? 90% of women don't know the four main symptoms are bloating, stomach pain, weeing more and struggling to eat. Knowing this information could be lifesaving as early diagnosis makes all the difference. The website covers what is ovarian cancer, am I at risk and what next after diagnosis.

Prostate Cancer Awareness Month

Organised by Prostate Cancer UK, this month aims to raise awareness of prostate cancer, as well as raise money so the charity can provide even better support to both sufferers and their families.

The prostate is a gland, it is usually the shape and size of a walnut and grows bigger as you get older. It sits beneath the bladder and surrounds the urethra, which is the tube that carries urine out of the body. The prostate's main job is to help make semen.

Symptoms of prostate cancer include; difficulty in starting to urinate, straining or taking a long time while urinating, weak flow, feeling that the bladder has not emptied fully.

[Prostate Cancer UK | Prostate Cancer UK](#) provides information on who is at risk, about prostate cancer and treatments

1st March Self injury awareness day

LifeSiGNS is the Self Injury Guidance & Network Support. They provide guidance and support as well as fact sheets covering self-injury, how to react when your friend says they self-injure, helping a partner or a loved one, a personal account of self-injury and telling your friends and family you self-injure.

[Guidance for others – LifeSiGNS](#)

4th – 11th March National Salt Awareness Week

The Department of Health estimates that if we can reduce our average salt intake from 8g per day to 6g per day, we could prevent more than 8,000 premature deaths (i.e. deaths before the age of 70) from heart attacks and stroke.

[Awareness Weeks - Action on Salt](#)

8th March No smoking day

The first no smoking day was on Ash Wednesday in 1984 and it now takes place on the second Wednesday in March.

Stopping smoking brings immediate health benefits including for people with an existing smoke related disease.

Physical benefits to stopping smoking

- After 20 minutes pulse rate starts to return to normal
- After 8 hours oxygen levels are recovering and harmful carbon monoxide in the blood is reduced by half
- After 48 hours the body has flushed out all carbon monoxide, lungs start to clear mucus and ability to taste and smell is improved

- After 72 hours bronchial tubes begin to relax, breathing becomes easier and energy levels increase
- After 2-12 weeks blood is pumping to the heart and muscles better because circulation has improved.
- After 3-9 months coughs, wheezing and breathing problems improve as lung function increases by 10%

Mental health benefits to stopping smoking

- Evidence shows that once people have got past the short-term withdrawal stage of quitting, they have reduced anxiety, depression and stress, and increased positive mood compared with people who continue to smoke
- For symptoms of anxiety and depression, stopping smoking is as effective as taking antidepressants. After just 6 weeks of quitting, people start feeling happier as well as healthier.

Financial benefits of quitting

On average, smokers in England spend £38.59 on tobacco per week. Therefore you could save ...

- £38.59 per week
- £167.22 per month
- £2,006.68 per year

Quitting tips

1. List your reasons to quit
2. Tell people you're quitting
3. If you have tried to quit before, remember what worked
4. Use stop smoking aids
5. Have a plan if you are tempted to smoke
6. Listen to your smoking triggers and how to avoid them
7. Keep cravings at bay by keeping busy
8. Exercise away the urge
9. Join a Facebook page for advice and support

13th -19th March Nutrition and Hydration Week

A shared objective to highlight, promote and celebrate improvements in the provision of nutrition and hydration

How to observe nutrition and hydration week

- 1 Adopt a healthy diet.
- 2 Stay hydrated
- 3 Form healthy habits

Did you know that the [My Healthy Advantage app](#), which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes healthy eating and recipes.

17th March 2023 – World Sleep Day

Sleep is a foundation pillar of health and the quality of your sleep can impact not just your physical energy in the morning but your mental and emotional health too.

This is a celebration of sleep and raises important issues related to sleep including medicine and education.

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes a sleep zone which includes why sleep is essential, sleep sounds and sleep stories.

20th March World Oral Health day

Oral diseases can negatively impact people throughout their lives. Oral diseases lead to pain and discomfort, social isolation and loss of self-confidence and they are often linked to other serious health issues. And yet there is no reason to suffer, most oral health conditions are preventable and can be treated in their early stage.

Did you know our private health insurance scheme can be used for £60 per annum towards check-ups, fillings, hygienist fees, x-rays and dentures as well as dental injury as a direct result of accidental impact.

20th March International day of happiness

In 2011, the General Assembly of the United Nations proclaimed 20th March the International Day of Happiness, recognising the relevance of happiness and wellbeing as universal goals and aspirations in the lives of human beings.

It is a chance for everyone to take steps to make themselves and others happier, to reflect on what makes them happy and explore new ways to be happy.

April

National Pet month

Throughout April, a campaign to celebrate pet ownership and its benefits.

[National Pet Month - promoting responsible pet ownership across the UK](#)

Do you own a pet? Why not post a photo on the Teams channel.

Stress Awareness Month

Most people will experience stress at some point in their life, but constant or extreme stress is bad for both the mind and body. Stress can be caused by a sudden traumatic event or even just the expectations of daily life.

April is Stress Awareness Month. What could you do for Stress Awareness Month?

- Talk about stress and its effects openly and freely with family, friends and colleagues
- Share your coping mechanisms
- Be nice to those who are stressed and anxious
- Look after yourself. Take time out of your day to relax or do something that you enjoy. Don't forget to exercise and eat well.

10 steps stress solution				
Prioritise your health	Get a good night's sleep	Practice deep breathing	Stay hydrated	Eat for wellbeing
Get moving to combat stress	Adopt a positive mind set	Master your time	Don't be a slave to tech	Learn to say no

Did you know: the Council's EAP provider, Health Assured, has an app which includes information and support for stress management. You can also claim up to £50 per annum from our private insurance scheme for health and wellbeing treatments. For example; homeopathy, reflexology, aromatherapy, remedial massage. Health & Safety staff can undertake stress risk assessments and we have internally trained Mental Health First Aiders and our EAP provider offers confidential counselling.

Bowel Cancer Awareness Month

Symptoms of bowel cancer include a change in your normal bowel habit or blood in your poo. They can also be symptoms of other conditions so it is important to see your doctor. Bowel cancer can start in the large bowel (colon cancer) or back passage (rectal cancer).

The symptoms of bowel cancer can include:

- Bleeding from the back passage or blood in your poo
- A change in normal bowel habit such as looser poo or constipation
- A lump that your doctor can feel in your back passage or tummy
- Losing weight
- Pain in your abdomen or back passage
- Tiredness and breathlessness caused by a lower than normal red blood count

[Symptoms of bowel cancer | Cancer Research UK](#)

29th April 2023 On Your Feet Britain

This encourages desk bound workers to convert sitting time to standing time by following some simple changes - Wiggle it, Waggle It, Don't Just Sit on It!

The On Your Feet initiative encourages workers across Britain to unite together and participate in simple activities #SitLess and #MoveMore at work by converting sitting time to standing time.

Research shows that regular movement throughout the day leads to better health, increased motivation, improved concentration and many more wellbeing and performance benefits. Ideas to increase movement include;

- Use the stairs instead of the lift
- Stand up and take a break from your computer every hour
- Eat lunch away from your desk
- Stand during phone calls
- Have standing or walking meetings
- Go for a lunchtime walk

May

National Walking Month

As we step into Spring, May is National Walking Month. It aims to encourage people to walk more throughout the month and to get outside for at least 20 minutes a day.

A brisk walk everyday reduces the risk of a number of preventable health conditions including certain cancers, depression, heart disease and Type 2 diabetes. More information can be found on [National Walking Month | Living Streets](#)

6 reasons to go on a walk

1. Connect with nature
2. Space to let your mind wander
3. Act of self-love
4. Be away from your screen
5. Moving your body
6. Vitamin D

The Anatomy of walking

- Boost endorphins
- Reduces glaucoma risk
- Improves heart health
- Improves blood pressure
- Strengthens legs
- Burns more fat
- Improves balance
- Builds bone mass

Did you know that the [My Healthy Advantage app](#), which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes walking for health and 6 ways to boost your step count. Our private health insurance scheme offers discounted gym membership.

Action on stroke month

The website covers what is a stroke, living with a stroke and knowing your risk. The main risks are; age, high blood pressure, diabetes, atrial fibrillation and high cholesterol.

National Osteoporosis Month

A healthy diet, one rich in fruits and vegetables, calcium and vitamin D, as well as weight bearing and muscle-strengthening exercise are critical elements in building peak bone mass and maintaining bone strength throughout our lives.

[National Osteoporosis Month 2021: Take Steps to Help Achieve Good Bone Health - Bone Health & Osteoporosis Foundation \(bonehealthandosteoporosis.org\)](#)

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes fitness advice and nutrition.

1st – 7th May Deaf Awareness Week

Deaf Awareness week is an annual event, taking place on the first full week in May. In the UK alone, there are over 10 million people living with some form of hearing loss, whether it is mild or pronounced. Deaf Awareness Week is all about promoting aspects of living with deafness. How can you be more deaf aware?

- Make sure you have the person's attention before speaking
- Stand or sit in a place with good lighting so that you can be lip-read
- Try to find a quiet place to communicate with little background noise as this can be distracting
- Use your usual voice level. If a deaf person uses a hearing aid it can be very uncomfortable for them and seem as though you are shouting.

Further information is available on the UK Council on Deafness website. [UK Council On Deafness – UK Council On Deafness \(deafcouncil.org.uk\)](#)

3rd to 9th May Sun Awareness Week

The dangers of too much exposure of the sun include skin changes, skin cancer and a lowered immune system. Sun Awareness Week offers guidance on how to enjoy the sun safely.

With almost half of British people having been sunburnt last year, sun awareness week highlights the importance of looking after your skin in the sun.

UV radiation from the sun is the main cause of skin cancer. UV light from sunbeds is just as dangerous.

Why is it important?

It's a fact that exposure to the sun and using sunbeds increase your likelihood of getting skin cancer. The first sign of non-melanoma skin cancer is usually the appearance of a lump or discoloured patch on the skin that persists over a few weeks and slowly progresses over months or sometimes years. It is important to see a GP if you have any skin abnormality. Other reasons to avoid UV radiation are it:

- Speeds up ageing
- Causes blisters, headaches and sunstroke
- Weakens your immune system
- Causes permanent damage to your eyes
- Leads to dehydration and heat exhaustion

5 myths about sun exposure

- People with dark skin don't need to wear sunscreen
- Tanning is always safe if you don't burn
- You can only burn in summer when the weather is warm
- You can't burn through glass
- Sunbeds are safer than exposure to the sun

5 ways to stay safe in the sun

- Wear protective clothing
- Use sun cream – the more protection the better and apply it throughout the day
- Limit your time in the sun between 10am and 4pm
- Wear sunglasses
- Sit in the shade at regular intervals.

8th May Mental Health Awareness Week

Mental Health Awareness Week provides an opportunity to focus on achieving good mental health.

Did you know that the [My Healthy Advantage app](#), which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes mental health. They also provide a confidential counselling service. We also have a number of inhouse trained Mental Health First Aiders.

June

World Infertility Awareness

An estimated 3.5 million people in the UK are affected by fertility issues. One in five people who struggle to conceive reduce their working hours or leave their jobs during fertility treatment.

Tamworth Borough Council recognises the physical and emotional demands of in vitro fertilisation (IVF) treatment which is hard to balance with work. Our new Annual Leave and other leave policy now gives up to 3 days paid leave to attend fertility clinic appointments for treatment or for the employee to accompany their partner.

6th -12th June National Carers week

Raising awareness of caring by highlighting the challenges that carers face and recognise the contribution they make.

According to Carers UK, 5 million people in the UK are juggling caring responsibilities with work, that is 1 in 7 of the workforce. However, the significant demands of caring means 600 people give up work every day to care for an older or disabled relative.

Did you know that we have a carer's leave within our Annual Leave & Other Leave policy to support employees with caring responsibilities and help them stay employed. This is available on Infozone.

[Home | Carers Week](#)

12th -16th June British Nutrition Foundation Healthy Eating Week

The British Nutrition Foundation Healthy Eating Week is an annual event that highlights what we can all do to have healthier lifestyles. Each day of the week has a different theme. Last year it was

Monday – focus on fibre for meals and snacks

Tuesday – get at least 5 a day

Wednesday – vary your protein, be more creative

Thursday – stay hydrated, fill up from the tap

Friday – reduce food waste, know your portions

Check out [Healthy Eating Week - British Nutrition Foundation](#) for when 2023's plan is announced. The website also gives lots of advice on how to improve our diets to become healthy and balanced.

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes nutrition advice and recipes.

10th -17th June Men's Health Week

Every year, Men's Health Forum has a Men's Health Week. Previous years have covered; mental wellbeing and COVID19, Men and COVID19, Men's Health by Numbers, Diabetes, Hazardous Waist, Beating Stress and Healthy Living. The topic for 2023 is yet to be announced. Check out the website for details [Time for your MOT | Men's Health Forum \(menshealthforum.org.uk\)](#)

Did you know: Our private insurance scheme with UK Healthcare includes well man screening which up to the cost of £100.

14th June World Blood Donor Day

Safe blood and blood products and their transfusion are a critical aspect of care and public health. They are key in treating people suffering from a range of diseases and as a result of accidents, natural disasters and armed conflict. Becoming a regular blood donor is a simple but selfless step that most people can take to support local health systems and save lives.

To donate blood you will need to be generally fit and well, aged between 17 and 65, weigh between 7 stone 12 lbs and 25 stone, have suitable veins and meet all donor eligibility criteria. Check out the NHS Blood and Transplant website for more detail [Who can give blood - NHS Blood Donation](#)

Did you know our new Annual Leave and Other Leave Policy provides paid time off for blood donation.

20th -26th June Cervical Screening Awareness Week

Around 3,200 women are diagnosed with cervical cancer in the UK each month. Cervical screening prevents 75% of cervical cancers from developing yet one in four women don't attend. It's time to talk about how to make the test better. See Jo's Trust [Cervical Screening Awareness Week | Jo's Cervical Cancer Trust \(jostrust.org.uk\)](#)

Did you know 1 in 5 women and people with a cervix who work say they haven't been able to book a convenient appointment for their cervical screening? TBC is flexible to allow employees to attend cancer screening appointment during working hours if appointments can't be offered outside of working hours.

12th – 18th June Diabetes week

Diabetes week is observed in the 3rd week of June every year. The week-long event creates awareness about the disease and encourages individuals to be open and talk about their experience. Diabetes can be type 1 or type 2. Insulin is used to treat type 1 diabetes. Research suggests that lifestyle changes can reduce type 2 diabetes by 50%

[Diabetes Week 2022](#)

Good foot health is extremely important for diabetics.

Did you know our private insurance scheme provides £20 towards chiropody or podiatrist treatment.

July

12th July National Simplicity Day

Pausing your life for a brief moment and taking a breath can do wonders for your emotional wellbeing. Here we have a few tips on how to observe National Simplicity Day in a way that is meaningful to you:

- Educate yourself
- The important things – what's important in your life? Make a note of all the things that are the most meaningful e.g. family, friends, pets. Then think about how much time you dedicate to those things versus the time you spend on less rewarding activities such as browsing through social media.
- Impulse buying - do you tend to buy non-essential items on a whim? If so, write a list before a shopping trip
- Unplug yourself - How long do you go without checking your phone or personal device? Embrace the simple life by putting down your phone and explore the outdoors. Even

an afternoon in the garden can help you detach yourself from the stressors of the normal routine.

The simpler you make your life, the less likely you will become stressed.

National Simplicity Day isn't about completely changing your life. It's an opportunity to reflect on what's important to you and to explore the lifestyle alterations you can make to get the most out of these parts of your life.

24th July Samaritans Awareness Day

Samaritans Awareness day is on 24th July (24/7) because they are there to list 24/7. Every year in July, Samaritans branches hold local events to raise awareness that they are there to listen to anyone who struggles to cope, at any time of the day or night. If you are interested in becoming a Samaritans listening volunteer details are on the link [Become a Samaritans listening volunteer | Volunteer for Samaritans](#)

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes mental health and loneliness. The EAP service also provides free confidential counselling.

August

8th – 14th August National Allotments Week

Organised by the National Allotment Society, the event promotes the role allotments play in helping people to live a healthier lifestyle.

Do you own an allotment? Why not post a photo on the council's Team channel.

September

5th to – 11th Know your numbers week

[Blood Pressure UK](#)

Encouraging adults to know their blood pressure numbers and take the necessary action to reach and maintain a healthy blood pressure.

High blood pressure is significant risk factor for heart disease and stroke, so it's important to know your blood pressure to live a long and healthy life.

Blood pressure is measured in millimetres of mercury (mmHg) and is given as 2 figures:

- Systolic pressure – the pressure when your heart pumps out
- Diastolic pressure – the pressure when your heart rests between beats

For example, if your blood pressure is 140 over 90 or 140/90mmHg, it means you have a systolic pressure of 140mmHg and a diastolic pressure of 90mmHg

As a general guide:

1. Ideal blood pressure is considered to be between 90/60mmHg and 120/80mmHg
2. High blood pressure is considered to be 140/90mmHg or higher
3. Low blood pressure is considered to be 90/60mmHg or lower

High blood pressure can often be prevented or reduced by eating healthily, maintaining a healthy weight, taking regular exercise, drinking alcohol in moderation and not smoking.

Further information can also be found on www.nhs.uk

10th September World Suicide prevention day

The theme for World Suicide Prevention Day is 'creating hope through action'. [World Suicide Prevention Day - Mental Health UK \(mentalhealth-uk.org\)](http://www.mentalhealth-uk.org)

The website provides information to learn more about suicide, highlight the facts and misconceptions that surround it and signpost to support and resources.

The Samaritans are there to listen, no judgement, no pressure and help you work through what is on your mind. Call 116 123

[Did you know we have an EAP provider, available 24/7 to offer free confidential counselling.](#)

12th -16th September Pension Awareness – a week of raising awareness on the importance of preparing and savings for retirement . It provides an opportunity to raise awareness of pensions and help members to plan for their financial future.

[If you are nearing retirement, we host regular pre-retirement course and Staffordshire Pension fund issue the annual pension statement at the end of August. Their portal allows you to view your records and use calculators to calculate your indicative pension payment and lump sum.](#)

19th -25th September National Eye Health Week

National Eye Health Week is a campaign run to raise the profile of optics as it encourages the public to be eye aware. Routine sight tests can detect early signs of conditions like glaucoma and diabetic retinopathy, which can be treated if found soon enough. To maintain good eye health, you need to ensure you are eating well, not smoking, and wearing eye protection in the sunlight.

National Eye Health Week encourages more people to have regular sight tests and make lifestyle choices that benefit their vision, reduce avoidable blindness and enhance everyday lives.

[Did you know you can claim £60 per annum from our private health scheme for eye tests, glasses, contact lenses, repairs and laser eye surgery.](#)

26th September – 2nd October NHS Organ Donation Register week

Almost 10,000 people in the UK are in need of a lifesaving transplant. During the Organ Donation Week NHS Blood and Transplant is urging people to register their donation decision and talk to their families about organ donation.

In 2021 4,324 people waiting for organ transplant had their lives saved by the generosity of 1,397 deceased organ donors and their families who gave the gift of life. Over half of those had recorded their decision on the NHS Organ Donor Register.

To register your decision, tell your family your wishes or better still, simply click on the link [Donate - NHS Organ Donation](#)

29th September World Heart Day

Cardiovascular disease is one of the world's leading causes of death, claiming 17.9 million lives each year. Poor cardiovascular health can cause heart attacks and strokes

30th September Macmillan coffee morning.

Get baking cakes to raise funds for Macmillan Cancer support , Tamworth Assembly Rooms normally host this.

October

Domestic Violence Awareness month

- 25% of women are affected by domestic violence during their adult lifetime
- 16% of men are affected by domestic violence during their adult lifetime
- 58% of abused women miss at least 3 days of work a month

Did you know we have a Domestic Abuse policy for staff which clearly sets out the roles and responsibilities the organisation has to support victims and survivors of domestic abuse. The policy can be found on Infozone under the HR policy tab. Support can also be provided by our EAP service.

If you need support, there are a range of contact details at the end of the policy. Furthermore the National Domestic Abuse helpline offers free and confidential advice, 24 hours a day on 0808 2000 247

Stoptober

This Stoptober join thousands of people who are stopping smoking this October. Stopping smoking brings immediate health benefits including for people with an existing smoke related disease.

Physical benefits to stopping smoking

- After 20 minutes pulse rate starts to return to normal
- After 8 hours oxygen levels are recovering and harmful carbon monoxide in the blood is reduced by half

- After 48 hours the body has flushed out all carbon monoxide, lungs start to clear mucus and ability to taste and smell is improved
- After 72 hours bronchial tubes begin to relax, breathing becomes easier and energy levels increase
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Mental health benefits to stopping smoking

- Evidence shows that once people have got past the short-term withdrawal stage of quitting, they have reduced anxiety, depression and stress, and increased positive mood compared with people who continue to smoke
- For symptoms of anxiety and depression, stopping smoking is as effective as taking antidepressants. After just 6 weeks of quitting, people start feeling happier as well as healthier.

Financial benefits of quitting

On average, smokers in England spend £38.59 on tobacco per week. Therefore you could save ...

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Quitting tips

- 1 List your reasons to quit
- 2 Tell people you're quitting
- 3 If you have tried to quit before, remember what worked
- 4 Use stop smoking aids
- 5 Have a plan if you are tempted to smoke
- 6 Listen to your smoking triggers and how to avoid them
- 7 Keep cravings at bay by keeping busy
- 8 Exercise away the urge
- 9 Join a Facebook page for advice and support

Stoptober offers a range of free quitting support and advice including a Quit Smoking Support Group on Facebook, a personal quit plan and daily email support. [Stoptober Stop Smoking - Stoptober \(thestoptober.co.uk\)](https://www.thestoptober.co.uk)

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes smoking cessation.

Sober October

Get involved in sober October by going alcohol free in October to raise money for people with cancer

[Go Sober for October - Go Sober 2022](#)

Taking a break from drinking is a great way to give your body a break from alcohol, and it has lots of benefits. Benefits of going sober include; a clearer head, more energy, sleeping better, weight loss, you save money, a sense of achievement and raising money for Macmillan Cancer!

Alcohol misuse is when you drink in a way that's harmful, or when you're dependent on alcohol. To keep health risks from alcohol to a low level, both men and women are advised not to regularly drink more than 14 units per week and to have several drink free days a week.

A unit of alcohol is 8g or 10ml of pure alcohol, which is about:

- Half a pint of lower to normal strength lager/beer/cider (ABV 3.6%)
- A single small shot measure (25ml) or spirits (25ml, ABV 40%)

A small glass (125ml, ABV 12%) of wine contains about 1.5 units.

Did you know that the [My Healthy Advantage app](#), which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes alcohol guidance and support including tips on reducing alcohol consumption, alcoholism, drinking wisely etc.

Breast Cancer Awareness month – to raise awareness for the disease and to raise funds for research

[Breast Cancer Awareness Month | Breast Cancer Now](#)

The link provides a wealth of information including;

- Signs and symptoms of breast cancer
- What to expect at appointments
- Benign breast conditions
- Diagnosis
- Treatment
- Life after treatment
- Secondary breast cancer

National Cholesterol Month (Heart UK)

[National Cholesterol Month In October | HEART UK](#)

Heart UK will be running 4 weekly challenges throughout October showing how to make a big difference to your cholesterol levels and heart health.

Cholesterol is often tragically dubbed the silent killer because for most people there is no obvious symptoms, which is why October is dedicated to raising awareness.

High cholesterol is when you have too much of a fatty substance called cholesterol in your blood. It's mainly caused by eating fatty food, not exercising enough, being overweight, smoking or drinking alcohol. It can also run in families.

You can lower your cholesterol by eating healthily and getting more exercise. Some people also need to take medicine.

Too much cholesterol can block your blood vessels and makes you more likely to have heart problems or a stroke.

High cholesterol does not cause symptoms, you can only find out if you have it from a blood test.

Your doctor or nurse will be able to advise what your levels should be but indicative good levels are:

Result	Healthy Level
Total cholesterol	5 or below
HDL (good cholesterol)	1 or above
LDL (bad cholesterol)	3 or below
Non-HDL (bad cholesterol)	4 or below
Triglycerides	2.3 or below

October (date to be confirmed) Back care awareness week

[2022 Back Care Awareness Week - BackCare](#)

The website provides information including prevention, treatment and information sheets.

Back pain is one of the most common causes of sickness absence and 80% of the population will suffer from back pain at some point in their lives.

- Use a chair which has good back support
- Vary your work position
- Move every hour and stretch
- Set a routine to stretch daily and move your work position
- Follow Manual Handling guidance carefully

If you are experiencing persistent back pain or mobility issues in your lower back, you should seek the advice of your GP or chiropractor. You should also ask for a DSE assessment from Health and Safety.

[Did you know our private health insurance scheme includes £150 towards physiotherapy, osteopathy, chiropractic or acupuncture if recommended by a GP.](#)

10th October - World Mental Health day

[World Mental Health Day | Mental Health Foundation](#)

The theme for 2022's World Mental Health day is 'Make Mental health and wellbeing for all a global priority'. The link includes podcasts with people that have experienced mental health problems, campaigners and mental health experts and free to download publications.

[Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes mental health. Support can also be provided via their counselling service.](#)

12-20th October - Bone and Joint Week – musculoskeletal health

If your back and joints hurt, you are not alone. Bone and joint ailments are some of the most common problems facing millions of people. Did you know you were born with 300 bones, but as you age, they fuse together leaving you with 206 bones. Every seven years you develop a new skeleton because the collagen in bones constantly replenishes itself.

Did you know our private health insurance scheme includes £150 towards physiotherapy, osteopathy, chiropractic or acupuncture if recommended by your GP.

18th October - World menopause awareness day

World Menopause Day is observed on 18th October every year to raise awareness about the impact the condition has on the lives of women around the world. Despite affecting half of the world's population, menopause isn't talked about as much as it should.

Tamworth Borough Council recently drafted a Menopause Policy which will be implemented in coming months.

Did you know that the My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes breaking to taboo of menopause.

November

November

[November - Movember](#)

Focuses on mental health and suicide prevention, prostate cancer and testicular cancer. Why not grow a moustache for charity?

Did you know our private insurance scheme with UK Healthcare includes well man screening, up to the cost of £100.

2nd November National Stress Awareness Day.

[Stress Awareness Day \(rethink.org\)](http://rethink.org)

The website provides valuable advice and guidance about mental illness and living with mental illness.

Did you know our private health insurance scheme contributes up to £50 towards complementary therapies (homeopathy, reflexology, aromatherapy, remedial massage if recommended by a GP) and My Healthy Advantage app, which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes stress awareness. Health & Safety are also able to undertake Stress Risk Assessments.

11-16th November Alcohol Awareness Week, Alcohol Change

The Alcohol Change website provides fact sheets, alcohol statistics, how alcohol affects our relationships, 8 top tips for healthier drinking and happier relationships and alcohol and domestic abuse, alcohol and calories and alcohol and fitness.

The guidelines for both men and women state that you are safest not to drink more than 14 unit per week. 14 units means roughly six pints of lager and one and a half bottles of wine. It is best to spread this drinking over three days or more.

Alcohol is linked to more than 60 medical conditions including liver disease, at least six forms of cancer and depression.

A standard glass of wine, 175ml, contains 2.1 units and 158 calories

A large glass of wine, 250ml, contains 3 units and 225 calories.

Beer, lager, cider, 1 pint, contains 3 units and 222 calories

Spirits (neat), 25ml. contains 1 unit and 50 calories

Did you know that the [My Healthy Advantage app](#), which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes alcohol guidance and support including tips on reducing alcohol consumption, alcoholism, drinking wisely etc.

19th November International Men's Day

- Making a positive difference to the wellbeing and lives of men and boys
- Promoting a positive conversation about men, manhood and masculinity
- Raising awareness and/or funds for charities supporting men and boy's wellbeing

Did you know: Our private insurance scheme with UK Healthcare includes well man screening up to the cost of £100 per annum.

Did you know that the [My Healthy Advantage app](#), which forms part of our membership with our EAP provider includes advice on a range of health and wellbeing topics which can be tailored to individual preferences. This includes podcasts on men's mental health.

December

Decembeard

Throughout December involved ditching the razor and growing a beard for the month of December to raise money for bowel cancer.

Date to be confirmed but normally the first week of December awareness week

National grief

The purpose of national Grief Awareness Week is to purge the stigma that grieving should have a time limit or be viewed as an emotion that should be quickly resolved or dismissed.

The Good Grief Trust provides support information including contact details of support groups, including;

Grief Talk – 0808 802 0111

Survivors of bereavement by suicide – 0300 111 5065

Child death helpline – 0800282 986

Bereavement Advice Centre – 0800 634 9494

Did you know we have an Employee Assistance service that provides advice and support for bereaved employees. Their free confidential service can be accessed on 0800 028 0199, full details are on Infozone. Their My Healthy Advantage app, also looks at bereavement.

Key Contacts

Mental Health First Aiders: [Mental Health First Aiders | Infozone \(tamworth.gov.uk\)](#)

Mental Health First Aiders are trained to spot the early signs of mental ill health in their colleagues and point them towards further sources of help and to support them in their recovery.

UK Healthcare [UK Healthcare | Infozone \(tamworth.gov.uk\)](#)

UK Healthcare cover is designed to help cover your day to day healthcare expenditure such as; dental, optical, health screening, wellbeing, complementary therapies, chiropody, hospital in patient, day case allowance, 1 prescription, discounts in gym membership, savings on holidays, theme parks and retail discounts. This is available to all employees once they have completed their probationary period.

Health Assured [Counselling | Infozone \(tamworth.gov.uk\)](#)

Health Assured are our Employee Assistance provider. They offer free confidential counselling, as well as support via their website and My Healthy Advantage app.

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Job Share Policy

Document Status: Draft

Document Ref: HRPOL -

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

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This document is held by Tamworth Borough Council, and the document owner is HR.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
October 2022		New policy

Contents	Page
1 Introduction	4
2 Policy	4
3 Scope	4
4 Definitions	4
5 Job share arrangements	5
6 Benefits of job share	5
7 Successful job share – Essential for job sharers	5
8 Successful job share – Essential for managers	6
9 Handover period	6
10 Pay & Benefits	6
11 Appraisal	6
12 Working Hours	6
13 Existing employees requesting job share	7
14 Recruitment	7
15 Resignation/termination	7
16 Appeal	8
Community Impact Assessment	9

1 Introduction

- 1.1 Tamworth Borough Council (TBC) is an equal opportunities employer that positively promotes all forms of flexible working, including job sharing.
- 1.2 This policy has been written with a view to avoiding adverse impact it may have on any individual in accordance with the Equality Act 2010. It is not believed that this policy will have any such adverse impact on employees for any of these reasons.

2 Policy

- 2.1 Tamworth Borough Council recognises the benefits to the organisation of job sharing at all levels and will, wherever possible, support job share arrangements to assist with recruitment and retention of skilled and trained employees and to support its commitment to equality of opportunity.
- 2.2 Tamworth Borough Council also recognises the benefits of the implementation of a job share scheme to employees and sees it as an important part of the development of work-life balance policies.
- 2.3 This policy must be read in conjunction with the Part Time Worker policy.

3 Scope

- 3.1 This policy applies to all employees of Tamworth Borough Council.
- 3.2 All full-time posts are deemed to be potentially open to job sharing. Agreement to a job being shared should not be unreasonably withheld. When new and replacement posts become available, the expectation is that the post will be open to job share. However, should a manager believe that the duties of the post are not suitable for job share, they will be required to put a case in response to the employee's request for job share working, stating the reasons why the position is not suitable for job share.
- 3.3 When determining whether a post cannot be considered for a job share role, it needs to be objectively justified using the criteria outlined in the 'Right to Request Flexible Working' policy i.e.
 - The burden of additional costs
 - An inability to reorganise work among existing staff
 - An inability to recruit additional staff
 - A detrimental impact on quality
 - A detrimental impact on performance
 - A detrimental effect on ability to meet customer demand
 - Insufficient work for the periods the employee proposes to work, and
 - A planned structure change to the business

4 Definitions

- 4.1 Job Sharing is defined as two employees holding one full time job between them. The two employees perform the full range of tasks within a single position. The partners are inter-changeable with either member able to pick up where the other left off. For example:

- One partner can work Monday to Wednesday am and the other Wednesday pm to Friday, or
- One partner works mornings and the other partner works afternoons each day, or
- Two days one week and three days the next, or
- They work alternate weeks.

4.2 Job sharing is an arrangement whereby two employees are engaged on terms which express the mutual obligation to undertake the duties of one post even though each will have an individual contract

4.3 Job sharing should not be confused with job splitting. Job splitting is where a role is divided by identifying the different elements of the job and allocating separate duties to each individual e.g. activity and/or projects.

4.4 Job sharing differs from part time work only in that the post holders are inter dependent. Part time work involves employees carrying out their duties under separate contracts, with one employee having no obligations in respect of a colleague part time employee.

5 Job share arrangements

5.1 Job share agreements must be agreed between the partners and their line manager, they should be written and include details of:

- Division of hours i.e. how much flexibility will be allowed to the job sharers etc. For example in management posts a degree of flexibility can be useful so that work commitments can be attended to simultaneously.
- Allocation of duties and distribution of work. It is essential that job sharers are aware of their responsibilities for the entire job, regardless of how tasks are allocated on a daily basis. This includes the management of staff for whom they have responsibility.
- Time allowed for handover and practical handover arrangements e.g. daily log, messages.
- Public holiday and annual leave pro rata arrangements.
- Any expectations about covering arrangements.
- Office arrangements e.g. desk or equipment, joint email accounts etc.

6 Benefits of job sharing

6.1 There are many potential benefits to job sharing including:

- Better quality of and/or increased work outputs due to the input of a wider range of skills, experience and creativity of two people, rather than one
- Creating learning opportunities where partners have different strengths and work experience, and they can coach each other
- Access to a wider range of roles for job sharers than simply working part time.

7 Successful job sharing: Essential for job sharers

- Job sharing can be very rewarding but requires flexibility, trust and good teamwork.
- Having clear expectations and good communication is the key to successful job sharing. This includes regular and timely handovers, written communications and what happens where there are disagreements.

- Job share employees must be able to work collaboratively and clearly communicate with each other.
- When agreeing job sharing arrangements, it is important to have some overlap to maximise continuity and consistency and minimise disruption for other team members.
- Managing staff is one of the most sensitive and complex areas for job sharers. However, this has numerous advantages for employees including access to a wider range of skills and expertise and more objective decision making.
- Occasionally, where job sharing partners share line management responsibilities, this can result in a lack of clarity for the team's vision. It is important that job sharing line managers take the time to develop a shared vision for their team and plan how this will be communicated and monitored.

8 Managing job sharers: Essential for managers

- For successful job sharing, there must be a genuine commitment from both managers and job-sharing partners to make the arrangement work. Agreeing clear job share arrangements from the outset is essential; so is communication and trust between the job-sharing partners and the line manager.
- Appraisals will be different for each individual as job sharing partners may have different levels of experience, skills or motivation.

9 Handover period

- 9.1 It is usual to have a handover/changeover period, included in the working pattern. The details of the handover period will vary from post to post and working pattern. Such arrangements must be achieved within the normal established total hours.

10 Pay and Benefits

- 10.1 The terms and conditions of job sharers will be fully consistent with those of other part time employees who must not be treated less favourably than comparable full-time employees.
- 10.2 Job share partners are employed on the same grade but depending on their respective service and experience may be on different salary points within the grade.

11 Appraisal

- 11.1 Job sharers will normally be appraised individually (although account will be taken to the operation of the job share arrangement) and will be assessed on an individual basis.

12 Working Hours

- 12.1 Job sharers may be asked to work additional hours to cover emergencies and to enable them to undertake training. They will not however, be expected to provide cover for the absence of their partner. Line managers have the responsibility to make arrangements to provide the best cover option which may involve the job share partner should they choose to volunteer.

13 Existing Employees requesting job share

- 13.1 Job sharing is viewed as a viable option to enable employees to alter their working pattern to suit their work/life balance and their personal situation. The request should be made under the 'Right to Request Flexible Working' policy. The request should detail the job share arrangements sought and effective date.
- 13.2 Employees returning from Adoption Leave, Maternity Leave or Shared Parental Leave must give as much notice as possible so there is time to sort out arrangements.
- 13.3 If job share is agreed, the employee will be expected to remain full time until a suitable job share partner can be appointed.
- 13.4 If no partner can be found after exhausting reasonable recruitment processes, the employee may consider applying for part time roles or will remain in their full-time substantive post.

14 Recruitment

- 14.1 All candidates regardless of their preferences for job share or full time will be assessed against the same criteria.
- 14.2 If the successful candidate wishes to work on a job share basis the recruitment panel will determine whether another candidate interviewed is suitable as the job share partner. If not the panel will decide to either appoint the applicant and advertise for a job share partner or delay the appointment until a job share partner can be recruited.
- 14.3 In the event of two job share applicants submitting a joint application they should be assessed individually against the selection criteria. They should be asked to indicate if they are only willing to job share with one another.
- 14.4 The hours of work will be divided equally. This will provide a higher level of consistency, prevent one partner being seen as "dominant" and prevent exacerbating the difficulties in replacing a partner.
- 14.5 Before a formal offer is made, potential job sharers should meet with the line manager to discuss and agree the practical arrangements that will be put in place prior to a formal job share agreement being prepared.
- 14.6 If a suitable job share partner cannot be recruited, the candidate's offer of appointment will be reviewed. The relevant Head of Service will consider whether the role could be part time instead. If a full-time role is required, the candidate's offer of appointment will be withdrawn, subject to the approval of the Head of HR & OD. The full-time vacancy will then be readvertised.

15 Resignation/termination of employment

- 15.1 If one job share partner leaves and the remaining job share partner does not want to work full time, the following procedure should be followed:
 - An assessment of the needs of the organisation/department should be carried out to ascertain whether full-time coverage is required.

- If it can be carried out on the half time hours, the remaining post holder will become part time.
- If full time hours are required, the vacant half of the post should be advertised
- If all of the above has been carried out and it is still not possible to either find a replacement job share partner or find the remaining job share partner a suitable alternative post, the only option open to TBC will be to declare the remaining job share partner redundant.

16 Appeal

- 16.2 If the manager refuses to accept the employee's proposal to job share, clear reasons must be stated, in accordance with the Right to Request Flexible Working Policy, and that policy followed.
- 16.3 Any appeals relating to termination of employment will be dealt with under the Grievance policy.



Part 1 – Details	
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Job Share
Date Conducted	January 2023
Name of Lead Officer and Service Area	Jackie Noble HR
Commissioning Team (if applicable)	N/A
Director Responsible for project/service area	Anica Goodwin
Who are the main stakeholders	Employees
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service <input type="checkbox"/>

	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide guidance for employees and managers on job share arrangements.

Who will be affected and how?

All employees.

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?
Right to Request Flexible Working

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief and explicitly references adjustments for religious observance
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor

Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
n/a				

Date of Review (If applicable)

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Attendance Management Policy & Procedure

Document Status: Draft

Document Ref: HRPOL -

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

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Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
November 2022	V1	A new policy providing a framework for managing attendance

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved
Appts & Staffing		

Approvals Minor Change and Scheduled Review

Name	Title	Approved
Anica Goodwin		
TULG		

Approval Path

Major Change

Originator
 Owner
 TULG
 CMT
 Appts & Staffing Committee

Action

HR
 Head of Paid Service
 Consultative Group
 Corporate Approval
 Council Approval

Minor Change

HR
 TULG
 Director

Submission
 Consultative Group
 Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute as a MANDATORY policy and will also be available on the Intranet.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

CONTENT	Page
1 Attendance Management	7
1.1 Statement of Policy	7
1.2 Definitions	7
1.3 Introduction	7
1.4 Key Principles	8
2. Roles and Responsibilities	9
2.1 Managers	9
2.2 Recording and Monitoring	9
2.3 Records	9
2.4 Return to Work Interviews	10
2.5 Employees notification requirements	10
2.6 Employees - other requirements	11
2.7 Human Resources	12
2.8 Trade Union Representatives	12
2.9 Advice and Support	12
3. Short Term Absence	
3.1 Absence Trigger Points	12
3.2 Stage One Action: Support Notice	14
3.3 Stage Two Action: Final Support Notice	14
3.4 Stage Three Action: Final	14
3.5 Probationary Period	14
3.6 Guidance - Short Term Absence	14
3.7 Stage One and Stage Two: Support Notices	15
3.8 Support Notice Review Periods	16
3.9 Stage Three 3	16
4 Long Term Absence	18
4.1 Case Conferences	18
4.2 Step One: Referral to Occupational Health	18
4.3 Step Two: 1 Month continuous absence	18
4.4 Steps Three, Four and Five: 3 Months, 6 Months, 9 Months continuous absence	19
4.5 Step Six: 11 Months continuous absence	20
4.6 Support Notice - return from long term sickness	21
5 The Right to Appeal	22
6 Medical Redeployment	22
7 Ill Health Retirement	23
8 Unauthorised Absence	24
9 Medical Certification	25
9.1 Sickness absence of seven calendar days or less	25
9.2 Sickness absence of eight calendar days or more	25
9.3 Absence of less than one day	26
9.4 Illness during approved annual leave / Bank Holiday	26

10	Medical and other appointments	26
11	Cosmetic Surgery (elective/reconstructive)	26
12	Organ/Bone Marrow Donation	27
13	Fertility treatment	27
14	Dangerous sports	27
15	How to Manage a Phased Return/Temporary Adjustments to Duties	28
16	Redeployment	28
17	Appendix 2 - Sick Pay	29
17.1	Sick Pay	29
17.2	Suspension of sick pay	29
17.3	Enforced sickness absence	30
17.4	Hospital Appointments	30
17.5	Home Working and sickness	30
17.6	Honoraria and essential car user	30
17.7	Reclaiming OSP from a third party	30
18	Counselling Service	31
19	The Role of Occupational Health	32
20	Disability & the Equality Act 2010 & reasonable adjustments	33
21	Accident at Work	36
22	FAQs	37
22.1	Frequently Asked Questions - For Managers	37
22.2	Frequently Asked Questions - For All Employees	38
22.3	Employee Information Sheet	39

Template Forms

Absence Contact Log
 Return to Work Form
 Long Term Absence - Sickness Interview Form
 Phased Return to Work Plan

Template Letters

- a) Invite Letter to Stage One Short Term Sickness Meeting
- b) Invite Letter to Stage Two Short Term Sickness Meeting
- c) Invite Letter to Stage Three/ Final Short Term Sickness Meeting
- d) Invite Letter Stage One Meeting - Disability Short Term Sickness
- e) Outcome Letter – Formal Stage One short term sickness meeting
- f) Outcome Letter – Formal Stage Two short term sickness meeting
- g) Outcome Letter – Formal Stage Three short term sickness meeting (contract **not** terminated)
- h) Outcome Letter – Formal Stage Three short term sickness meeting (contract terminated)
- i) Invite Letter to Case Conference: One /Three/Six/Nine Months – Long Term Sickness
- j) Invite letter to Final Case Conference: Long Term Sickness
- k) Outcome Letter - Case Conference One/Three/Six/Nine Months - Long Term
- l) Outcome Letter - Final Case Conference Long Term
- m) Attendance Management – Notes of Meetings

- n) AWOL – first letter
- o) AWOL – second letter

Absence Management Flow Chart: Short Term Absence

1 Attendance Management

1.1 Statement of Policy

Tamworth Borough Council (TBC) promotes continuous improvement and works for the efficient and effective delivery of its services. A high level of attendance at work is crucial to enable it to meet its aims and objectives through the contribution of employees.

It takes its duty to support the health and wellbeing of employees very seriously and the Attendance Management Policy, along with conforming with health and safety standards, contributes to support the delivery of this objective.

1.2 Definitions

“Period of sickness absence” or **“Instance of sickness absence”** means any continuous period of sickness absence, of whatever length, during which the employee does not work.

“Short term sickness absence” means any period of sickness lasting 1 to 27 calendar days (up to 4 weeks).

“Long term sickness absence” means any period of sickness lasting 28 calendar days or more (over 4 weeks).

“Formal review period” means a defined period during which an employee is required to show an improvement in their sickness absence levels under the Council’s Sickness Absence Management procedure.

1.3 Introduction

This procedure enables managers to address absence issues, both short and long term, in a fair, consistent, supportive and equitable manner. It is recognised however that all cases must be dealt with on an individual basis because of differing circumstances. Therefore, this policy gives a guide of the principles to be observed.

This policy will be invoked where management has cause for concern regarding an employee’s short-term, persistent or long-term absence.

TBC recognises that everybody is sick from time to time. However, regular attendance at work is a contractual requirement.

Short-Term absence refers to a series of illnesses that are often unconnected which result in frequent, short periods of absence. Short term absence is **1 to 27 calendar days**.

It is acknowledged that occasions do arise when employees are away from work with **Long-Term absence** because of chronic or acute ill health. Although each case will be dealt with on an individual basis, this policy outlines certain principles that will always be observed. Long-term absence would normally be classed as at least **28 calendar days** and continuous absence.

Advice should be taken from Human Resources at all formal stages of this procedure to ensure the consistent and fair application of this procedure.

In accordance with the TBC's Equality Scheme, this procedure will not discriminate, either directly or indirectly, on the grounds age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion or belief or sex, sexual orientation. This policy also complies with ACAS best practice.

The policy and procedure will be reviewed every 3 years, or sooner subject to relevant legislative changes.

TBC's procedure for managing absence must be followed at all times. It is the responsibility of every employee to report any absence and only in exceptional cases should this procedure be carried out by someone else on their behalf.

If an employee knowingly gives any false information or makes false statements about their sickness absence it may be treated as misconduct and may result in disciplinary action being taken. In proven cases of gross misconduct it could lead to dismissal (e.g. sickness absence and working elsewhere, repeatedly failing to follow the procedure for reporting sickness absence or failing to stay in contact with TBC without reasonable cause).

Any employee who unreasonably fails to comply with the TBC's Attendance Management policy and procedure may have their Occupational Sick Pay (OSP) withheld.

TBC reserves the right to dismiss employees whilst they are receiving occupational sick pay benefits. Any decision to dismiss will be supported by medical advice. Employees who are dismissed whilst still receiving contractual sick pay are entitled to receive the relevant notice, annual leave entitlement and remaining contractual sick pay entitlement.

1.4 Key Principles

Employees will be treated fairly, consistently and sensitively during times of sickness and are encouraged to use support mechanisms available to them. Managers have a structured framework to assist in managing sickness absence with the aim of supporting employees back to work. This includes conducting return to work interviews after every period of absence, monitoring employee sickness in accordance with set sickness triggers, maintaining regular contact and referring to Occupational Health (OH) where appropriate.

TBC reserves the right to adjust trigger points to reflect sickness absence targets. This will be done only after full and meaningful consultation with our recognised Trade Unions.

Employees understand their responsibilities and follow sickness reporting arrangements.

The highest levels of quality and service are maintained to allow TBC to fulfil its obligations to the community.

Managers will implement reasonable adjustments, for employees, where applicable and appropriate, to enable and sustain attendance at work.

The policy and procedure aims to support an employee's return to work. Where employees are absent from work for a considerable amount of time or are no longer able to carry out the duties of their role, they will be supported but also made aware that the outcome of this procedure could be dismissal. Where employees are unable to improve attendance levels, due to persistent short-term absence to acceptable standards, they will also be made aware that the outcome of this procedure could be dismissal.

2. Roles and Responsibilities

2.1 Managers

Two levels of management are involved with specific responsibilities within the Attendance Management Policy and Procedure:

- Line Manager – chairs stages 1&2 short term absence and months 1-9 long term absence of the Attendance Management Procedure. The line manager presents the case at the final case conference meeting.
- Assistant Director/Executive Director – chairs the final meeting.

2.2 Recording and Monitoring

Management are responsible for managing absence issues sensitively and compassionately, ensuring they follow the procedure contained in this policy and associated documents including:

- Ensuring employee sickness absence information is accurately and promptly submitted to HR.
- Ensuring Tensor is updated.
- Recording and monitoring all activities associated with managing the employee's absences.
- Explaining to employees the role and service provided by Occupational Health (OH) and referring employees, if appropriate. Advice can be sought from HR if required.
- Ensuring employees are aware of other supporting policies such as Carer's Leave and Right to Request Flexible Working.
- Where absence results from a work-related accident or disease the relevant H&S form must be completed and the absence recorded as such.
- Check whether the employee's absence is in any way work related, for example because of workplace stress. A stress risk assessment should then be completed in conjunction with Health & Safety.
- Managers should promote the confidential counselling service to all employees when appropriate. [Counselling | Infozone \(tamworth.gov.uk\)](http://tamworth.gov.uk/Counselling-Infozone)
- Managers must ensure any information associated with the absence management policy and procedure is transferred with the employee should they move positions within the organisation.
- Managers should seek advice from HR.

2.3 Records

It is very important to keep written records during the process. Records should include:

- the attendance issues.
- the employee's response.
- what the employee will be doing to aid their recovery.
- findings made and actions taken.
- the reasons for action taken.
- whether an appeal was lodged.
- the outcome of the appeal.
- any grievances raised during the procedure; and
- any subsequent developments.

Records should be treated as confidential and be kept in accordance with the principles of the Data Protection Act.

2.4 Return to Work Interviews

Return to work interviews must be conducted with employees after every episode of sickness absence on the first day of work after a period of sickness absence. The employee should fill in a Self-Certification section which is part one of the Return-to-Work form (where the sickness absence is 7 calendar days or less) and provide a Statement of Fitness for Work (Fit Note) where the sickness absence is longer than 7 calendar days. The return-to-work discussion should be recorded on the **Return to Work Form**. The return-to-work discussion may:

- Identify support mechanisms beneficial following a return to work and any issues which may be affecting the employee's ability to attend work.
- Monitor absence levels and patterns. Where an employee absence(s) reaches the identified trigger points, to manage them accordingly. The manager will check absences 12 months prior to the date of the employee's return to work. For example, if the employee returns to work on 1st April, the manager will examine the period from 1st April the previous year to 31st March.
- Consider reasonable adjustments for employees (where applicable), including discussing with employees the advice given on a Fit Note or OH report. When the Equality Act 2010 applies managers must ensure they consider any possible reasonable adjustments. See reasonable adjustments guidance further in the policy.
- Consider phased return to work (where advised by occupational health) following long term sickness absence.

2.5 Employees – notification requirements

Employees have a duty under their terms and conditions of employment to be at work and must ensure they adhere to their responsibilities, including:

- Employees must report sickness absence to their line manager on the first day of absence and as early as possible, preferably before but no later than one hour after their normal work starting time, unless other local arrangements have been agreed.
- Employees must make personal contact (not by means of a partner, family member or friend) and by telephone (not by text, WhatsApp or e-mail). A contact number must also be provided in all instances. It is recognised there may be instances where employees are unable to contact their line manager

personally (e.g., admittance to hospital). In these exceptional circumstances the individual who contacts the line manager must leave a contact name and number.

- The employee must provide the following information:
 - Employee (or person making contact) must confirm when the illness commenced
 - Nature of illness (e.g. migraine, chest infection)
 - Whether the illness is due to an accident or injury at work
 - Whether they have or will be seeking medical attention
 - The likely date of return (if known)
- If the employee is unable to speak with their line manager they must leave a message and a contact phone number, asking that it is passed on to the line manager as soon as possible. The employee should expect and be available to receive a return phone call to discuss the above points.
- If the employee is absent for two calendar days or more or where the absence is going to be longer than originally envisaged, they must make contact with their line manager to update them and thereafter regular contact must be maintained as agreed between the employee and line manager.
- Employees must obtain a Fit Note from a GP and submit this to their line manager on the eighth calendar day of absence.
- Employees must continue to send in Fit Notes for the duration of the absence and keep their Line Manager advised of their health and progress towards returning to work. When a Fit Note expires, employees not returning to work must ensure a new Fit Note is sent to their line manager immediately and that the dates run consecutively. Failure to submit prompt Fit Notes could result in pay being suspended.

2.6 Employees – other requirements

- Employees must ensure medical advice and treatment is received as quickly as possible and must follow all recommended medical advice or treatment in order to prioritise their wellbeing and fulfil their contractual obligation to facilitate a prompt return to work.
- Employees are encouraged to attend all OH appointments and this is seen as a reasonable management request. If employees do not attend these appointments or fail to give consent to release the report, any decisions made regarding their absence from work will be made without the benefit of this information.
- Employees must ensure they are contactable and available to attend absence management meetings and respond in a timely manner to any communications from TBC.
- Employees must advise their line manager of any changes to contact details occurring during an absence.
- Employees must advise their line manager of any concerns with their job or workplace, which they feel are making them ill or contributing to illness/absence.
- Employees wishing to take time off work who are not sick, must use annual or other approved leave. All leave of absence must be approved by management.
- Employees may request to take accrued annual leave whilst on long term sickness.
- Employees wishing to take annual leave whilst sick must obtain management authorisation and have the appropriate period of annual leave deducted from

their entitlement. If they wish to go away on a holiday, their GP and occupational health, where relevant, should support this to ensure it helps rather than hinders their recovery. The employee must also advise if they are leaving the UK.

- If the employee is undertaking activities that would prevent or delay recovery this may be managed under the Disciplinary Policy.
- Employees are encouraged to take advantage of TBC initiatives to promote good health where appropriate, e.g. using UK Healthcare, Health Assured or any other service provided by TBC. The Wellbeing Policy details TBC's health and wellbeing initiatives.
- To co-operate with the organisation regarding the possible implementation of any adjustments to job duties, hours of work etc., particularly those suggested by a professional medical practitioner or Occupational Health.
- Employees are responsible for managing their own health by taking any appropriate action, as determined by any health professional, to minimise any reoccurrence of the sickness.

2.7 Human Resources

Are responsible for;

- Advising managers in the application of this policy
- Attending meetings or hearings as required by the policy
- Overseeing the application of the policy to ensure an equitable and fair approach
- Providing absence data
- Acting as the conduit with Occupational Health.

2.8 Trade Union Representatives

Are responsible for;

- Advising their members on the policy and the employee's responsibility under the policy.
- Providing support in meetings or hearings.

2.9 Advice and Support

Managers and all staff should contact Human Resources for advice on the application of this policy and procedure and for Equality and Diversity queries. Health & Safety are available for stress risk assessments and work-related accidents reporting/risk assessments.

3. Short Term Absence

3.1 Absence Trigger Points

The short-term absence procedure in the Attendance Management Policy is a 3-stage process based on trigger points which are agreed levels of sickness absence which, when reached, will trigger management action. Absence triggers or stages have the following advantages:

- They provide a framework to manage absence, giving managers confidence to manage any type of sickness absence.

- They make sure that employees are treated fairly and consistently so there is less chance of employees feeling that they are victimised.

The earliest point at which Stage One of the procedure can be considered is **8 working days absence or 4 separate absences (of any duration) in any rolling 12-month period (i.e the preceeding 12 months. For example the employee returns to work on 1st April, the manager will review all absences from 1st April – 31st March in the previous year).**

Line managers should consider each case on its merits and take account of:

- Isolated illnesses/accidents which should not lead to formal action in an otherwise good attendance record.
- Employees who are disabled, where special consideration may have to be given to a higher level of absence as a reasonable adjustment where this has been medically advised and can be accommodated.
- Whether the absence is related to pregnancy, in which case no further formal action should be taken. However, the pregnant employee's absence will be recorded and the return-to-work interview conducted.
- Advice from HR.

In all instances, a meeting should be held if an employee triggers, even if no action is to follow, to ensure that employees receive the appropriate support – see section 3.6 and 3.7.

TBC operates the following trigger points, one or a combination will instigate action:

- **4 or more episodes of absence in a rolling 12-month period and/or**
- **8 working days of absence in a rolling 12-month period and/or**
- **A pattern of absence causing concern, e.g. regular Friday or Monday absences or absences regularly occurring on a particular day/week, pre or post annual leave, school holidays, bank holidays, after pay day**
- **These triggers will include any episodes of long-term sickness which occur within the period**
- **Trigger points for employees working fewer than 5 days in a week will be pro-rata.**

No of days worked per week	No of days absence in a 12 month period after which formal action can be considered	No of separate absences in a 12 month period after which formal action can be considered.
5	8	4
4	7	4
3	5	4
2	4	4
1	2	2

The above is applied irrespective of the number of hours worked in a day. For those employees who condense their working time, for example: 37 hours over 4 days, then the trigger point would be 7 days absence.

There may also be cases where sickness absence levels have exceeded the triggers, but no previous improvement notices have been given. In these cases line managers in consultation with HR should commence with Stage One - the Support Notice Stage - of the Absence Management procedures.

3.2 Stage One Action: Support Notice – if an employee meets the triggers as defined previously and a support notice is issued this is then followed by a period of **6 months** in order to give the employee an opportunity to improve attendance to a satisfactory level (the support notice review period).

3.3 Stage Two Action: Final Support Notice – when attendance fails to improve sufficiently following an improvement notice, stage two will be triggered and a further period of **6 months** review will give the employee another opportunity to improve to a satisfactory level (the final support notice review period).

3.4 Stage Three Action: Dismissal or Other Action/Penalty - when attendance fails to improve sufficiently following a final support notice.

Note – if the employee reaches a trigger before the 6-month review period expires, they will proceed to the next stage at that point.

3.5 Probationary Period

Employees in their first 6 months of service will have their sickness levels reviewed as part of their probationary period. Any employee who reaches the pro-rata triggers of a full year will be reviewed under the Probationary Period Policy and may be dismissed. Attendance Management actions outlined in this procedure must also be followed.

3.6 Guidance - Short Term Absence

It is the line manager's decision, in conjunction with HR advice, to issue a support notice. It is important to remember that although the number of sickness absences is an important element in determining whether a support notice is appropriate, it is just as important to consider individual circumstances. These might include:

- the employee's sickness absence record over the last 12 months.
- any relevant advice from Occupational Health Services (in appropriate cases);
- any history of previous support notices in respect to sickness absence.
- information obtained at return-to-work interviews.
- the reasons for the sickness absences and how likely they are to reoccur (e.g. an employee who has consistently good attendance over a number of years is off for a few weeks after sustaining a broken leg, in such case it would probably not be appropriate to issue a support notice in such an isolated case);
- patterns of sickness absence such as frequent Monday and Friday absences.
- whether reasonable adjustments have been made in the workplace to support an employee who suffers with an underlying health condition or disability.
- considering if any of the sickness absences are regarded as pregnancy-related absences as these absences do not count towards trigger points.
- consideration should be given to altering trigger points to disability related absence as this could be a reasonable adjustment. Occupational Health can advise on this.

3.7 Stage One and Stage Two: Support Notices

The line manager should write to the employee and invite them to a meeting to discuss their sickness absence; HR will be able to assist with the wording of the letter, if required. However, template letters are attached in the appendix section of this policy, which can be tailored to individual circumstances. The line manager may invite a Human Resources representative to also attend this meeting.

The letter from the line manager should:

- Require the employee to attend a meeting to discuss the matter – informing them of the level of action that may result.
- Give at least 5 working days' notice.
- Set out details of the unsatisfactory attendance, including a copy of all relevant documentation, e.g. copies of return to work interview notes and Occupational Health advice, sickness data.
- Refer to previous support notice(s).
- Inform the employee that they have the right to bring a Trade Union Representative or work-place colleague. If the employee or their Trade Union Representative/ colleague cannot attend the first scheduled meeting date they have the right to re-arrange the meeting once, but only to a further 5 working days.
- Advise that if the employee refuses or fails to attend the meeting without good reason a decision can be made in their absence. Line managers must take advice from HR in these circumstances.

The purpose of the meeting is to explain clearly why attendance is unsatisfactory and to give the employee the opportunity to comment. There are three potential outcomes from the meeting. They are:

1. That no further action should be taken although the employee should be reminded that their absence is still being monitored under the policy,
2. That a referral to Occupational Health would be appropriate; and/or
3. That a Stage One or Final (whichever is applicable) support notice should be administered.

The line manager should listen to the employee and then consider what action is appropriate. The line manager should inform the employee of the decision at the end of the meeting, or as soon as reasonably practicable following the meeting. The employee should be sent a note of the meeting and be asked to sign to confirm that a fair and accurate record has been taken. Any disagreements about the record should be attached to this note.

If a decision to issue a Stage One or Final (whichever is applicable) Support Notice has been taken, the manager must explain to the employee:

- that they have carefully considered the evidence.
- the reason(s) for the Stage One or Final Support notice.
- that attendance will be kept under review for 6 months.
- the improvement and level of attendance that will be required.
- that further absence within the review period may lead to a Final Support notice (if applicable).

- further unsatisfactory absence within the review period for a Final Support Notice may lead to their dismissal.
- the right of appeal, as outlined in Section 5 of this policy.

A letter confirming the outcome, regardless of whether or not a support notice is issued must be issued. **A copy of the letter must be sent to HR for the personal file and for monitoring purposes.**

3.8 Support Notice Review Periods

The review period is the period following the issuing of a first or final support notice (whichever is applicable) that gives the employee an opportunity to show that they can achieve the required level of attendance. The start date of the review is the date on which the interview took place and the decision made to issue a support notice.

As a guide, the review period should last **6 months**. If at any stage within that review period the employee has a further **4 working days or 2 further absences**, the manager may consider moving to the next stage of the formal procedure straight away, having due regard to the guidance on administering support notices above.

For part-time employees, these triggers are calculated pro-rata, and the table below is a guide to when formal action will be considered.

No of days worked per week	No of days absence in a 6 month period after which formal action can be considered	No of separate absences in a 6-month period after which formal action can be considered.
5	4	2
4	3.5	2
3	2.5	2
2	2	2
1	1	1

3.9 Stage Three: Final

Where there are further absences within the review period, which have met or exceeded the trigger for action, the line manager should refer the matter to their relevant Assistant Director or Executive Director (or equivalent). They should invite the employee to a meeting to discuss their sickness absence; HR will be able to assist with tailoring the letter from templates, if required.

The letter must:

- Require the employee to attend a meeting to discuss the matter – warning that a possible outcome of this meeting is dismissal.
- Give at least 5 working days’ notice.
- Set out details of the unsatisfactory attendance, including a copy of all relevant documentation, e.g. copies of return to work interview notes, Occupational Health advice, support put in place, support declined, reasonable adjustments;
- Refer to previous support notice(s).

- Inform the employee that they have the right to bring a Trade Union Representative or work-place colleague. If the employee or their Trade Union representative/ colleague cannot attend the first scheduled meeting date they have the right to re-arrange the meeting once, but only to within a further 5 working days.
- Advise that if the employee refuses or fails to attend the meeting without good reason a decision may be made in their absence. The Assistant Director must take advice from HR in these circumstances.

The line manager will be present at the meeting to present the case. A HR representative must be present at the Stage Three meeting. Their role is to advise the Assistant Director/Executive Director on correct procedures and attendance management measures and to take a record of the meeting. The Assistant Director makes the final decision on any attendance management measure that may be applied.

The purpose of the meeting is to allow the employee or their representative to put their case and any mitigating circumstances to the Assistant Director handling the matter. The Assistant Director/Executive Director should listen to the employee and then consider if dismissal is appropriate. If the required improvement has not been achieved and/or sustained by this stage, then the likelihood is that dismissal will be appropriate.

The Assistant Director/Executive Director should inform the employee of their decision at the end of the meeting, or as soon as reasonably practicable following the meeting. The employee should be sent a note of the meeting.

In conveying the decision, they must explain to the employee:

- If dismissed, the reason(s) for their dismissal.
- If extended, the reason for the extension, its duration and expected attendance levels.
- reasons for accepting or rejecting evidence.
- if dismissed, the period of notice the employee will be given.
- the right of appeal.

An extension will only be agreed in limited circumstances, for example, the employee has commenced a new treatment which will resolve the reason for the absences, has a date for surgery/procedure which will resolve the reason for the absences.

A letter must be sent to the employee informing them of the outcome. **A copy of the letter must be sent to HR for the personal file.**

4 Long Term Absence (4 weeks or more)

It is the joint responsibility of both the line manager and the employee to maintain regular contact. Once the employee is on long term sickness absence the employee's line manager will contact the employee to agree the method and frequency of contact. Fit Notes must continue to be submitted promptly and be consecutive.

4.1 Case Conferences

TBC considers it essential that a case management approach should be adopted in all cases of long-term absence. Case conferences are integral to this approach and should be routinely used to review the current position, take stock of and plan next steps. The purpose of a case conference is for line management to discuss with the employee what progress has been made and what the prognosis is in terms of the individual's return to work. A case conference is also helpful in exploring whether there are any other measures of support available which could assist recovery and a return to work. Details of all actions taken and planned will be recorded and retained on the employee's file to inform all future discussions and actions. (Note: case conferences should not be the only contact between the employee and line manager).

Case conferences should be held **at 1, 3, 6, 9 and 11 month's absence** respectively. Other time frames may be more appropriate to the individual circumstances. If it is decided that it is appropriate in all the circumstances to hold a case conference, the employee should be invited and a mutually acceptable date, time and location agreed. The employee should be informed that they may, if they wish, be accompanied by a Trade Union representative or workplace colleague.

A representative from HR who will also attend to provide HR advice from the 3-month case conference onwards. The line manager may invite any other relevant persons to participate in the case conference where their specialist knowledge would be helpful.

Long term absence comprises of key steps as follows:

4.2 Step One: Referral to Occupational Health:

When an employee has been absent continuously for **28 calendar days** (except for cases related to stress or where information already known indicates that the absence will be long-term in nature when a referral should be made immediately), the line manager will consider whether a referral to Occupational Health is required, and a full referral form sent to HR for onward transmission to the Occupational Health provider prior to the consultation date. The referral form must be fully completed, HR is able to provide advice on completing the form if necessary. A copy of the referral must be shared with the employee. Employees must also attend Occupational Health for pre-surgery procedure appointments. The Occupational Health report will be shared with the employee, line manager and HR. Occupational Health is not a replacement for GP/NHS advice but to help further support where required.

4.3 Step Two: Case conference after one-month continuous absence

Where the employee is likely to be or has been absent for at least one month, the line manager is expected to convene the first of what may become a series of case conferences to ensure that all necessary and appropriate absence management action has been taken. In deciding whether to convene a case conference at this stage, the line manager will consider, for example, the following factors:

- nature of the illness.

- prognosis.
- the medical information available.
- the employee's personal circumstances.

Where a case conference has been convened after one month (or other appropriate period depending on the circumstances) continuous absence, the line manager should write to the employee accordingly. The letter should:

- outline the reasons for the case conference, copying any relevant documentation e.g. Occupational Health report;
- invite the employee to attend a case conference to discuss the matter. If the date is unacceptable due to availability, a further date will be arranged within 5 working days.
- propose a mutually acceptable date, time and location.
- inform the employee that they may be accompanied by a Trade Union representative or workplace colleague.

At the case conference the following matters will be discussed with the employee:

- progress made and prognosis.
- referral to Occupational Health.
- return to work with reasonable adjustment.
- return to work as part of a phased return to work programme.
- medical redeployment to an agreed position following OH recommendation.
- Counselling (internally or externally);
- any support available which could offer to help assist recovery and facilitate a return to work.
- information on when and how the employee's pay will be affected if the absence continues.
- the process of monitoring during long-term absence.
- the importance of regular contact and communication.

The line manager will write to the employee after the case conference to confirm the main points discussed at the meeting.

4.4 Steps Three, Four & Five: Case Conferences ordinarily at 3 months, 6 months, 9 months continuous absence:

If the employee remains absent after first reporting sick, the line manager will invite the employee to a case conference at each point of 3 months, 6 months and 9 months continuous absence where applicable. The letter should:

- refer to previous case conference (where appropriate) and outline the reasons for convening a case conference, copying any relevant documentation e.g. Occupational Health report;
- invite the employee to attend a case conference to discuss the matter.
- propose a mutually acceptable date, time and location.
- inform the employee that they may be accompanied by a Trade Union representative or workplace colleague.

At the case conference the line manager will discuss with the employee, where relevant:

- progress made since the last case conference.
- prognosis.
- how their continuing absence is giving cause for concern.
- support available to help the employee return to work.
- current Occupational Health advice, particularly in relation to possible adjustments which could be made to the working environment.
- the feasibility of a temporary or permanent change in the employee's working hours or pattern of work which might facilitate an early return to work.
- a temporary or permanent change in the individual's duties if there is more suitable alternative work available.
- whether it would be helpful to provide any specialist aids or equipment to support the employee to return and carry out their duties.
- Consideration for ill health retirement through an occupational health assessment.
- the process of monitoring during long term absence and that, in accordance with organisational policy, should the absence continue for 11 months without an agreed and/or acceptable return to work date, consideration will be given to whether the absence can continue to be sustained by the organisation.
- that a possible outcome of the above might be the need for a dismissal meeting.

The line manager will write to the employee to confirm the main points discussed at the meeting.

4.5 Final Step: Case conference - Referral to the Executive/Assistant Director at 11 months' continuous absence meeting

Where:

- the employee has been absent continuously for 11 months and there is no agreed return to work date; or
- the employee has less than 11 months' continuous absence but medical evidence available indicates that the employee is unlikely to be able to return to work in the foreseeable future and within 11 months of commencement of absence.
- Occupational Health has not recommended ill health retirement.

The line manager should refer the matter to the appropriate Assistant Director/Executive Director together with all the relevant documentation including an up-to-date Occupational Health report.

Depending on all the circumstances of the case, the Assistant Director/Executive Director will decide whether a consideration of dismissal meeting should be convened to consider the employee's continued employment.

If it is decided that consideration should be given to terminating the employee's employment, they will be required to attend a meeting. The letter will include the following:

- reference to previous case conferences together with copies of any relevant documentation e.g. Occupational Health report;
- confirmation that the dismissal meeting has been convened to consider the employee's continued employment and the outcome may be dismissal.
- at least five working days' notice of the meeting should be given.
- inform the employee that they have the right to be accompanied by a Trade Union Representative or workplace colleague. If the employee or their Trade Union Representative/colleague cannot attend the first scheduled meeting date they have the right to re-arrange the meeting once, but only to within a further five working days.
- advise that if the employee refuses or fails to attend the meeting without good reason a decision may be made in their absence. The Assistant Director/Executive Director must take advice from HR in these circumstances.

The relevant line manager will present the management case to the Assistant Director/Executive Director. An appropriate representative of HR will be present at the meeting to advise the Assistant Director/Executive Director and take a record of the meeting. The Assistant Director/Executive Director may invite any other relevant persons to participate in the meeting where their specialist knowledge would be helpful. The final decision on dismissal rests with the Assistant Director/Executive Director.

The purpose of the meeting is to allow the line manager to present the facts regarding the employee's absence, the management of the absences so far and their evaluation of the impact of the absences on TBC and for the employee to put their case and any mitigating circumstances to the Assistant Director/Executive Director hearing the matter.

The Assistant Director/Executive Director should listen carefully to any points raised by the manager and any representations made by the employee and then consider whether a decision to dismiss is appropriate. The Assistant Director/Executive Director should inform both parties of their decision at the end of the meeting or as soon as reasonably practicable following it.

The Assistant Director/Executive Director will write to the employee within five working days of the meeting to confirm:

- the reason(s) for their decision.
- if the decision is not to dismiss, what further action is proposed (e.g. an extension);
- the period of notice the employee will be given (if the decision is to dismiss).
- the right of appeal.

A copy of the letter should be sent to HR for retention on the employee's personal file.

The Assistant Director/Executive Director will also include written confirmation of the main points discussed at the meeting.

4.6 Support Notice – return from long term absence

There is an expectation that a Support Notice meeting will be convened on every occasion an employee returns from long term absence. The process applied at stage one of the short-term procedure (see section 3.7) should be adopted.

5 The Right to Appeal

An employee may appeal against a Support Notice, Final Support Notice or Dismissal by writing to the Head of HR and Organisational Development within 10 working days of the date of the outcome letter. The letter must state the specific reasons in detail for the appeal and relate these to one or more of the following areas:

- That they think a finding or penalty is unfair and outline why.
- That new evidence has come to light that wasn't previously available; or
- That they think there have been breaches in the Attendance Management Procedure.

The Appeal should be heard by an Assistant Director/Executive Director previously not involved with the case. The outcome of the appeal hearing should be communicated in writing, to the employee as soon as possible and within 10 working days. The employee can also be notified of the outcome verbally immediately following the appeal hearing if this is feasible.

6 Medical Redeployment

If reasonable adjustments cannot be made to the employee's current role, the option of medical redeployment will be explored with occupational health to a level that the employee is judged to be capable of performing. One redeployment opportunity will be offered to employees.

Employees who are being considered for redeployment will be advised as soon as possible by the employee's line manager and/or Human Resources. It must be made clear that there are no salary or terms and conditions protections in cases involving medical redeployment. If an employee is redeployed to a lower graded role because of the attendance management process, then appeal rights are the same as if they had been dismissed.

Managers with vacancies or where a vacancy becomes available are required to consider all those employees who are seeking medical redeployment regarding their suitability for the post in relation to transferable skills and training needs. Managers are required to interview such employees who apply and meet the selection criteria. Managers should note that all alternative employment via medical redeployment must be subject to the successful completion of a trial period of no more than three months. Regular recorded reviews should be undertaken by the appropriate Line Manager to assess the progress and suitability of the employee during the trial period.

A medical redeployment trial period can be curtailed by either the line manager or employee after one month if both agree on the reasons for doing so. Employees who choose not to take up the redeployment opportunity offered to them or have been unsuccessful in securing alternative employment following a medical redeployment trial period will progress to the consideration for dismissal meeting.

7 III health retirement

Retirement on ill health grounds may be considered where it appears unlikely from the medical advice that an employee on long term sickness absence will be able to return to work. Early retirement on the grounds of ill health is a serious matter, which clearly has major personal and financial implications for employees. It is important to ensure that all reasonable and practicable avenues to facilitate an employee's return to work have been explored in the period prior to which consideration is given to dismissal or early retirement on the grounds of ill health.

In the case of continuing long term sickness absence where the employee is not a member of the pension scheme, and therefore not eligible for the pension benefits such membership provides, the decision to dismiss will centre on consideration of whether there is the prospect of a return to work, and full duties, within an acceptable time scale. There is no requirement for the criteria laid down by the pension scheme provisions relating to the likelihood of the individual being able to obtain gainful employment in the future to be met.

Where the employee is a member of the pension scheme, and has been for 2 years, early retirement on the grounds of ill health should be treated as a possible outcome where there is no prospect of a return to work within an acceptable timeframe. It may occasionally arise from frequent short term and persistent absences where an underlying medical condition is discovered.

If the occupational health physician indicates the likelihood of early retirement on ill health grounds, this should be progressed sensitively and in accordance with due process. It should be noted that early retirement on the grounds of ill health falls within the definition of a dismissal. The member of staff has a right of appeal against a decision of early retirement on the grounds of ill health and, conversely, against a decision that it would not be appropriate to agree an early retirement on the grounds of ill health.

To qualify for ill health benefits, employees must have met the 2-year active membership (vesting period) in the scheme and the employer, based on an opinion from an independent registered medical practitioner, recognised by Staffordshire Pension Scheme. They must be satisfied that the employee is permanently unable to do their own job until their normal pension age and is not immediately capable of undertaking gainful employment. Gainful employment means paid employment for not less than 30 hours in each week for a period of not less than 12 months.

Ill health benefits can be paid at any age and are not reduced on account of early payment, in fact, benefits could be increased to make up for early retirement. There are graded levels of benefit based on how likely the employee is to be capable of gainful employment after employment ends.

The different levels of benefit are:

- Tier 1 – if you are unlikely to be capable of gainful employment before your normal pension age, ill health benefits are based on the pension you have already built up in your pension account at your date of leaving the scheme plus the pension you would have built up, calculated on assumed pensionable pay, had you been in the main section of the scheme until you reach your normal pension age.
- Tier 2 – if you are unlikely to be capable of gainful employment within 3 years of leaving, but are likely to be capable of undertaking such employment before your normal pension age, ill health benefits are based on the pension you have already built up in your pension account at your date of leaving the scheme plus 25% of the pension you would have built up calculated on assumed pensionable pay, had you been in the main section of the scheme until you reached your normal pension age.
- Tier 3 – if you are likely to be capable of gainful employment within 3 years of leaving, or before your normal pension age if earlier, ill health benefits are based on the pension you have already built up in your pension account at leaving. Payment of these benefits will be stopped after 3 years, or earlier if you are in gainful employment or become capable of such employment, provided you have not reached your normal pension age by then. If the payment is stopped it will normally become payable again from your normal pension age but there are provisions to allow it to be paid earlier. Details would be provided at the time.

Full details on the LGPS scheme and appeals process can be found on the Staffordshire Pension Fund website.

If ill health retirement is not recommended, the employee's continued employment will be considered at the final case conference as outlined in section 4.5.

8 Unauthorised Absence (AWOL)

Day 1 – The employee does not report for work and does not contact the line manager. The line manager will make reasonable attempts to contact the employee by telephone and document actions taken.

Day 2 – The employee does not report for work and does not contact the line manager. The manager will make reasonable attempts to contact the employee by telephone. If unsuccessful the line manager will contact the next of kin or attempt a home visit. Where there is a real concern about the employee's health and wellbeing, the emergency services should be contacted.

Day 5 – If the employee has still not made contact, despite the efforts to make contact, the manager should write to the employee expressing their concern and reminding them of their obligation to maintain contact and expectation they adhere to the Attendance Management reporting procedures. This must be sent by recorded delivery or hand delivered. The letter should also advise that pay has been suspended.

Day 8 – No contact from employee is made. The line manager should write to the employee expressing their concerns, reiterating their responsibility

within the sickness policy and requesting their attendance at a disciplinary hearing within a period of 10 working days. The letter will be sent recorded delivery.

9 Medical Certification

9.1 Sickness absence of seven calendar days or less

A Fit Note (MED3 from a registered medical practitioner) is not normally required for absences lasting seven consecutive calendar days or less.

The line manager should ensure that the appropriate return to work form is properly completed on their return to work, sign it and forward it to HR.

9.2 Sickness absence of eight calendar days or more

If the sickness absence is for eight calendar days or more, the employee is required to submit a Fit Note. If the sickness absence continues beyond the return to work or due date on the certificate, further Fit Notes must be submitted promptly.

It is the line manager's responsibility to remind staff of the timely submission of outstanding certificates if they have not been received, conversely, it remains the responsibility of the employee to provide prompt fit notes.

There are no restrictions relating to an early return to work by mutual agreement between an employee and TBC. The risks must be assessed and documented in the return-to-work form, an employee can return to work when they feel sufficiently able even if the fit note is still in force. There is no requirement for the employee to seek formal authorisation from their GP prior to returning to work unless the Fit Note states the doctor or healthcare professional wishes to see them again.

If an employee wishes to return to work early, but the OH practitioner advises that this would not be appropriate (e.g. for reasons of possible cross infection of other employees, or the employee is not considered to be sufficiently recovered from their ill-health, etc.) the line manager should not permit the individual to return to work.

If the employee does not feel well enough to return to work at the end of a period stated in a Fit Note, they should seek an extension of that note from their GP.

It is also essential to ensure, through working practices, that employees are not subject to pressure from any party to return to work early. Nothing in the above statements must be taken as requiring employees to return to work until they feel well enough so to do.

9.3 Absence of less than one day

If an employee has worked for less than half of their expected hours and then leaves work through sickness, this will be counted as a full day's absence.

If an employee has worked for more than half of their expected hours and leaves work through sickness, this will be counted as a half day's sickness absence for monitoring purposes and will be counted in the calculation of trigger points for unsatisfactory attendance action.

9.4 Illness during approved annual leave/Bank Holiday

When an employee is taken ill during a period of annual leave, provided that a Fit Note is submitted promptly, the appropriate number of leave days will be restored to the employee's entitlement. Leave that was booked but not taken before the employee was taken ill will also be restored on production of an appropriate medical certificate; medical certificates must be paid for by the employee, if necessary.

The employee must contact their line manager as soon as they know that there will be a period of sickness during annual leave. The employee must also submit a written request no later than 10 days after returning to work setting out how much of the holiday period was affected by sickness and the amount of leave that they wish to take at another time.

If the employee is ill or is injured before the start of a period of planned leave, and is consequently unable to take the holiday, TBC will agree to the employee postponing the leave dates to another mutually agreed time. Any period of sickness absence will be treated in accordance with the Council's normal policy on sickness absence. The employee must submit a request to postpone the planned leave and this must be accompanied by medical evidence confirming they are unfit, or is likely to be unfit, to take the holiday.

If an employee wishes to go on holiday during a period of sickness absence, they must discuss this with their manager prior to the leave being booked. All such requests will not be unreasonably denied. However, the activity must not be detrimental to their recovery. It may also need to be supported by their GP and evidence of this can be requested. If the holiday request is approved, sick pay will be paused and they receive normal pay. After the employee has taken their holiday, if they are still unwell enough to return to work sick pay will be reinstated.

Employees will not be entitled to an additional day off if they are sick on a statutory or discretionary bank holiday.

10 Medical and other appointments - Unpaid

Employees should wherever possible arrange appointments outside of normal or rostered working hours (e.g., early morning or late afternoon). When this is not possible, employees should seek to arrange appointments that minimise the disruption to work; unpaid appointments include opticians, doctors, dentist. Where this cannot be arranged, permission to attend during work hours should be sought and should not be unreasonably refused. Except in cases of emergency, the employee should advise their line manager of the proposed time of the appointment as soon as possible and must produce an appointment card or letter. Where there are a series of appointments for regular and ongoing treatment, acceptable arrangements need to be approved by the line manager for handling these.

11 Cosmetic Surgery (elective/reconstructive)

In most cases where an employee elects to undergo cosmetic surgery, no Occupational Sick Pay (OSP) will be paid. However, OSP may be payable in cases where written confirmation is received from an employee's doctor that the surgery is essential for the physical and/or mental well-being of the employee.

Where an employee is undergoing cosmetic surgery for the purposes of reconstruction (i.e. following a previous illness, accident) OSP may be paid.

Elective surgery is not generally considered to be medically necessary. This includes cosmetic surgery which is concerned with the enhancement of appearance through surgical and medical techniques i.e. liposuction, facelifts, gastric band. Employees should discuss taking this as annual leave, but there is not an automatic right to take time off as annual leave is approved based on operational cover. Whilst OSP is not normally paid for elective cosmetic surgery, it may be paid if an employee develops serious complications following elective surgery necessitating hospital treatment.

12 Organ or Bone Marrow Donation

Occupational Sick Pay will be paid in cases where an employee donates an organ or bone marrow.

13 Fertility treatment

There is no statutory right to take paid or unpaid time off for fertility treatment. However, TBC supports 3 days paid leave for fertility treatment as outlined in the Annual Leave & Other Leave policy.

Some employees may be unable to work because of the treatment and signed off sick, this will be recorded as sickness absence.

14 Dangerous sports

TBC reserves the right to suspend OSP if the employee regularly participates in any paid or professional or dangerous sport or activity, which results in a high level of sickness absence from work (therefore incurring a cost to TBC). Under such circumstances, employees are advised to take out insurance to cover loss of earnings arising from such an event.

15 How to manage a phased return/temporary adjustment to duties

On occasion, particularly after a period of long-term absence, it may be helpful for an employee to return on a phased basis or with temporarily amended duties.

The purpose of a phased return or a temporary adjustment to duties is to assist a member of staff to return to work in a way that contributes to their recovery and return to full duties.

Phased returns or temporary adjustments to duties are made on the recommendation of occupational health. The normal timeframe is between 4 and 8 weeks however in exceptional cases it may be up to 12 weeks.

If a phased return or temporary adjustment is considered appropriate, the line manager should produce a programme and confirm in writing with the following details:

- Agree the start and end dates of the phased return period
- Attendance – what days and hours will be worked?
- Duties – what will they be doing? You may have to temporarily amend duties, perhaps by getting them back to work elsewhere in the team. Both physical and psychological needs should be considered.
- Increase the workload in gradual increments over the agreed period of return to work.

The line manager will ensure regular, documented review meetings take place, ideally weekly. It is important that these meetings not only address what is required to support the phased return but also that the documentation confirms progress made and any responsibilities which the individual is unable to carry out.

By the end of the phased return period, it is expected the employee will work their full, normal contracted hours.

During the phased return the employee is paid for their full, normal contracted hours regardless of the actual hours worked. If the individual is absent because of illness on one of the days when they agreed to be at work during the phased return, then this should be recorded as sickness absence. Any absences should be discussed at the review meetings.

16 Redeployment

TBC will consider redeployment where it appears unlikely from the medical advice that an employee on long term sickness absence will be able to return to their existing role and therefore medical redeployment is recommended.

Any offer to redeploy the employee will be entirely at the Council's discretion. Such an offer will be made only where TBC is confident that the employee is no longer able to continue to work in their current role and will be able to perform well in the redeployed role.

The employee is able to refuse any reasonable offer of redeployment. If TBC believes that there is no alternative role(s) available and suitable, the organisation may be left with no option but to dismiss under the final stage of the procedure. The employee will have a right to appeal against the dismissal and any dismissal will be with full notice or payment in lieu of notice.

17 Sick Pay

17.1 Employees are entitled to receive sick pay for the following periods:

During 1 st year of service	1 month's full pay
After completing 4 months' service	1 month's full pay, 2 months' half pay
During 2 nd year of service	2 months' full pay and 2 months' half pay
During 3 rd year of service	4 months' full pay and 4 months' half pay
During 4 th and 5 th year of service	5 months' full pay and 5 months' half pay
After 5 years' service	6 months' full pay and 6 months' half pay

17.2 Suspension of Sick Pay

If an employee fails to comply with any of their obligations under this policy, TBC may withhold Occupational Sick Pay (OSP) until they comply and/or invoke the Disciplinary Procedure. This includes, for the avoidance of doubt, the withholding of OSP where the employee has not complied with the employee notification requirements set out above.

OSP may also be withheld in the following circumstances:

- where there is deliberate conduct by the employee prejudicial to their recovery.
- where the absence has been caused by the employee's own misconduct or neglect.
- injury while working in the employee's own time on their own account for private gain, or for another employer without prior permission.
- the employee's manager has reasonable grounds to believe that the absence is for reasons other than sickness.

Where TBC doubts the integrity of sickness absence, OSP may be suspended and disciplinary action may be taken, which could result in dismissal. Managers must be able to demonstrate reasonable grounds for doubting any period of sickness and will discuss with the employee the reason why they are considering withholding OSP. In any event, the manager will confirm their decision in writing giving the reason. The employee may invoke the Grievance Procedure if they are dissatisfied with the manager's decision.

Prior to a manager taking a decision to suspend OSP, it is imperative that advice is taken from Human Resources to ensure that any change to OSP is appropriate in all the circumstances.

17.3 Enforced Sickness Absence

From time to time, management may feel that an individual may not be well enough to attend work, despite attending. The Health and Safety at Work Act places an obligation on managers to ensure that all staff are well enough to undertake work. Where a manager has concerns in relation to an employee's fitness to remain in work the manager may send the employee home, and request that they refrain from returning to work until the symptoms/condition improves and/or produce evidence from their G.P that they are well enough to

undertake work. In such circumstances management should ensure that the individual is well enough to travel home, unaccompanied and, if necessary, make arrangements for their safe journey home (for example by taxi).

Employees on enforced sickness absence are still required to produce Fit Notes and self-certification of the absence. Enforced sickness absence will be treated consistently with all other types in the management of the absence(s). A referral to Occupational Health should also be made if appropriate.

17.4 Hospital Appointments

Paid time off work will be given for employees to attend hospital appointments on the production of a valid document, this will include reasonable time to travel to the hospital.

This will be recorded as authorised absence and reported in the normal manner. However, it will not be used for monitoring under the guidelines given in the section Absence Monitoring.

This will also apply to employees who must receive regular medical treatment for an ongoing condition that is recognised as a disability under the Equality Act. Paid time off will be given to attend cancer screening.

17.5 Home Working and Sickness

In certain circumstances site or hybrid employees may be permitted to work from home whilst on a return-to-work programme. This arrangement would only be permitted via the Occupational Health referral process and confirmation that home working can be undertaken as part of an agreed return to work programme. Management will closely monitor this arrangement to ensure the employee is fit for work and achieving objectives.

17.6 Honarium, Essential Car User

Honorariums will cease to be paid to employees who are absent from work for more than 28 days (long term sick). Line Managers should inform Payroll when the three-week absence trigger is met by an employee. Similarly, the line manager should notify Payroll when the employee returns to work to ensure the honorarium payment is continued. Honorarium payments should not be re-instated until after any return-to-work programme has been completed.

The Essential Car User payment will reduce to 50% after 3 months continuous sickness absence and cease after 6 months continuous sickness absence. The payment will be reinstated upon return to work.

17.7 Reclaiming OSP from a third party

TBC may recover OSP from an employee who receives payment from a third party for loss of earnings. This will be deducted from the employee's salary after consultation with the employee.

18 Counselling Service

On occasion employees may need support and assistance to deal with problems that may or may not be work related. Managers, other colleagues, and Trade Union officials are possible sources of assistance. Human Resources can provide private support upon request. However, it is recognised that in certain situations the level of support required can only be provided by an individual outside of the organisation with the appropriate background and training.

The Council has therefore engaged the services of a professional occupational counselling service provider who provides confidential independent support for employees who may have health and/or personal problems that could affect either their performance at work or attendance. All counselling sessions are private, and feedback is not given to the Council.

Employees should be encouraged to use this service, details are on InfoZone [Counselling | Infozone \(tamworth.gov.uk\)](https://tamworth.gov.uk/counselling)

Employees may self-refer to the counselling service. Time off work will be given to attend any appointments.

After gaining the employee's consent the Counsellor may in some circumstances be required to contact the Head of HR and Organisational Development to discuss the number of sessions that may be required, if this is more than the standard 6 sessions. These will be paid for by the Council but will be subject to review.

The counselling service is available to all employees. A self-referral can be made at any time. The fundamental reason for offering this service is to assist employees with any problems that may affect their work. Absence from work is therefore not a condition that has to be met before a referral is made.

TBC also has internally trained Mental Health First Aiders, their details are on InfoZone.

19 The Role of Occupation Health (OH)

Guidance on referral to the Occupational Health Service (OHS)

OH is a specialist branch of medicine focusing on health in the workplace. It is concerned with the physical and mental well-being of employees. OH specialists can support organisations through advising on work-related illnesses and accidents, carrying out medicals for new starters and existing employees and monitoring the health of employees.

OH services are also used to assist organisations in managing absence situations – both short and long term. The opinion of an OH specialist might be crucial in determining how management manage attendance, which in return provides staff with the reassurance that managers will be educated on their condition before making any judgements.

Services provided by OH - As well as addressing issues that occur, a lot of the work of an OH service is proactive, aiming to reduce potential problems in the workplace. The activities of OH include:

- helping to implement policy
- ensuring compliance with health and safety regulations
- minimising and eliminating hazards
- dealing with cases of drug and alcohol abuse,
- offering pre-employment health assessment
- monitoring the health of employees after an accident or illness
- advising on ill-health retirement and Equality Act 2010
- promoting good health education programmes
- providing support to management on sickness cases to ensure that management are aware of any medical conditions
- giving employees the option to speak to a third party regarding their condition
- advising managers on what support staff need to help them back to work or remain at work

The benefits of OH - The OH Service advise on all matters concerning the effects of work on health. They work to the benefit of both employer and employee, to prevent work related ill-health. Benefits of an OH service include:

- Prevention of ill-health by providing active advice and guidance
- Support for managers to manage staff with health-related issues
- Provide practical and confidential health support for all staff within the workplace
- Advising on the control of potential health risks at work
- Providing health surveillance to detect OH disease at an early stage
- For experts to provide management with medical information regarding employee's conditions so that management can act accordingly
- To have an independent party who can advise management

Confidentiality and Occupational Health - Under the Access to Medical Reports Act 1988 employees are entitled to see a medical report relating to them before it is passed to an employer.

The Access to Health Records Act 1990 gave individuals the right to access health reports relating to them, but the provisions of this Act have largely been overtaken by the Data Protection Act 1998 and GDPR. This Act is much broader and allows employees access to any information held about them, on paper or on computer. It has to be presumed, therefore, that an employee will have access to any report written about them at some time.

The Importance of OH - Without support from Occupational Health, TBC could make decisions that could adversely affect employee's employment. OH specialists protect employees by ensuring management is aware of individual's medical conditions and by recommending support plans to encourage management to implement reasonable adjustments in the workplace to avoid or reduce future sickness.

Guidance on referral to the Occupational Health Service (OHS) - There are five circumstances in which employees can be referred to the OHS.

- a. When the employee believes they have an illness or disability which comes under the terms of the Equality Act and wishes to be referred to the OHS.

- b. When they reach the trigger points outlined in the policy.
- c. Following medical advice that work related ill health or injury may be developing.
- d. Immediate referrals for stress related absence.
- e. When medical evidence/other information is received indicating that an absence is likely to be long-term in nature.

At a return-to-work interview, line managers should ask the employee if there are any underlying health problems, which may fall under the Equality Act. The Equality Act covers disabilities and illnesses, which are likely to last more than 12 months and which have a significant impact on an individual's ability to carry out day-to-day activities. This includes recognised mental health conditions and illnesses such as cancer and diabetes. Should the employee indicate that they have such a disability then their manager can complete an occupational health referral for guidance.

At a meeting to discuss the employee's attendance after reaching the first trigger point, the line manager should again ask if the employee has any underlying condition which may be covered by the Equality Act.

If the employee refuses to give permission for an OHS referral the possible implications should be outlined to them i.e., if their attendance continues to be unsatisfactory they risk dismissal and decision will be made on known information only.

Advice from Occupational Health is especially appropriate following a relatively long absence where it has been necessary to invoke a formal 'Return to Work' programme or following a particularly serious incident or injury.

20 Disability & the Equality Act 2010

The Equality Act became law in October 2010. It replaced previous anti-discrimination legislation (including the Disability Discrimination Act 1995) simplifying and ensuring consistency in what we need to do to make the workplace a fair environment and to comply with the law. TBC is committed to supporting employees and is a Disability Confident employer committed to:

- Inclusive and accessible recruitment
- Communicating vacancies
- Offering an interview to disabled people
- Providing reasonable adjustments
- Supporting existing employees

It is unlawful to discriminate against workers because of a physical or mental disability or to fail to make reasonable adjustments to accommodate a worker with a disability.

Disability has a broad meaning. It is defined as a physical or mental impairment that has a substantial and long-term adverse effect on the ability to carry out normal day-to-day activities.

'Substantial' means more than minor or trivial.

'Long term' means an effect that has lasted 12 months, is likely to last a total of at least 12 months or is likely to last for the rest of the person's life, even if the person is not expected to live for 12 months.

A disability can arise from a wide range of impairments which can be:

- sensory impairments, such as those affecting sight or hearing.
- impairments with fluctuating or recurring effects such as rheumatoid arthritis, myalgic encephalitis (ME), chronic fatigue syndrome (CFS), fibromyalgia, depression and epilepsy.
- progressive, such as motor neurone disease, muscular dystrophy and forms of dementia.
- auto-immune conditions such as systemic lupus erythematosus (SLE).
- organ specific, including respiratory conditions such as asthma and cardiovascular diseases including thrombosis, stroke and heart disease.
- developmental, such as autistic spectrum disorders (ASD), dyslexia and dyspraxia.
- learning disabilities.
- mental health conditions with symptoms such as anxiety, low mood, panic attacks, phobias, or unshared perceptions; eating disorders; bipolar affective disorders; obsessive compulsive disorders; personality disorders; post-traumatic stress disorder and some self-harming behaviour.
- mental illnesses such as depression and schizophrenia.
- as a result of an injury to the body, including to the brain.

The act provides protection for those with cancer, multiple sclerosis, and HIV/AIDS from the point of diagnosis. People with severe disfigurement will be protected as disabled without needing to show that it has a substantial adverse effect on day-to-day activities.

If a member of staff has a disability, you must consider what reasonable adjustments you can make in the workplace to help the member of staff carry out their role (remember, adjustments must be related to the role) so they do not suffer a detriment as a result of their disability.

A 'reasonable adjustment' could include:

- adjustments to premises
- re-allocation of duties
- alteration to working hours
- redeployment (following OH recommendation)
- giving or arranging training or modification of equipment

This list is not exhaustive, and a copy of the adjustments made need to be recorded.

How to support an employee through a reasonable adjustments process

If an employee advises they have a disability, or if they have an existing disability that requires additional or alternative adjustments, the line manager will have a pivotal role in ensuring they are supported. Being proactive in recognising when an employee may need to discuss something that is bothering them and having an open approach to working together to resolve issues can prevent many concerns from escalating. Be aware the employee may find it difficult to talk about their personal

circumstances and may feel concerned about any effect on their job. Adopting a positive attitude towards the prospects of adjustments and maintaining effective and regular communication with an employee with disabilities builds an environment where the employee feels able to openly discuss their needs and support requirements. Support may also be required for colleagues who may subsequently be affected by any reasonable adjustment put in place.

An employee with a disability may know what equipment or adjustments they need, but Access to Work and Occupational Health can ensure the right adjustments are considered to enable the employee to fully engage with their role. The manager and employee should discuss which aspects of the role create difficulties for them and whether reasonable adjustment may help remove any disadvantage. While applicants and employees are encouraged to say what adjustments they consider will help, it is ultimately for the organisation to decide whether the proposed adjustments are reasonable. Timely and effective management support and careful consideration of reasonable adjustments will help to ensure the employee feels valued and so is more able to perform their duties to their full potential.

Access to Work is a government scheme that can pay for extra support to help individuals start or stay in work. The support that individuals are offered will be based on their needs and could include a grant to help cover the costs of practical support in the workplace. Support can include:

- support workers to help the individual
- specialist equipment to make working easier
- help with the cost of travel to work and back
- mental health support

Employees can check their eligibility and apply for Access to Work on the GOV.UK website or

<https://www.gov.uk/access-to-work/eligibility>

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1082550/easy-read-access-to-work.pdf

How to decide if the adjustment is reasonable

Whether it is reasonable to make a particular adjustment will depend on several factors that have to be looked at in totality. The organisation will consider the:

- effectiveness of the adjustment in preventing the disadvantage
- practicality of the adjustment
- financial and other costs of the adjustment including the disruption caused
- availability of financial or other assistance to help make an adjustment
- extent of the Council's financial or other resources
- the nature of the Council's activities and the size of its undertaking

TBC will be pragmatic with an inclusive mindset, focussing on providing the employee with equal opportunity. A reasonable adjustment must remove or reduce a disadvantage arising due to a disability. If the adjustment is of marginal benefit but is part of a number of adjustments that together are effective, it is likely to be

reasonable to make it. However, it is unlikely to be reasonable to make an adjustment that is of little benefit to the disabled person.

The manager should consider:

- if an adjustment costs little or nothing and is not disruptive, it would be reasonable unless some other factor made it unreasonable
- what might otherwise be spent in the circumstances, for instance it would be reasonable to spend at least as much on an adjustment to retain the employee as you might on recruiting and training a replacement
- the employee's length of service both with the Council and local government - it is more likely to be reasonable where the adjustment is for an employee who is likely to be in the job for some time compared to a temporary worker
- the employee's level of skill and knowledge
- the availability of external funding
- the Council's resources as a whole
- Availability of financial assistance

If equipment has been supplied through Access to Work in a previous employment, it is reasonable to expect the employee to bring the equipment with them. The employee is not required to contribute to the cost of an adjustment. However, if they are prepared to use a piece of personally owned equipment in their work, it would be reasonable to allow the use of this equipment. It might also make it reasonable for you to consider another adjustment such as whether it may be reasonable to meet the cost of any repairs.

It is more likely to be reasonable to make an adjustment which might cause only minor inconvenience to other employees, or the Council, rather than one that might prevent other employees from doing their job or causes other significant disruption. If making the adjustment would create a health and safety risk to the employee or any other person, then it may not be reasonable to make the adjustment.

If an adjustment recommended by Access to Work or Occupational Health cannot be accommodated, then this must be discussed with HR before the decision not to implement the recommendation is confirmed. HR will provide positive challenge to help the manager question the reasons why they consider the adjustment(s) may not be accommodated.

If it is agreed that the adjustment is not reasonable, and no workable alternatives appear to be available, the decision must be recorded with the reasons for this decision.

Reasonable adjustments (or the decision not to implement adjustments) should be reviewed on an annual basis. This enables the manager and the employee to discuss whether:

- their needs have changed
- any adjustments should be amended
- adjustments that were previously not made, may now be appropriate
- adjustments may no longer be reasonable due to team, organisational or workforce change

This review should be documented.

The Council as an employer has the legitimate aim of maintaining an appropriate level of service, and therefore is required to balance the cost and impact to the service when considering what adjustments it can reasonably accommodate.

21 Accident at Work related sickness absence

Absence in respect of normal sickness is entirely separate from absence through industrial disease, accident or assault arising out or in the course of employment. Periods of absence in respect of one shall not be set off against the other for the purpose of calculating entitlements under the scheme.

Where an employee has a higher than would be expected number of accidents at work, then the manager should investigate, the underlying reasons attributed to the accidents and identify where remedial training, an OH referral etc. may be required and action accordingly. If disproportionate absences are linked to negligence, disciplinary action may be taken.

22 FAQs

22.1 Frequently Asked Questions - For Managers

Q. What can I do if a pattern of short-term sickness absence emerges?

A. Frequent absence might indicate a medical condition which requires investigation but can have other causes and may indicate lack of capability to do the job, it may be an indication of stress or it may be that the individual has issues with attending at particular times such as transport or childcare difficulties. It is important to discuss concerns with the individual at the Return-to-Work Interview and try to gain an understanding of the reasons for the absence. Once you have done this you can determine the best approach for addressing the absence.

Q. A member of my team is absent from work due to a long-term illness. The rest of the team keep asking me what the problem is. What can I tell them?

A. All discussions and information relating to an individual's absence should remain strictly confidential. Talk to the absent member of staff and ask them how they would like you to deal with the subject of their absence with their colleagues. Respect their wishes.

Q. If a member of staff refuses to attend an Occupational Health appointment, can I instigate disciplinary proceedings?

A. You should explain to the individual why you are seeking medical evidence i.e. that we have a responsibility to do all that we reasonably can to assist them and it would be of assistance in determining our duty of care (for example, to make reasonable adjustments if there is a disability). If the member of staff refuses to attend, then they should be advised that any decision made under TBC's Attendance Management Policy will be made on the information available. However, TBC considers this to be a reasonable management request.

Q. Can I dismiss a member of staff because they have been absent on a long-term basis?

A. If the time eventually comes when all procedures have been exhausted, all avenues explored and the job can no longer be kept open, the individual should be

fully consulted and informed about possible dismissal. Be particularly certain that you have explored all available avenues to try and help the person back to work. A formal meeting under TBC's Attendance Management Policy and Procedure will be convened to consider whether dismissal is the only available option, in addition to other case management meetings. You should always consult HR fully and involve them in the process.

Q. What about absence because of pregnancy or maternity?

A. Absence relating to pregnancy or maternity should be recorded but is not included for purposes of triggering improvement meetings and notices. HR should be contacted for advice in these circumstances.

21.2 Frequently Asked Questions - For All Employees

Q. Can I refuse to attend a return-to-work meeting?

A. Under the procedure everyone should attend a return-to-work interview. If the reason for your sickness absence is for a personal medical reason, and your line manager is of a different gender to yourself, you can ask to have the interview with someone of the same gender in your department. If no one is available in your department then, in exceptional circumstances, arrangements can be made for you to have a return-to-work interview with HR or another manager in TBC.

Q. Can I be accompanied when attending a return-to-work meeting?

A. The meeting is an informal discussion to ensure that you are fit to return to work and to determine whether any adjustments of a temporary or more permanent nature are required to be made to your job. Being accompanied to the meeting suggests that you want the discussion to take place on a more formal basis and this is not the intention of the discussion.

Q. How long do I have to be absent from work before I have a return-to-work meeting?

A. Any absence of one day or longer will require a return-to-work meeting. If you attend for work and then leave work because of sickness or an accident you should inform your line manager prior to leaving the workplace. Provided you return to work the next day, there will normally be no need for you to attend for a return-to-work meeting. However, if a pattern emerges, management reserve the right to hold a return-to-work meeting.

Q. How do I collect my personal possessions during my absence?

A. If you are absent from your base of work for any length of time, it is your responsibility to have your personal possessions collected in a timely manner or to arrange with your manager for them to be stored, if this is possible.

22.3 Employee Information Summary Sheet

Employees will have the occasional episode of sickness during their working lives. However, when an individual member of staff is off sick on a frequent basis this is of concern, not only for the individual who is suffering frequent bouts of sickness but also because it impacts on customers and colleagues. Sickness absence is expensive in terms of the hours lost and sometimes the cost of replacing absent staff

by expensive temporary staff. The aim of this policy is to ensure that non-attendance is dealt with in a fair and effective manner.

Your manager will ask you to attend a sickness review if you breach one of the trigger points under the Attendance Management Policy.

SICKNESS ABSENCE MONITORING ↓	
TRIGGER POINT REACHED - SHORT TERM, PERSISTENT ABSENCE PROCEDURE	
<ul style="list-style-type: none"> • 4 episodes of sickness of any length in a 12-month rolling period and/or • 8 days in a 12-month rolling period (pro rata for part time staff) and/or • Recognisable patterns of absence 	
↓	
Breach of any trigger within review period <ul style="list-style-type: none"> • First Formal Sickness Meeting with targets set (see policy) • Review period set (6 months) → ↓	No further breach of any trigger within review period. Back to normal sickness absence monitoring
Breach of any trigger within review period. <ul style="list-style-type: none"> • Second Formal Sickness Meeting • Further review period set (6 Months) with new targets (see policy) → ↓	No further breach of any trigger within review period. Back to normal sickness absence monitoring
Breach of any trigger within review period. <ul style="list-style-type: none"> • Final Formal Sickness Meeting • Termination considered →	No further breach of any trigger within review period. Back to normal sickness absence monitoring

The review period is 6 months from the date of the meeting. A rolling period means that when an episode of sickness occurs the manager must look back from the first day of the sickness absence for a period of 12 months to establish if the employee has breached a trigger.

You must attend any sickness reviews as requested by your manager. Failure to attend or refusal to attend under this procedure without good reason may result in disciplinary action being taken.

Appendix 1 - Absence Contact Log

ABSENCE CONTACT LOG	
Employee name:	
Manager name:	
Date of call/ meeting:	
Time of call/ meeting:	
Who initiated the phone call?	
If a phone call did the manager reach the employee?	
Agreed future contact:	
Brief summary of call/ meeting	
Manager Signature _____ Date _____	

Appendix 2 - Return to Work Form

Return to Work Interview Form

This form must be completed by the Manager on the employee's first day back at work.

Purpose of the return to work interview:

- Welcome employee back and enquire about their health and welfare.
- Bring employee up to date with work/ reallocation of work during their absence.
- Employee to assist Manager to identify where they can help or take action to help prevent a further recurrence of sickness absence. Record actions agreed.

Employee Information					
Employee Name					
Employee Job Title					
Department					
Current Absence					
First date of absence					
Last date of absence					
Date of return to work					
Total number of working days absent					
Type of certification for absence	Self-Certificate		Fit Note		Both
Reason for absence					
Is it disability related?	Yes		No		
Is it pregnancy related?	Yes		No		
Is employee on current improvement notice?	Yes		No		
Was the absence a result of an injury at work- or work-related accident and illness?	Yes		No		
If Yes, please give details					
If this absence is because of an accident at work, has an accident form been completed?	Yes		No		
Did the employee follow the notification set out in the Attendance Management Policy and Procedure throughout their absence?	Yes		No		
If No, please give details (explore why and explain requirement according to the policy)					
Update employee on any events					

during the period of absence			
Date of discussion with employee			
Was the meeting	face-to-face or Teams		via telephone
Absence History			
Number of days absence in the past 12 months (including most recent absence)			
Number of occasions of absence in the past 12 months (including most recent absence)			
Trigger reached - details			
Future Action			
Is the employee's level / pattern of absence a cause for concern (hit a trigger)? (please add details in Managers comments/actions section)	Yes		No
Is a referral to Occupational Health required? (If yes complete referral form and send to HR)	Yes		No
Is a Risk Assessment required (workstation/stress etc.)?	Yes		No
Summary of Discussion			
Manager Comments / Action			
(include information regarding any support measures that can be put in place to help the employee back into their work routine, help the employee to sustain their attendance and any meetings required regarding absence levels if a trigger has been reached)			
Employee Comments / Action			
Employee - I declare the information given is complete and correct			
Signed		Date	
Manager			
Signed		Date	

**13 Appendix 3
SICKNESS INTERVIEW (LONG TERM ABSENCE)**

- To be completed by the Manager and kept on employee's personal file
- Details must be summarised in a letter to the employee confirming the outcome of the meeting.

Name of Employee: _____	Present at Meeting: _____
Post: _____	_____
Team: _____	_____
Date of Meeting: _____	_____

<u>REASON FOR MEETING (SICKNESS ABSENCE HISTORY AND DATA)</u>
--

Notes of the meeting	
Outcome	
Occupational Health Referral	Yes/NO
Other Action	
Action if any by the employee	

Occupational Sick Pay benefits - - Employee Notified of half/nil pay: **Yes/No**

Signed Manager

Date

RETURN TO WORK PROGRAMME - Example

EMPLOYEE NAME:

DATE	DAYS AND TIMES	DUTIES/COMMENTS
WEEK 1 5 TH Aug – 9 th Aug	8.45 am – 1.00 pm Mon, Weds, Fri	No heavy manual work or lone working Review meeting on Friday 12.30 pm
Week 2 12 th Aug – 16 th Aug	8.45 am – 1.00 pm Mon – Friday	As above but lone working now permitted Review meeting on Friday 12.30 pm
Week 3 19 th Aug – 23 rd Aug	8.45 am – 5.05 pm Mon, Wed, Fri 8.45 am – 1.00 pm Tues and Thurs	Introduction to normal work on Mon, Wed, Fri only No heavy manual handling but lone working permitted Review meeting on Friday 12.30 pm
Week 4	Full Contracted hours	Full duties permitted Review meeting on Friday 12.30 pm
Next 4-6 weeks		Review meetings will be on Friday at 12.30 pm

This return-to-work programme can be subject to change as necessary.

If difficulties arise you (the employee) must notify your manager/supervisor or Human Resources Team in their absence.

If serious difficulties arise you should cease work and notify your manager/supervisor or Human Resources in their absence. You may have to attend an appointment with Occupational Health for their assessment and advice before continuing with this return-to-work programme

Letter Templates

a) Invite Letter to Stage One Short Term Sickness Meeting

Dear

RE: Attendance Management Meeting – Stage One Short Term Sickness

I note from your recent Return to Work Interview and sickness absence record that you have triggered the Attendance Management Policy Stage 1 process. In view of this I write to invite you to attend a meeting under the Attendance Management Policy to discuss your absence. The details for the meeting are:

DATE:

TIME:

VENUE:

This will be a Stage One formal meeting under the Attendance Management policy and therefore you are entitled to bring with you to the meeting a Trade Union Representative or workplace colleague. I would remind you that it is your responsibility to make these arrangements directly. The purpose of the meeting is to review and discuss the reasons for your absence and identify any ways in which Tamworth Borough Council may be able to assist or support you to improve your health, wellbeing and attendance at work.

If there is an unavoidable reason why you are unable to attend at this time, you have the right to request the meeting be re-scheduled up to five working days from the above date. Please let me know as soon as possible in order that I can arrange an alternative date and time. However, I would advise that should this be necessary, I will only be able to reschedule this on one occasion.

It is important that you attend this meeting, as it is your opportunity to provide valuable information about your health and circumstances, which may help us to decide how we can help and support you.

As a result of the meeting a decision may be made to issue a First Attendance Support Notice and your absence levels will continue to be monitored for a period of up to six months.

If you refuse or fail to attend the meeting, a decision may be made in your absence.

If you have any queries or concerns regarding this meeting, please do not hesitate to contact me.

Yours sincerely

Manager Name

Job Title

Cc HR

Enc xxxx named documents

b) Invite Letter to Stage Two Short Term Sickness Meeting

Dear

RE: Attendance Management Meeting – Stage Two Short Term Sickness

Further to your Stage One meeting held on (**Dates of Stage One meeting**) under TBC's Attendance Management Policy I note from your recent Return to Work Interview that you have had a further period(s) of sickness absence within the 6 month review period which has triggered the next stage of the policy.

In view of this I write to invite you to attend a meeting under TBC's Attendance Management Policy to discuss your absence. The details for the meeting are;

DATE:

TIME:

VENUE:

This will be a Stage Two formal meeting under the policy and therefore you are entitled to bring with you to the meeting, a Trade Union Representative or workplace colleague. I would remind you that it is your responsibility to make these arrangements directly. The purpose of this meeting is to review the reasons for your further absence and identify any ways in which TBC may be able to assist or support you to improve your health, wellbeing and attendance at work.

If there is an unavoidable reason why you are unable to attend at this time, you have the right to request the meeting is re-scheduled up to five working days from the above date. However, I would advise that should this be necessary, I will only be able to reschedule this on one occasion..

It is important that you attend this meeting, as it is your opportunity to provide valuable information about your health and circumstances, which may help us to decide how we can help and support you.

As a result of the meeting a decision may be made to issue a Final Attendance Support Notice and your absence levels will continue to be monitored for a period of up to six months. If you refuse or fail to attend the meeting, a decision may be made in your absence.

If you have any queries or concerns regarding this meeting, please do not hesitate to contact me.

Yours sincerely

Manager

cc HR
Enc xxxx named documents

c) Invite Letter to Stage Three / Final Short Term Sickness Meeting

Dear

RE: Final Stage Short Term Sickness

I refer to meetings held on (**Dates of Stage One and Stage Two meetings**) under TBC's Attendance Management Policy. I note from your recent Return to Work Interview that you have had further period(s) of sickness absence within the 6-month review period which has triggered the final stage of the policy.

In view of this I write to invite you to attend a consideration of dismissal meeting under TBC's Attendance Management Policy with a HR representative and myself. The details of the meeting are;

DATE:

TIME:

VENUE:

This meeting will be the final formal sickness meeting under the procedure and therefore you are entitled to bring with you to the meeting or be represented at the meeting by a Trade Union Representative or a workplace colleague. I would remind you that it is your responsibility to make these arrangements directly.

If there is an unavoidable reason why you are unable to attend at this time, you have the right to request the meeting be re-scheduled up to five working days from the above date. Please let me know as soon as possible in order that alternative arrangements can be made. However, I would advise that should this be necessary, I will only be able to reschedule this on one occasion.

At the meeting your line manager will present the case for Management and a copy of the evidence which will be presented is enclosed. The purpose of this meeting is to review all the information we have regarding your levels of sickness and the reasons for it and it is possible that following a thorough review of all aspects of the situation, including the support and opportunities given for improvement, reasonable adjustments made, and any Occupational Health advice, that the decision may be taken to terminate your employment with due notice in accordance with the Attendance Management Policy.

If you have any information you wish me to consider, please provide this at least 2 days before our meeting.

It is important that you attend this meeting as if you do not attend without good reason, decisions will be taken regarding your future employment in your absence.

Yours sincerely

Assistant Director

cc HR

Enc xxxx name documents

d) Invite Letter Stage One Meeting - Disability Short Term Sickness

Dear

RE: Attendance Management Meeting – Stage One Disability Short Term Sickness

I note from your recent Return to Work Interview and enclosed sickness absence record that you have triggered the Attendance Management Policy Stage 1 process.

In view of this I write should be grateful if you would to invite you to attend a meeting under TBC's Attendance Management Policy to discuss your absence. The details for the meeting are;

DATE:

TIME:

VENUE:

This will be a Stage One First Formal meeting under the procedure and therefore you are entitled to bring with you to the meeting a Trade Union Representative or workplace colleague and I would remind you that it is your responsibility to make these arrangements directly. The purpose of this meeting is to review and discuss the reasons for your absence and identify any ways in which TBC may be able to assist or support you to improve your health, wellbeing and attendance at work.

As your absence is disability related as defined by the Equality Act, the meeting will provide an opportunity to support and put in place any required adjustments by formulating or updating a Reasonable Adjustments Action Plan.

If there is an unavoidable reason why you are unable to attend at this time, you have the right to request the meeting be re-scheduled up to five working days from the above date. Please would you let me know as soon as possible in order that I can arrange an alternative date and time. However, I would advise that should this be necessary, I will only be able to reschedule this on one occasion.

It is important that you attend this meeting, as it is your opportunity to provide valuable information about your health and circumstances, which may help us to decide how we can help and support you.

As a result of the meeting a decision may be made to issue a First Attendance Support Notice and your absence levels will continue to be monitored for a period of six months. If you refuse or fail to attend the meeting, a decision may be made in your absence.

If you have any queries or concerns regarding this meeting, please do not hesitate to contact me.

Yours sincerely

Manager Name
Job Title

Cc HR
Enc xxxx named documents

e) Outcome Letter – Formal Stage One short term sickness meeting

Dear

RE: Outcome of Formal Stage One Attendance Management Meeting - Short Term Sickness

Thank you for attending the formal meeting on (DATE), which was the Formal First Stage Attendance Management meeting under TBC's Attendance Management Policy & Procedure.

At this meeting you were accompanied by (NAME) Trade Union Representative) or (NAME). HR(NAME) was also in attendance. *

Or

At this meeting you chose not to be accompanied*

I emphasised that the reason for the meeting was not the genuine nature of your sickness but that the level and frequency of your absence has an adverse impact on service performance and or service delivery. Discussions took place regarding the level of your sickness absence and you were shown your sickness record, which you agreed was correct.

Brief summary of any information that was given i.e. reason for absence, GP opinion if available, what treatment is being used prognosis etc.

or

Notes of the meeting are provided in the attached notes.

We agreed that a referral to Occupational Health would be arranged. As I explained it is important that you attend the appointment made for you in order that we receive appropriate information and advice about how to manage your sickness absence. Once the report is available we will reconvene our meeting when a decision will be made*

Or

We agreed that it would not be appropriate to refer you to Occupational Health at the present time although if you wish to be referred in the future you should let me know. *

Brief summary of any action by employee/manager.

I stressed the importance of regular attendance at work as all absences have implications for service provision and delivery and an impact on other staff in the department. As discussed at our meeting, under the terms of the Attendance Management Policy & Procedure, I am obliged to inform you that a failure to maintain a sustained improvement in attendance will lead to further progression through the procedure and may ultimately lead to your dismissal.

*** You were advised that your current level of sickness absence is a cause for concern and as a result of this my decision is to issue you with a First Attendance Support Notice, this letter serves as that notice. An improvement in your attendance is required but should you breach a further trigger, as outlined in the policy, within the 6-month monitoring period you will progress to the Second Stage of the process

OR (delete as necessary)

*** You were informed that your current level of sickness absence is a cause for concern. Following our discussion of your particular circumstances I decided it is not appropriate at this stage for you to be on issued with a First Attendance Support Notice. However, should you have further absence within the rolling 12-month period you will automatically re-trigger Stage One of the process and as such I will meet with you again.

*** You have the right to appeal against the Attendance Support Notice by sending written notification as to why you feel the Notice was issued inappropriately or incorrectly to the Head of HR & OD within 10 working days of the date on this letter.

Thank you for attending the meeting. I do hope your health improves to enable you to continue to make a valuable contribution to the service and TBC. I will continue to support you in any way I can and would remind you that assistance is also available directly from HR, Occupational Health and our EAP provider.

Yours sincerely

Manager
Job Title

cc HR
Enc Name documents

f) Outcome Letter – Formal Stage Two Short Term Sickness Meeting

Dear

RE: Outcome of Formal Stage Two Attendance Management Meeting - Short Term Sickness

Thank you for attending the formal meeting on (DATE), which was the Formal Second Stage Attendance Management meeting under TBC's Attendance Management Policy & Procedure.

At this meeting you were accompanied by (NAME) Trade Union Representative) or (NAME) . (NAME) HR) was also in attendance. *

Or

At this meeting you chose not to be accompanied*

I emphasised that the reason for the meeting was not the genuine nature of your sickness but that the level and frequency of your absence has an adverse impact on business performance and service delivery. Discussions took place regarding the level of your sickness absence, and you were shown your sickness record, which you agreed was correct.

Brief summary of any information that was given i.e. reason for absence, GP opinion if available, what treatment is being used prognosis etc.

or

Notes of the meeting are provided in the attached notes.

We agreed that a referral to Occupational Health would be arranged. As I explained it is important that you attend the appointment made for you in order that we receive appropriate information and advice about how to manage your sickness absence. Once the report is available we will reconvene our meeting when a decision will be made*

Or

We agreed that it would not be appropriate to refer you to Occupational Health at the present time although if you wish to be referred in the future you should let me know.
*

Brief summary of any action by employee/manager.

I stressed the importance of regular attendance at work as all absences have implications for service delivery, performance and impacts on other staff in the department. As discussed at our meeting, under the terms of the Attendance Management Policy, I am obliged to inform you that a failure to maintain a sustained improvement in attendance will lead to further progression through the procedure and could ultimately lead to your dismissal.

*** You were advised that your current level of sickness absence is a cause for concern and as a result of this my decision is to issue you with a Final Attendance

Support Notice, this letter serves as that notice. An improvement in your attendance is required but should you breach a further trigger, as outlined within the attendance management policy, within the 6-month monitoring period you will progress to the Final Stage of the process which could lead to your dismissal.

OR (delete as necessary)

*** You were informed that your current level of sickness absence is a cause for concern. However, after our discussion of your particular circumstances I decided it is not appropriate for you to be issued with a Final Attendance Support Notice at this stage. However, should you have further absence within the rolling 12-month period you will automatically re-trigger the process and as such, I will meet with you again.

*** You have the right to appeal against the Attendance Support Notice by sending written notification as to why you feel the Notice was issued inappropriately or incorrectly to the Head of HR & OD within 10 working day of the date of this letter.

Thank you for attending the meeting. I do hope your health improves to enable you to continue to make a valuable contribution to the service and TBC. I will continue to support you in any way I can and would remind you that assistance is also available directly from HR, Occupational Health and the EAP provider.

Yours sincerely

Manager
Job Title

cc HR
Enc xxx name documents

g) Outcome Letter – Formal Stage Three short term sickness meeting (contract not terminated)

Dear

RE: Outcome – Final Stage Short Term Sickness

I am writing to confirm the outcome of the Final Stage of the formal sickness meeting held on **(DATE)** under TBC's Attendance Management Policy.

At this meeting you were accompanied by (NAME Trade Union Representative) and (NAME HR) was also in attendance to record the meeting and provide HR advice.

Or

At this meeting (NAME) HR was in attendance but you chose not to be accompanied.
*

At the meeting I reviewed all the information that was presented in relation to your circumstances and after adjournment and careful consideration of all the evidence, I explained that I had decided not to proceed with terminating your employment at this stage. However, a further Final Support Notice will remain active against your attendance record for a period of xxxx months from today's date.

You should understand that having been given a further Final Support Notice, it is essential you know what is expected of you if consideration of your dismissal is to be avoided. Dismissal will be considered if, following the date of our meeting you incur a further days absence or Further separate absence (pro-rata for part time staff) within the review period.

I stressed the importance of regular attendance at work as all absences have implications for service provision and delivery and an impact on other staff in the department, you are urged to do all you can to meet and maintain the required standards of attendance.

Thank you for attending the meeting. I do hope your health improves to enable you to continue to make a valuable contribution to the service. Your line manager and the organisation will continue to support you in any way they can.

Yours sincerely

Assistant Director

**c.c. HR
Enc Name documents**

h) Outcome Letter – Formal Stage Three short term sickness meeting (contract terminated)

Dear

RE: Outcome Final Stage Short Term Sickness

I am writing to confirm the outcome of the Final Stage of the formal sickness meeting held on **(DATE)** under TBC's Attendance Management Policy and Procedure.

At this meeting you were accompanied by (NAME Trade Union Representative) and (NAME HR) was also in attendance. *

Or

At this meeting (NAME) HR was in attendance but you chose not to be accompanied.
*

At the meeting I reviewed all the information that was presented in relation to your circumstances and after adjournment and careful consideration of all the evidence, I explained to you that in view of the impact your sickness absence was having on service provision that, regrettably I had decided to terminate your employment with due notice in accordance with TBC's Attendance Management Policy and Procedure, on the ground of capability with effect from **(DATE)**.

Or

At the meeting I reviewed all the information that was presented in relation to your circumstances and after adjournment and careful consideration of all the evidence. I considered the impact your sickness absence was having on service provision and listened to your mitigation. I decided to extend your monitoring period for a further () weeks and my expectation for attendance is ().

You have the right to appeal against the decision to terminate your employment. If you wish to do so, your appeal should be made in writing within 10 working days of the date of this letter, clearly stating the grounds for appeal and should be addressed to the Head of HR & Organisational Development.

Yours sincerely

Executive Director/Assistant Director

Cc HR
Enc Name documents

i) Invite letter to Case Conference: One/Three /Six months – Long Term Sickness

Dear

Re: Invitation to Case Conference – One Month/Three Months/Six Months – Attendance Management Meeting – Long Term Sickness

In line with TBC's Attendance Management Policy & Procedure your long-term sickness absence has triggered the requirement for a meeting to be held.

You have continued to keep me informed of your sickness and progress during the absence period and provided GP Fit Notes covering the absence period. I note that unfortunately you will remain absent due to sickness for a further period of weeks up to and am sorry to hear that you are still unwell.

The purpose of a meeting would enable me to discuss various issues relating to your absence and review the information provided to date. For example, in order to allow me to make appropriate arrangements to cover your workload in your absence, it would be helpful to have a clearer understanding of how long you may be absent from work.

In addition, it will be an opportunity to identify if there is any practical assistance or adjustments that we can offer to enable you to return to the workplace; for example we can discuss adjusted duties/alternative duties or reduced hours. There will also be the opportunity to discuss if it might be helpful to refer you to Occupational Health. I will also be able to provide you with any information you may require regarding sickness pay.

In view of this I write to invite you attend a meeting under TBC's Attendance Management Policy & Procedure with myself and a representative from HR (if applicable). The details for the meeting are

DATE:

TIME:

VENUE:

If you require any adjustments to be made prior to your attendance at this meeting, please let me know.

You have the right to be accompanied by a Trade Union Representative or a workplace colleague.

If there is an unavoidable reason why you are unable to attend at this time you have the right to request the meeting is re-scheduled up to five working days from the above date.

Please contact me on receipt of this letter to confirm that this appointment is convenient and if not, to advise me accordingly so that I may make alternative arrangements.

I look forward to meeting with you soon and wish you all the best for a speedy recovery. If you have any queries or concerns regarding the above, please do not hesitate to speak to me prior to the meeting if you feel this would be helpful.

Yours sincerely

MANAGER

Job Title

Cc HR

Enc Named documents

* delete as necessary

j) Invite letter to Final Case Conference: Long Term Sickness

Dear

Re: Invitation to Final Case Conference – Attendance Management Meeting – Long Term Sickness

In line with TBC's Attendance Management Policy & Procedure your long-term sickness absence has triggered the requirement for a final meeting to be held.

In view of this I write to invite you attend a meeting under TBC's Attendance Management Policy with a representative from HR and myself. The details for the meeting are

DATE:

TIME:

VENUE:

If you require any adjustments to be made prior to your attendance at this meeting, please let me know.

You have the right to be accompanied by a Trade Union Representative or a workplace colleague.

If there is an unavoidable reason why you are unable to attend at this time you have the right to request the meeting is re-scheduled up to five working days from the above date. Please let me know as soon as possible in order that alternative arrangements can be made.

At the meeting your Line Manager will present the case for Management and a copy of the evidence which will be presented is enclosed. The purpose of this meeting is to review all information we have regarding your sickness absence levels and the reasons for it. You will also be invited to make any representations. Following a thorough review of all information provided a decision will be made regarding your continued employment.

If you have any queries or concerns regarding the above, please do not hesitate to speak to me prior to the meeting if you feel this would be helpful.

Yours sincerely

Assistant Director

Cc HR

Enc name documents

k) Outcome letter Case Conference: One/Three/Six months - Long Term Sickness

Dear

RE: Outcome of Case Conference - One Month/Three Months/Six Months/Nine - Attendance Management Meeting - Long Term Sickness

Thank you for attending the meeting on (DATE) with myself and (x) where you were accompanied by your Trade Union Representative / workplace colleague*.

At the meeting I emphasised that it is not the genuine nature of your sickness that is in doubt but that the level of your absence is having an adverse impact on business performance and service delivery.

We have been in regular contact since you commenced sickness absence and I explained that the reason for the meeting was to discuss that now you have been absent for (LENGTH of PERIOD) weeks/months, it is important to consider our options, both to support you personally and also for the service needs of the organisation.

INCLUDE COVERAGE OF FOLLOWING ITEMS AS APPROPRIATE (include any other relevant information):

*** You advised that you are feeling a lot better than you have been in recent months, which we were very pleased to hear, and that you are ready to consider a return to work in the coming month.

*** I was sorry to learn that you remain unwell and unable to return to work within the foreseeable future

*** We discussed making a referral to Occupational Health and you felt it would/would not be beneficial to attend an appointment.

You have visited Occupational Health and I have been advised xxxxxxxxxxxxxx [Discuss advice– particularly any concerns].

We discussed reasonable adjustments that may help you to return e.g.....
We discussed alternative duties that may help you e.g.

We discussed altering your hours of work to assist a return to work ...e.g.....

I asked you to suggest any additional support you feel would benefit you.....e.g.....

We discussed the option of redeployment, should you be unable to return to your duties as xxxxxxxx.

I look forward to you continuing to make contact with me on a regular basis to update me on your condition / prognosis or indeed wish to discuss the contents of this letter further.

We discussed a phased return to work programme that you were happy with and I assured you that you would be closely supported and supervised on your return to the workplace.

We will continue to review your progress on a weekly basis and more formally should you reach the next trigger within the Policy.

You should be aware of the potential implications of future absences and failure to reach and maintain a satisfactory level of attendance may result in you progressing to the next stage of the process and ultimately termination of your employment on capability grounds.

I hope that your health improves and that you are able to return to work and resume your role in the near future.

Yours sincerely

LINE MANAGER

Job Title

* delete as necessary

Cc HR

Enc Name documents

I) Outcome Letter Final Case Conference Long Term Sickness

Dear

RE: Outcome of Final Case Conference Long Term Sickness

I am writing to confirm the outcome of the Consideration of Dismissal meeting, the final stage of the formal long term sickness meeting held on **(DATE)** under TBC's Attendance Management Policy & Procedure.

At this meeting you were accompanied by (NAME Trade Union Representative) and (NAME, HR) was also in attendance. *

Or

At this meeting (insert NAME) HR was in attendance but you chose not to be accompanied. *

At the meeting I reviewed all the information that was presented in relation to your circumstances and after adjournment and careful consideration of all the evidence, I explained to you that in view of the impact your sickness absence was having on service provision that, regrettably I had decided to terminate your employment with due notice in accordance with TBC's Attendance Management Policy, on the ground of capability with effect from **(DATE)**.

You are entitled to (x weeks pay in lieu of notice) and untaken accrued annual leave.

You have the right to appeal against the decision to terminate your employment. If you wish to do so, your appeal should be made within 10 calendar days of the date of this letter, clearly stating the grounds for appeal and should be addressed to the Head of Human Resources & Organisational Development.

Yours sincerely

Manager

Cc HR

Enc Name documents

m) Attendance Management – Notes of Meetings

NOTES OF MEETING		
Employee Name:		Work Location:
Stage [indicate the stage under consideration] 1 <input type="checkbox"/> 2 <input type="checkbox"/> Case Conference 1 month <input type="checkbox"/> 3 months <input type="checkbox"/> 6 months <input type="checkbox"/> 9 months <input type="checkbox"/>		
Attendees:	Date of Meeting:	

Items to be considered: [indicate item covered]	
Individual's sickness absence record	<input type="checkbox"/>
Patterns of absence	<input type="checkbox"/>
Length of service	<input type="checkbox"/>
Occupational Health Report [if appropriate]	<input type="checkbox"/>
Previous warnings in respect of sickness	<input type="checkbox"/>
Information obtained at Return to Work Interviews	<input type="checkbox"/>
Any underlying medical condition, disability or pregnancy	<input type="checkbox"/>
Reasonable Adjustments	<input type="checkbox"/>
Outstanding Annual Leave	<input type="checkbox"/>
Relevant information recorded in Supervision Notes	<input type="checkbox"/>

Notes of Meeting: [please provide below full notes of the meeting]

Decisions: [please provide reasons for either issuing or not issuing an Improvement Notice]		
ACTION TO BE TAKEN with reasons	BY WHOM	BY WHEN

I accept that these notes are a fair and accurate record of the meeting:

Signature (Manager) _____ Date _____

Signature (Employee) _____ Date _____

Please note: A copy of these notes MUST be forwarded to HR

Appendix n

Unauthorised absence letter

Dear

Unauthorised absence from work

Further to your absence from work since (date). I have tried to contact you on several occasions (including leaving messages on your voicemail) and have contacted your next of kin, (name), on (.....).

You should be aware that being absent from work without explanation is a breach of your contract of employment which requires you to attend at work and may be in breach of the Disciplinary Policy.

In light of this, I am extremely concerned about both your absences from work and your failure to make contact with line management. Therefore, I urge you to contact (name) on (telephone number) within 3 working days to discuss this matter.

I must also make you aware that I have suspended payment of your salary until further notice as you have failed to follow the Attendance Management Policy & Procedure.

Yours sincerely

Name
Line Manager

Appendix O

Unauthorised absence letter two

Dear

Unauthorised absence from work

Further to my letter dated (date) you have not contacted me to explain your non-attendance at work. As you have not made contact, your pay continues to remain suspended.

You should be aware that being absent from work without explanation is a breach of your contract of employment which requires you to attend work.

Therefore, you are required in accordance with the Disciplinary Procedure to attend a disciplinary hearing on (date) at (time), (location).

The hearing panel will consist of (name), supported by (Name of HR Rep). I will present the management evidence. I enclose a copy of my management report which details the steps taken to contact you.

The hearing has been called to consider your absence from work since (insert date). You should be aware that employees who breach their contract of employment through non-attendance at work are liable to immediate dismissal without notice.

You are entitled to be accompanied at the hearing by a Trade Union Representative or a colleague but I must advise you that it is your responsibility to make the necessary arrangements.

A note taker will also be in attendance at the hearing to ensure an accurate record is taken of the proceedings.

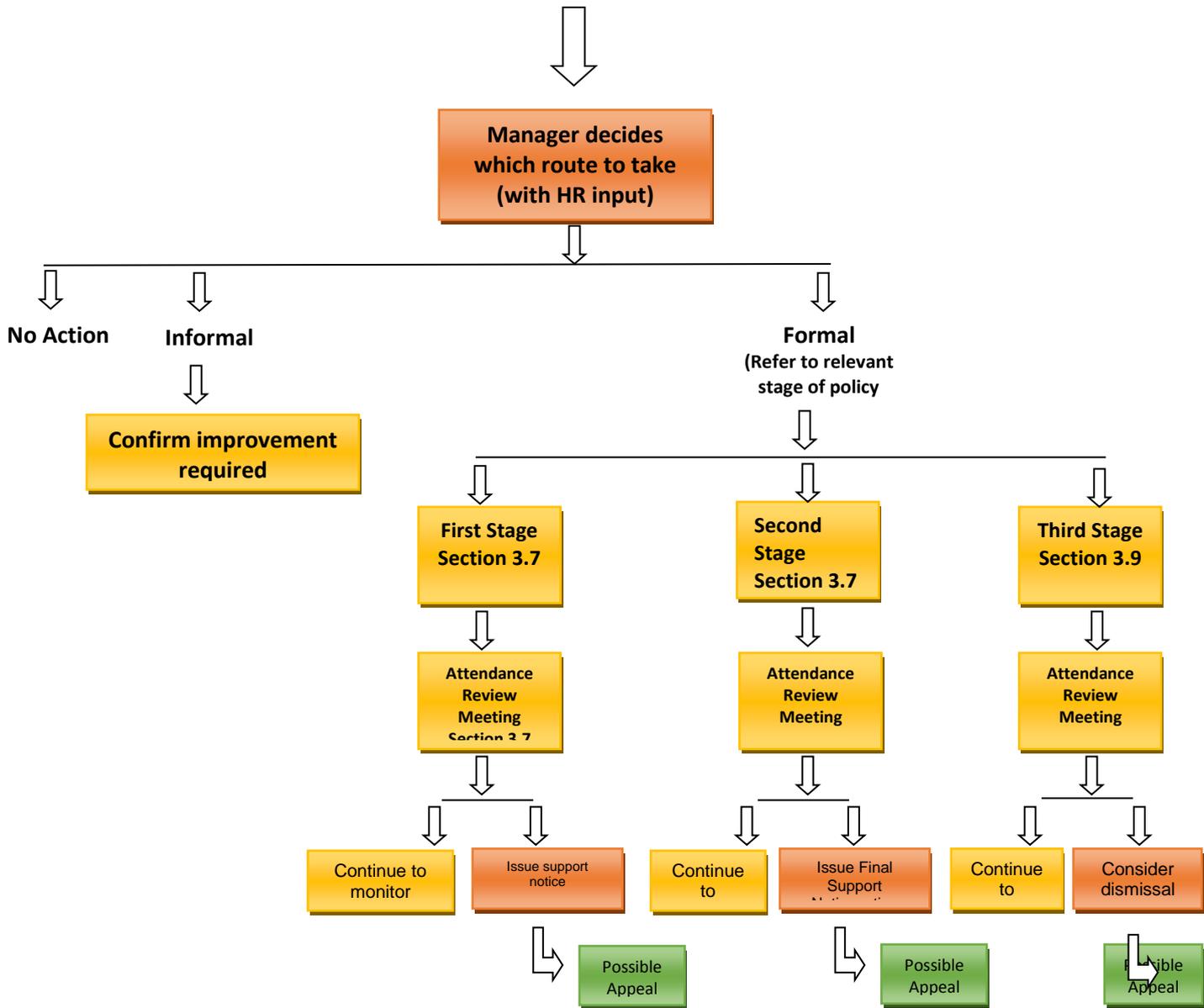
Prior to the hearing, I would be grateful if you would confirm to me your attendance and whether you intend to be accompanied. If you are unable to attend the hearing without justifiable cause, the case will be heard and a decision taken in your absence.

Yours sincerely

(Name)
(Job Title)

15 Appendix 10 - Absence Management Flow Chart: Short Term Absence

Return to work discussion Section 2.4



KEY





Part 1 – Details	
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Attendance Management
Date Conducted	January 2023
Name of Lead Officer and Service Area	Jackie Noble HR
Commissioning Team (if applicable)	N/A
Director Responsible for project/service area	Anica Goodwin
Who are the main stakeholders	Employees
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members
Outline the wider research that has taken place (E.G. commissioners, partners,	

other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide guidance on how to manage attendance

Who will be affected and how?

All employees -

Are there any other functions, policies or services linked to this impact assessment?

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If you answered 'Yes', please indicate what they are? All employees Stress Risk Assessment Wellbeing Policy Annual Leave and other Leave Policy Equality Scheme Disciplinary Policy			

Part 3 – Impact on the Community Thinking about each of the Areas below, does or could the Policy function, or service have a <u>direct</u> impact on them?			
Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability and explicitly references reasonable adjustments
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair

			treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy applies consistent and fair treatment
Those with Physical Health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The policy applies consistent and fair treatment
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

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Part 4 – Risk Assessment
From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome

Date of Review (If applicable)

Part Time Working Policy

Document Status: Draft

Document Ref: HRPOL -

Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

Version: 01.01.01

Date: January 2023

Approved by Corporate Management Team / Appointments and Staffing

Classification: SEC1 - Routine

Document Location

This document is held by Tamworth Borough Council, and the document owner is HR.

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
October 2022		New policy

Contents	Page
1 Introduction	4
2 Policy	4
3 Scope	4
4 Definitions	5
5 Terms & Conditions of employment	5
6 Recruitment	5
7 Training & Development	6
8 Performance Management	6
9 Redundancy	6
10 Procedure for applying for part time work	6
Community Impact Assessment	7

1 Introduction

- 1.1 Tamworth Borough Council (TBC) is an equal opportunities employer that positively promotes all forms of flexible working, including part time working.
- 1.2 This policy has been written with a view to avoiding adverse impact it may have on any individual in accordance with the Equality Act 2010. It is not believed that this policy will have any such adverse impact on workers for any of these reasons.
- 1.3 TBC will treat every request to work part time on its own merits and provide a valid business reason for any refusal to agree with the request as outlined in the 'Right to Request Flexible Working' policy.
- 1.4 When determining whether a post cannot be considered as a job share role, it needs to be objectively justified using the criteria outlined in the 'Right to Request Flexible Working' policy, i.e.
 - The burden of additional costs
 - An inability to reorganise work among existing staff
 - An inability to recruit additional staff
 - A detrimental impact on quality
 - A detrimental impact on performance
 - A detrimental effect on ability to meet customer demand
 - Insufficient work for the periods the employee proposes to work, and
 - A planned structure change to the business
- 1.5 TBC supports and encourages the provision of opportunities for employees who wish, or are only able to, work part time. It seeks to ensure that the contribution of such employees is seen as of equal value to that of full-time employees and that their opportunities for promotion and career development are given equal consideration.
- 1.6 Part time employees and other workers will be given equal benefits on a pro-rata basis, in compliance with the Part time workers (Prevention of Less Favourable Treatment) Regulations 2000. It is recognised that this requires all parties, employee, manager to take a flexible approach to working practices.

2 Policy

- 2.1 Tamworth Borough Council recognises the benefits to the organisation of part time working at all levels and will, wherever possible, support part time arrangements to assist with recruitment and retention of skilled and trained employees and to support its commitment to equality of opportunity.
- 2.2 Tamworth Borough Council also recognises the benefits of the implementation of a job share scheme to employees and sees it as an important part of the development of work-life balance policies. Please refer to the Job Share policy for more information.

3 Scope

- 3.1 This policy applies to all employees of Tamworth Borough Council.

4 Definitions

- 4.1 'Part-time workers' refers to anyone who works under a contract of employment whereby the individual undertakes to do or perform any work or services for another party who is not a client or customer of any business or profession carried on by the individual. Casual, freelance and agency workers fall within this definition but the genuinely self-employed do not. (Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000).
- 4.2 'Employees' refers to individuals who have a contract of employment with TBC and excludes agency workers.
- 4.3 'Applicant' refers to the individual who requests to work part time.
- 4.4 'Part-time work' refers to any pattern of work which amounts to less than normal full-time hours of work for the appropriate grade of employee. This may include working patterns such as job sharing, and term time working and may also include other patterns such as compressed hours where there is an overall reduction in hours.

5 Terms and Conditions of employment

- 5.1 Overtime rates will only become payable after a part time employee has worked up to the full-time hours of a comparable full timer.
- 5.2 Unsocial hours payments will apply equally to full time and part time employees.
- 5.3 Part-time employees will receive pay, benefits and allowances pro rata to their full time equivalent (FTE). Contractual sick pay, maternity, adoptive and paternity pay, annual leave, bank and public holiday entitlements and other benefits will be calculated pro rata to the FTE; the calculations are included in the Annual Leave & Other Leave policy (further support from HR will be provided).
- 5.4 For administrative purposes some shift patterns may require annual leave to be calculated on the basis of hours rather than days to take into account flexible working options.
- 5.5 Part-time and full-time employees have equal access to the private health cash plan provided through UK Healthcare.
- 5.6 Any employee who seeks to change their working pattern after a period of maternity, parental, adoptive or paternity leave will retain their existing benefits (such as annual leave entitlement) until the date their contract is changed, which is usually the date that they return to work. In such circumstances the employee should request their change in hours as early as possible.

6 Recruitment

- 6.1 For both external and internal recruitment and selection processes it will be assumed that part time work is possible for the post(s) in question unless a valid business reason is objectively justified.

7 Training and development

- 7.1 Part-time employees will not be excluded from training and development opportunities on the grounds of their part time status. Where possible, training will be delivered in a flexible format that can coincide with individual working patterns. Where it is not possible to change the format of training delivery, consideration will be given either to an adjustment in hours of work of the individual for the training period, with pay adjusted accordingly, or for the training period to be taken as flexi, banked hours. Employees are asked to be flexible in the case of mandatory training.

8 Performance Management and career development

- 8.1 Part-time employees will be subject to the same performance management arrangements as full-time equivalents, but objectives should be modified to reflect hours worked.
- 8.2 Part-time employees will have equal opportunities to seek promotion and transfer and managers will encourage employees to apply for such posts. It will be assumed that all such posts are suitable unless the post for which they wish to apply has been deemed unsuitable for part time work or the working pattern cannot be supported.

9 Redundancy

- 9.1 Part-time employees will be treated no differently, within the council's redundancy scheme than their full-time equivalents in redundancy situations as the calculation is based on normal weekly pay.

10 Procedure – applying to change working pattern

- 10.1 Please refer to the 'Right to Request Flexible Working' Policy.
- 10.2 If it is unclear whether a part time arrangement would be a workable option, a trial period may be agreed, which should usually be no longer than 3 months.



Part 1 – Details	
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Part-time Working
Date Conducted	November 2022
Name of Lead Officer and Service Area	Jackie Noble HR
Commissioning Team (if applicable)	N/A
Director Responsible for project/service area	Anica Goodwin
Who are the main stakeholders	Employees
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)	
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service <input type="checkbox"/>

	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>
	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide guidance for employees and managers on part time working arrangements.

Who will be affected and how?

All employees.

Are there any other functions, policies or services linked to this impact assessment?

Yes

Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If you answered 'Yes', please indicate what they are?			
Right to Request Flexible Working			
Job Share Policy			
Annual Leave & Other Leave Policy			

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age.
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief and explicitly references adjustments for religious observance

Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of those with caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
n/a				

Date of Review (If applicable)

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Personal Development Review

Name of employee	
Job Role	
Department	
Name of manager	

Personal data review Start Year		
Role Profile reflects current job role	Yes / No	If No – action taken
Training record is up to date	Yes / No	
Personal data review Mid-Year		
Role Profile reflects current job role	Yes / No	If No – action taken
Training record is up to date	Yes / No	

Date of review of last 12 months and new objectives setting	
Date of mid-year review (at 6 months)	

Section 1 - Core Values Assessment

Tamworth Borough Council's Core Values were developed to provide guidance on how to conduct ourselves in order to achieve success, collaborate with team members and business partners (internal and external) and create a positive working environment. They are about HOW we accomplish our goals.

In advance of the PDR meeting, managers and employees should both rate separately the employee in EACH of the 9 core values using the rating scale below and the Core Value Guide in the supplementary guidance

- 4** = a clear **strength**, demonstrates exemplary adherence to this value and is a role model for others
- 3** = demonstrates value **consistently**
- 2** = demonstrates value **sometimes**, but not consistently
- 1** = does not consistently demonstrate this value, **needs to improve**

Core Value	Employee Rating	Manager Rating
Accountability		
Challenge		
Compassion		
Courtesy		
Decisiveness		
Empowerment		
Openness		
Honesty, Integrity & Respect		
Professionalism		

Personal Development Review

Where a '1' is rated, an objective must be written in relation to that core value.

Where agreement is not reached, please outline the rationale in the comments box below.

Reviewee comments on Core Values:

Reviewer comments on Core Values:

Personal Development Review

Section 2 - Review – Looking back

This section should be used to review objectives from the previous 12-month period

Review of objectives/performance from previous period		
Objective	Met/Not Met	Evidence of achievement or reasons for not met

What has been your greatest work achievement in the last 12 months?

What had been your biggest work frustration in the last 12 months? Can anything be done to reduce this frustration in the coming year?

Summary Comments

Employee comments – End of review year
Manager comments – End of review year

Personal Development Review

End review assessment against objectives – to be completed by the Manager

Objectives not achieved	
Objectives mostly achieved	
Objectives all fully achieved/exceeded	

Where 'objectives are not achieved', consideration must be given to instigating the Capability Procedure and the rating must be reviewed and validated by the Head of Service/Assistant Director.

Signature of Head of Service/Assistant Director	Date

Section 3 - Performance Planning – Looking forward – Performance and behavioural objectives for the coming 12-month review period

Each objective must be SMART (Specific, Measurable, Achievable, Realistic and Timely) Please refer to the supporting guidance for information

Objective 1	
Mid Review Comments	Discuss evidence for progress towards achievement of objectives and record

Objective 2	
Mid Review Comments	Discuss evidence for progress towards achievement of objectives and record

Objective 3	
Mid Review Comments	Discuss evidence for progress towards achievement of objectives and record

Objective 4	
Mid Review Comments	Discuss evidence for progress towards achievement of objectives and record

Objective 5	
Mid Review Comments	Discuss evidence for progress towards achievement of objectives and record

Personal Development Review

Summary Comments

Employee Comments – Mid-year review
Manager Comments – Mid-year end

Learning and Development Plan to support objectives

This section should be used to review development from the previous 12-month period and to agree and plan future development for the year ahead. Employees should use this section to record and evaluate learning and development undertaken during the review period.

Consider;

- Development that took place
- Skills and experience gained, and the contribution this made to team achievement
- Planned development that did not take place, why not and decide if this is still relevant for the next plan
- Development that took place although was not planned

Commentary

Future needs should include specific skills or knowledge to be acquired to enhance the employee's performance in their current role and to build competencies and knowledge to advance the employee's career development.

Future needs	Action

Signed employee		Date	
Signed manager		Date	

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Performance Development Review – Supplementary Guidance

1 Purpose

The purpose of the guidance is to set out the principles for performance management for line managers and employees. It sets out the core behavioural values of Tamworth Borough Council (*the how*) and objective setting (*the what*), how the review should be carried out, the frequency and the key focus areas for the mid-year review and the end of year review.

Whilst performance is reviewed annually, with a six-month review, this must not replace frequent and immediate feedback on good and poor performance; the PDR should not present surprises.

2 Setting Objectives

The focus of the performance development process is a joint responsibility and therefore employees will be expected to participate in setting their own objectives each year and also provide evidence of achievement against the set objectives.

3 How to complete the Performance Development Review

The Performance Development Review should be completed between the employee and line manager. The plan is reviewed at the mid-point and end of the review period to assess progress towards objectives and development needs.

4 Reviewing Role Profile

The Role Profile should be reviewed to ensure it meets the need of the role. Note – the role profile should reflect the requirements of the role and not additional duties the employee chooses to undertake for development purposes.

Role profile review Start Year Role Profile reflects current job role Training record is up to date	Yes / No Yes / No	If No – action taken
Role profile review Mid-Year Role Profile reflects current job role Training record is up to date	Yes / No Yes / No	If No – action taken

5 Section 1 – Core Values Assessment

Guide to Core Values

Tamworth Borough Council's Core Values were developed to provide guidance on how to conduct ourselves in order to achieve success, work collaboratively with our internal team and external business partners, and create a positive working environment. They are about HOW we accomplish our goals. Next to each Core Value is an illustration of how the value should be judged.

Accountability	<ul style="list-style-type: none"> • Display a willingness and acceptance for your own actions • Complete assigned tasks • Do what you say you are going to do • Take responsibility for your own actions
Challenge	<ul style="list-style-type: none"> • Positively challenge destructive behaviour • Bullying and harassment in any form will not be tolerated so speak out if it's happening to you or others • Keep in touch with your staff, your manager and your colleagues • Express concern only to those who are responsible
Compassion	<ul style="list-style-type: none"> • Demonstrate an understanding and capacity to look after yourself and others • Encourage and facilitate all (including yourself) to lead a work-life balance • Understand how your behaviour and decisions affect those that work with and/or manage
Courtesy	<ul style="list-style-type: none"> • Listen • Don't interrupt • Say things like saying 'Good morning' ask 'Have you had a good weekend', say 'Goodbye' at the end of the day • Display a level of courtesy that you would like to receive yourself • Written and verbal communications are polite & respectful
Decisiveness	<ul style="list-style-type: none"> • Make decisions based on reasoning and not rank • Don't 'pass the buck' unless you really need help making the decision
Empowerment	<ul style="list-style-type: none"> • Understand what empowerment means to you and your role – if in doubt ask • Start with self-reflection and development • Feedback should be positive and constructive and always focused on development and learning • Make sure your feedback is understood and respected and not seen as a personal attack
Openness	<ul style="list-style-type: none"> • Share knowledge (info is power but it also breeds ignorance, mistakes and defensive behaviour) • Communicate to all members of your team regularly
Honesty, Integrity and Respect	<ul style="list-style-type: none"> • Always say what you mean use facts in a constructive manner • Say if you have made a mistake

	<ul style="list-style-type: none"> • Don't hide mistakes or mislead anyone – everyone makes mistakes and where there is blame there will be no learning • If things/situations go wrong accept and realise that you probably have a role in the situation • Understand that everyone has a role to play and valid contribution to make • Valuing diversity and welcoming different perspectives others can provide to discussions and problem solving
Professionalism	<ul style="list-style-type: none"> • Listen – no interruptions • Express concerns only to those who are responsible for dealing with them • Positively challenge destructive behaviour • Challenge undermining behaviour blame less and praise more

The Council's 9 core values should be completed individually and assigned a rating after reviewing the examples:

4 = a clear **strength**, demonstrates exemplary adherence to this value and is a role model for others

3 = demonstrates value **consistently**

2 = demonstrates value **sometimes**, but not consistently

1 = does not consistently demonstrate this value, **needs to improve**

Core Value	Employee Rating	Line Manager Rating
Accountability		
Challenge		
Compassion		
Courtesy		
Decisiveness		
Empowerment		
Openness		
Honesty, Integrity & Respect		
Professionalism		

Where agreement is not reached on the individual rating, the line manager and employee should detail their grounds in the comments box.

If '1' is scored for any Core Value, an objective should be written to address this development need.

6 **Section 2: Review – Looking back**

This section should review objectives from the previous 12-month period.

When looking back, this should be a two-way discussion, covering factors that have helped or hindered, practical support or development needed. Feedback should be constructive with clear specific examples,

Review of objectives/performance from previous period		
Objective	Met/Not Met	Evidence of achievement or reasons for not met

What has been your greatest work achievement in the last 12 months?

The employee should detail a success story, what’s working well for them by identifying a specific instance and expand on it in detail and then explain how they contributed towards this success.

What had been your biggest work frustration in the last 12 months? Can anything be done to reduce this frustration?

The employee should then compare this to their earlier success to explore if they can replicate this success by applying any learning

7 Performance and assessment against objectives

When assessing met/not met, line the manager needs to be aware of bias. In addition, the line manager must be aware that some employees can enhance their ratings through self-promotion or damage their ratings by challenging the status quo.

Objectives not achieved – Should an employee fail to meet all their objectives where this was within their control, they must be rated as ‘not achieved’ and the capability procedure should be invoked. This rating is subject to validation and endorsement by the Head of Service or Assistant Director to ensure fairness and equity to the decision.

Objectives mostly achieved – Should an employee not achieve one or more objectives for genuine reasons where this was within their control, they should be rated mostly achieved and the reasons for this captured.

Objectives all fully achieved/exceeded – Should an employee achieve or exceed all of their objectives to an agreed standard it is only then that this rating may be used. There must be evidence of consistently good performance and that all requirements have been met.

8 Summary comments

The employee and line manager must reflect on their achievements over the review period to identify relevant evidence of achievement. This could include individual work successes, team successes and their personal contribution, service improvements, new skills development, project work involvement or the manner in which they solved a problem.

The line manager and employee should review the set objectives as provide sufficient evidence to assess performance against the objectives. Useful areas to consider are:

- How would you describe your previous year’s performance?
- What worked well?
- How did you find the year?
- What did you do to achieve this?
- What will you do differently?
- What are you going to continue doing during the next 6 months and year?
- What do you think could be done differently?

The discussion should begin with the employee and the line manager discussing each element of the work objectives and agreeing whether or not it has been delivered and how it has been delivered.

If a particular piece of work has not been delivered to the required standard, the reasons for this should be explored. If it is due to factors outside the employee’s control then this should be noted.

The employee and manager should seek to agree an overall performance assessment.

If anything arises during the year, for example a change in the work required or a performance issue, a review should take place immediately and not wait until the next scheduled meeting. These meetings can be initiated by either the employee or the line manager.

Employee Comments – End of Year
Manager Comments – End of Year

9 Section 3 – Performance Planning – Looking Forward – Performance and behavioural objectives for the coming 12-month review period.

Objectives must be **SMART** (Specific, Measurable, Achievable, Realistic and Timely) and linked to the Council's business plans. Five objectives are recommended, they can be performance, behavioural or learning objectives.

At this stage, the employee and line manager should discuss the types of evidence they will look at to review progress and achievement of objectives. At the half year and final year review the actual evidence should be looked at to assess progress.

The precise amount of evidence should be determined on a case-by-case basis and should not be an onerous task. The aim is for both employee and line manager to feel that there is enough evidence to help come to a decision and to ensure the assessment of contribution is informed. It may be appropriate for the same piece of evidence to be used across a number of objectives.

There are different types of evidence such as documents, reports, presentations, qualifications, statistics, feedback from managers, peers and partner organisations.

Each objective will be reviewed at 6 months and then 12 months. The 6-month review is captured on the form. The 12-month review is captured on the looking back section of the next PDR form.

10 Guidance on setting work objectives

- The employee and line manager will need to identify a number of work objectives (including any mandatory objectives linked to receiving a '1' in a Core Value) covering the significant elements of the job and making clear links to the relevant business plan. This may include achieving Service Level Agreement targets.
- Some objectives will be ongoing and some will be short term.
- For the majority of employees the work objectives will be the same or similar from year to year. What may change is the standard to which the objectives are delivered. This may

be as a result of areas for improvement identified over the previous year or as part of a wider drive to improve performance across the team.

- What may also change is that there may be specific pieces of work or projects that need to be undertaken during that year or part of the year which will need to be included in the objectives review.
- The work must be described clearly and succinctly, using the SMART acronym.
- If a line manager and employee cannot agree on the objectives, the employee may request that the next seniority of line manager reviews them.

SMART

Specific	Do the holders understand precisely what they have to do to perform this task successfully? There should be a succinct, clear statement about the task.
Measureable	Objectives should have standards attached to them. These standards are measured in the following way: Quality – what should be the outcome? To what standards should the product be delivered? The quality standard is often the hardest measure to define but it is also the most important. Quantity – is there a measurable output? E.g. the number of reports processed. Time – is there a timescale? Was the objective met in the timescale and/or at maximum efficiency? Cost – Was the objective met at lowest cost and/or maximum use of resources? Was this within budget? The more measures used, the clearer the expected outcome will be.
Achievable	Objectives should be challenging for the individual but still achievable; taking into account the current skills and experience of the individual and their development requirements.
Realistic	Objectives should be within the jobholder's control, taking account of the resources at their disposal. Take account of elements that may make seemingly achievable objectives unachievable (i.e. shortage of staff, change in priorities etc.)
Time bound	This may be through the whole of the reporting period/year, or may be related to a specific time-limited project.

Use action verbs for each objective. Action verbs are specific to the task and demonstrate exactly what the person needs to do to achieve the objective. Good examples of action verbs are: increase, establish, create, reduce, design, organise, participate, implement, produce, perform, plan and investigate.

Avoid vague behavioural verbs. These can be confusing and are usually unable to be accurately measured. Some examples include; be aware of, familiarise, study, become acquainted with, gain knowledge of, understand, comprehend, know, learn, appreciate, cover, realise.

Examples of SMART objectives:

- To improve stock monitoring procedures by reducing waste to x% through a consultative approach with staff and implementing new changes by [date]

- To increase the accuracy of data related to [name] by x% by [date]
- To update the Health & Safety policy document for building x and ensure all staff within the building are advised of changes by [date]
- Co-write a proposal to [named] funding body by submission deadline [date]
- Demonstrate your ability to keep confidential information secure by adhering to all information security policies over the next 12 months.
- A reduce abandoned customer service calls by x% by [date]
- Produce accurate minutes with action points within 5 days of the meeting over the next 12 months.

11 Evidence

At objective setting, the employee and manager should discuss what types of evidence they will look at to review progress and the achievement of objectives.

The precise amount of evidence should be determined on a case by case basis and should not be an onerous task. The aim is for both employee and line manager to feel that there is enough evidence to help come to a decision and ensure the assessment of contribution is informed. It may be appropriate for the same piece of evidence to be used across a number of objectives.

There are four different types of evidence you could use or combine, such as:

11.1 Hard Evidence

- Documents, including reports, presentations, or qualification certificates
- Statistical evidence

11.2 Feedback Evidence

Feedback can come from different sources and can be formal or informal. The feedback can be written or verbal. Where verbal it may be helpful to make a note.

Examples can include:

- Feedback from a manager
- Feedback from peers
- Feedback from partner organisations

11.3 Observation

This could be informal observation because the line manager frequently works alongside the employee or it could be more formal observation with written feedback. With formal observation that line manager should discuss the purpose of the observation.

11.4 Assessing evidence

When assessing objectives in the midpoint and end review, it is helpful to consider this using the SAR acronym:

Situation – Describe the conditions under which you achieved your performance objective. Did you face any specific challenges?
Action – What specifically did you do?
Result – What was the outcome or end-product? Describe the impact of your outcome. Did you save time or money? Was there any positive feedback?

12 Section 4: Learning and Development Plan to support objectives

This section should be used to review development from the previous period and to agree and plan future development for the year ahead. Employees should use this section to record and evaluate learning and development undertaken during the review period.

Consider;

- Planned development that did take place
- Skills and experience gained, and the contribution this made to team achievement
- Planned development that did not take place, why not and decide if this is still relevant for the next plan
- Development that took place although not planned

Commentary

Future needs should include specific skills or knowledge to be acquired to enhance the employee’s performance in their current role and to build competencies and knowledge to advance the employee’s career development.

Future Needs	Action

Employees should be encouraged to think about their work experiences, both in the past and in the future, particularly in relation to any career aspirations they may have. They should think about what they feel they want to learn, new skills they would like to acquire and the direction in which they want to develop, giving consideration to the Business Plan objectives.

During the meeting, employees should be encouraged to give their ideas about what they have learnt and what they still need to learn. A discussion should then take place between the employee and the manager in which learning needs can be analysed and an agreement reached about priority areas. It is important development plans are jointly agreed. The employee must be encouraged to take joint responsibility for their own development and for implementing the outcomes of the learning process.

The line manager should not agree to any form of development activity unless they are satisfied it can take place and that budget is available if applicable.

The employee and the line manager should discuss how the skill can be best achieved. It may be necessary to consider a range of development activities which could deliver the same result. The line manager and employee should work together to consider all possible development activities that will develop the learning.

Some possible development activities are listed below:

Buddy System	Flexible Learning	Project Work
Coaching	Further Education	Reading
Colleague discussions	Mentoring	Shadowing
Delegation	Placements	Site Visits
E-learning	Private Study	Training Courses

This is not an exhaustive list and line managers and employees should be alert to possible alternative routes to achieve the same results.

The employee and line manager should discuss which activities would be most effective and practical in achieving the competence level required and then plan when these can take place.

Once the development activity has occurred, the employee and line manager must ensure there is an evaluation of the learning and comment on what improvement level was achieved, this can be captured in the Action box. The employee must ensure this is captured on their training record.

13 Exceptional circumstances

Exceptional circumstances, such as bereavement or a serious illness, may affect an employee's performance. The manager must obtain the employee's consent before commenting on personal circumstances in the review commentary.

14 External Factors

Managers should consider whether there were any external factors beyond the employee's control that may have affected their overall performance and must decide whether the employee anticipated these factors. The extent to which an employee has managed these factors will be relevant in deciding the overall assessment.

15 Comparative level of difficulty of objectives

In assessing the overall delivery of objectives, account should be taken of their difficulty. Acknowledgement should be given for delivering particularly difficult objectives.

16 Attendance

Absences from work due to ill health or extended leave will not necessarily result in a **'needs to improve'** rating. Line Managers may, in fact, have to adjust the objectives in order to reflect an unavoidable absence after assessing whether the nature and length of an absence will impact on what can realistically be achieved.

17 Reviews of staff with two line managers

There may be occasions when an employee has more than one line manager. In such cases, one of the managers will be responsible for signing off the review, consulting the other as appropriate. Reviews will not be completed 'by committee'. The manager chosen is the one who must decide and take responsibility for completing the form.

18 Reviews of new managers

A new line manager should consult their predecessor in the role if they are still within Tamworth Borough Council. Where the previous line manager is not available, the task falls to the new line manager.

19 Transfers and promotions during the reporting period

Where staff have changed post on transfer or promotion during the review period, they must have a review completed and forwarded to the new line manager promptly so that a new Personal Development Plan can be issued for the rest of the reporting year.

When someone takes up a new post, the employee and line manager must agree new objectives. The employee does not inherit their predecessor's objectives.

20 Maternity/Adoption/Shared Parental Leave

Objectives may need to be adjusted or suspended depending on when in the review period the maternity/adoption/shared parental leave takes place. Line managers will need to agree on what can realistically be achieved during the review period, either before or after the period of leave.

21 Giving feedback effectively

Giving good feedback, including the giving of constructive criticism, is essential to an employee's development and is a fundamental element of effective Performance Development Reviews. The key rules for making criticism constructive are to concentrate on

the person's actions or behaviour, not their personality and to concentrate on the future and not the past. The aim should be to correct, do:

- Give criticism promptly after the event to which it relates
- Ensure the criticism is clear and specific
- Avoid generalisations
- Use specific examples
- Remember to ask for the employee's input and be prepared to listen without pre-judging
- Deliver criticism objectively and unemotionally, ensuring no annoyance or disapproval is implied.
- Make sure that the employee understands what they have done wrong, why it is wrong and what they should do next time
- Explain the effects of the employees actions or behaviour on colleagues, the department or the organisation as a whole
- Encourage the employee to take responsibility for their actions
- Make it clear that they want to work with the employee to see solutions to any problem areas
- Let the employee know if, in the line manager's opinion, the employee is capable of improvement
- End the conversation with a positive statement

22 Link to Capability Procedure

Consideration should be given to whether the Capability Procedure' should be invoked where 'objectives not achieved.' The line manager should explore why this occurred. If it is due to factors outside the employee's control, this should be noted.



Secondary Employment Policy

Document Status: Draft

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Originator: Jackie Noble

Updated: Jackie Noble

Owner: Anica Goodwin

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Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Councils Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes

Key Signatories

Approvals Creation and Major Change

Name	Title	Approved

Approvals Minor Change and Scheduled Review

Name	Title	Approved

Approval Path

Major Change

Originator
 Owner
 TULG
 CMT
 Appts & Staffing Committee

Action

HR
 Head of Paid Service
 Consultative Group
 Corporate Approval
 Council Approval

Minor Change

HR
 TULG
 Director

Submission
 Consultative Group
 Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Distribution

The document will be distributed through Astute as a MANDATORY policy and will also be available on the Intranet.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

Contents	Page
1 Introduction	4
2 Scope	4
3 Contract of employment	4
4 Key points of the Working Time Regulations	4
5 Decision	5
6 Employee Responsibilities	5
7 Manager Responsibilities	5
8 HR Responsibilities	6
9 Employee Wellbeing	6
10 Annual Leave	6
11 Sickness	6
12 Withdrawing permission	6
13 Breaches of the policy	7
14 Appeals process	7
Appendix 1 – Secondary Employment Declaration Form	8
Community Impact Assessment	10

1 Introduction

- 1.1 The purpose of this policy is to set out the circumstances in which an employee can take a second job.
- 1.2 In this policy, a second job means any job, whether paid or unpaid, with any employer on any type of contractual arrangement or on a self-employed basis.
- 1.3 The carrying out of public duties does not count as a second job, nor does outside interests such as managing personal investments.
- 1.4 Tamworth Borough Council (TBC) must be satisfied there are no conflicts of interest or health and safety implications and will not have an adverse effect on the employee to carry out their duties.
- 1.5 The policy will be applied fairly and equally to create a consistent approach.
- 1.6 The policy should be read in conjunction with the Code of Conduct and Working Time Regulations policies.

2 Scope

- 2.1 This policy applies to all appointees and employees.

3 Contract of employment

- 3.1 TBC recognises that there are various reasons why employees may need to take a second job.
- 3.2 Before accepting a second job, the employee must request and obtain the written permission of their line manager, Assistant or Executive Director and Monitoring Officer through completing the form **Appendix 1** Secondary Employment Declaration Form.

4 The Working Time Regulations

Working hours in the UK are governed by the Working Time Regulations 1998. These limit the working week to an average of 48 hours, and the working day to an average of 8 hours. They also give workers and employees the right to paid leave and specified rest breaks.

As a good employer we do not want our employees to work in excess of 48 hours every week. Key points:

- To work a maximum of 48 hours per week, averaged over 17 weeks
- A rest break of 20 minutes if more than 6 hours are worked in a day
- Daily rest of 11 hours in each 24-hour period
- Weekly rest of 24 hours in any 7-day period or 48 hours in any 14-day period
- 28 days annual leave per annum including bank holidays

5 Decision

- 5.1 The Declaration of Secondary Employment form should be submitted to the line manager for Assistant Director and Monitoring Officer consideration.
- 5.2 If the request is refused, the employee will receive a written explanation from the line manager with a copy sent to Human Resources.
- 5.3 Permission to take a second job will be granted subject to the following considerations
- It will not adversely affect the employee's duties under their contract of employment
 - The arrangement complies with the requirements of the Working Time Regulations
 - There is no conflict between employers or roles
 - The employee is not required to be on call for TBC whilst undertaking a second job
 - The employee's current performance
 - The employee's attendance and capability in their role and the potential impact secondary employment may have on attendance and performance.

6 Employee's Responsibilities

- 6.1 All employees must inform their line manager about any current employment outside of TBC using the Secondary Employment Declaration Form.
- 6.2 Before accepting any new employment, employees must complete the Secondary Employment Declaration form and discuss this with their line manager prior to accepting any additional work. This will then be sent to the Assistant Director and Monitoring Officer for consideration.
- 6.3 New appointees to TBC must disclose any existing jobs which continue after commencing employment.
- 6.4 Employees must complete a new Secondary Employment Declaration form if the details of the secondary employment change or if they transfer to a new role within Tamworth Borough Council which then results in a possible conflict of interest.
- 6.5 Employees must adhere to the Working Time Regulations and take responsibility for their own health and safety and the health and safety of others.

7 Manager responsibilities

- 7.1 Managers must apply this policy fairly and equally to create a consistent and balanced approach.

8 Human Resources responsibilities

8.1 Human Resources will:

- Retain a copy of the Secondary Employment Declaration form on the employee's file with the decision
- Advise the relevant manager if an applicant declares secondary employment.

9 Employee Wellbeing

9.1 TBC has a responsibility under Health & Safety Regulations to ensure the safety of all employees and it is recognised that controlling hours or work is an integral part of promoting health and wellbeing at work.

9.2 To comply with Working Time legislation, the employee must ensure that the working hours of two jobs combined (including any overtime) does not exceed 48 hours per week on average and that they take adequate rest breaks.

10 Annual Leave

10.1 Employees must comply with the required rest periods as set out in the Working Time Regulations and any secondary employment should not compromise this under any circumstances.

10.2 If an employee chooses to work for their secondary employment during their annual leave from TBC, it is recommended at the very minimum employees should take as annual leave is the entitlement as laid out under the Working Time Regulations which is 28 days pro rata including bank holidays

11 Sickness

11.1 Employees should refrain from their secondary employment whilst absent due to sickness. If an employee wishes to continue with secondary employment, they must seek permission from Human Resources and their line manager, outlining the nature of the work they will be completing and the number of hours. Permission will only be granted on exceptional circumstances where occupational health advise it could be beneficial to the employee's recovery and wellbeing.

11.2 Working elsewhere whilst absent from TBC due to sickness, without permission, could be regarded as fraud and a disciplinary matter.

12 Withdrawing permission

12.1 The line manager will regularly review the arrangements.

12.2 If at any time TBC considers that the second job is impacting on the employee's performance, attendance, time keeping or any other aspect of

their employment, the line manager will discuss this with the employee and take steps to address any problems.

12.3 There may be times where a new conflict of interest arises that did not previously exist, employees have a responsibility to highlight any new potential or perceived conflict of interest.

12.4 In such circumstances, TBC reserves the right to withdraw any permission given to employees to undertake a second job.

13 Breaches of this policy

13.1 A breach of this policy will be dealt with under the Disciplinary policy and may result in disciplinary action, up to and including a summary dismissal.

14 Appeals Process

13.1 If the employee is dissatisfied with the decision, they have a right of appeal to the next level of line management. If the employee remains dissatisfied with the decision, they must lodge their appeal within 7 calendar days of receipt of the written decision, outlining their grounds for appeal, why they were dissatisfied with the initial response and remedy sought.

Appendix 1

Secondary Employment Declaration Form

Employee's details

Name:	Service:
Hours:	Working pattern:
Job Title:	Line Manager:

Secondary employment

Please note that all employment, voluntary/paid or unpaid must be declared.

Name of employer/business:	Job title:
Contact number:	Contact name:
Hours:	Working pattern:
Nature of work (description of duties and responsibilities):	

Additional information

<p>Have you any reason to believe that there will be instances where your secondary employment will conflict with your job at Tamworth Borough Council? If yes, please provide detail</p>

I confirm that the above information is correct and that my secondary employment will have no conflict of interest or have a detrimental effect on my work at Tamworth Borough Council.

I will inform my line manager in writing if there are any changes to the above.

I understand and accept that false information given regarding this secondary employment could be investigated under the Council's Disciplinary Policy.

Signed	
Date	
Print name	

To be completed by line manager, Assistant Director and Monitoring Officer and then sent to HR Admin

Decision: Please tick

Request Approved	
Request Rejected	
Date employee informed of the decision (please send a copy of email to HR Admin)	

If approved, but with conditions, please detail

Signed	
Date	
Printed name of manager	
Signed	
Date	
Printed name of Assistant Director	
Signed	
Date	
Printed name of Monitoring Officer	



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Secondary Employment Policy	
Date Conducted	January 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x' which applies	New	<input checked="" type="checkbox"/>
	Existing	<input type="checkbox"/>

	Being reviewed	<input type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To provide a framework for all employees undertaking secondary employment.

Who will be affected and how?

All employees who wish to have a second job

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

All employees

Working Time Regulations
Health & Safety Policy

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender

			reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective caring responsibilities
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced standard of living & subsequent health issues</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

Secondary Employment Policy

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Covalent			

Date of Review (If applicable)



Special Guardianship & Residency Order Policy

Document Status: Draft

Document Ref: HRPOL - 015

Originator: Anica Goodwin

Updated: Anica Goodwin

Owner: Anica Goodwin

Version: 01.01.04

Date: January 2023

Approved by Corporate Management Team / Appointments and Staffing

Classification: SEC1 - Routine

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This document is held by Tamworth Borough Council, and the document owner is the HR Manager

Printed documents may be obsolete; an electronic copy will be available on Tamworth Borough Council's Intranet. Please check for current version before using.

Revision History

Revision Date	Version Control	Summary of changes
September 17	01.01.03	New format and clarification of review period, new CIA
August 2022	01.01.04	Updated language to bring consistency with other policies

Approvals Creation and Major Change

Name	Title	Approved
Anthony Goodwin	Chief Executive	June 14
TULG	Consultation	July 14
Appointments & Staffing	Approval	July 14

Approvals Minor Change and Scheduled Review

Name	Title	Approved
25.05.17	Director of Transformation & Corporate Performance	May 17

Approval Path

Major Change

Originator
Owner
TULG
CMT
Appts & Staffing Committee

Action

HR
Head of Paid Service
Consultative Group
Corporate Approval
Council Approval

Minor Change

HR
TULG
Director

Submission
Consultative Group
Delegated Approval

Document Review Plans

This policy/ procedure will be reviewed on a 3 yearly basis unless it has:

- A monetary value included within it, in which case an annual review will be required, and/ or
- A legislative change is required as directed by government.

Where this document is subject to a Major Change the Trade Union Liaison Group (TULG) are consulted as an advisory body.

Distribution

The document will be distributed through Astute and will also be available on the Intranet and paper based copies.

Security Classification

This document is classified as SEC 1 Routine with access restricted to Tamworth Borough Council Staff and business partners.

1. Introduction

Tamworth Borough Council recognises that, on occasion, employees may require special leave to undertake obligations or specific events outside of their working life. The use of annual leave or flexible leave may not be sufficient for these obligations or specific events.

The Council also recognises the need to retain existing employees, along with the valuable skills and knowledge gained.

This policy should be read in conjunction with the Council's Annual Leave and other Leave Policy and Right to Request Flexible Working.

2. Scope

This policy is available to all employees of Tamworth Borough Council.

3. Definition

Special Guardianship Order

A special guardianship order is an order appointing one or more individuals to be a child's 'special guardian'. It is a private law order made under the Children Act 1989 (updated in 2004) and is intended for those children who cannot live with their birth parents and who would benefit from a legally secure placement. It is a more secure order than a residence order because a parent cannot apply to discharge it unless they have the permission of the court to do so, however it is less secure than an adoption order because it does not end the legal relationship between the child and their birth parents.

An employee can apply to be a child's special guardian when they cannot live with their birth parents and adoption is not right for them.

The employee would be responsible for looking after the child until they are 18 (unless the court removes the responsibility earlier).

The employee would make all day-to-day decisions about the child, for example, schooling and medical treatment. The employee would need consent from everyone with parental responsibility for the child before important decisions are made, such as:

- Changing the child's surname
- Putting the child up for adoption
- Taking the child abroad for more than 3 months
- The child having surgery for reasons other than improving health

4 Who can apply

The employee can make the application individually or jointly. The employee can apply if:

- They are already the child's legal guardian
- The child lives with the employee because of a child arrangement order
- The child has lived with the employee for 3 of the past 5 years
- The employee is the child's relative or a foster parent and the child has been living with them for a year
- The employee has the agreement of anyone named in a child arrangement as someone who the child will live with
- The employee has the agreement of all the people with parental responsibility of the child
- The employee has the agreement of the local council if the child is in care

5 Residency Order

A residence order is a court order 'settling the arrangements ... as to the person with whom a child is to live and gives parental responsibility for a child as long as the order continues'.

The residence order will not affect the child's legal relationship with their parents nor will it take away their parental responsibility. This means that you will share parental responsibility with the child's mother and also with their father if he has ever been married to the mother or he has acquired parental responsibility if they were never married.

Even though the employee has parental responsibility, some decisions can still be taken only by parents with parental responsibility. These include the right to agree or refuse to agree to an adoption order being made and the right to appoint a guardian for the child.

6 Our Position

TBC recognises the requirement for fairness and consistency when considering requests for special guardianship/residency order leave. All applications for special guardianship or residency order leave will be examined on an individual basis.

In authorising special guardianship or residency order leave, managers should consider: -

- all the circumstances surrounding the request, including alternative leave available to the employee

- what provisions for the child/children were in place prior to the order being granted (i.e. had they resided with the employee prior to the order being granted?)
- what arrangements the employee will need to make to settle the child/children into the new arrangements
- the need to ensure that services are minimally disrupted, and
- consistency of application of this policy throughout the Council.

Where arrangements are new (i.e., the child/children have not previously resided with the employee in their home) the full entitlement to Special Guardianship /Residency Order Leave will apply.

Managers should contact Human Resources for advice regarding the circumstances.

7 Special Guardianship and Residency Order Leave

This is paid leave of up to 10 working days per order (which may cover more than 1 child) to allow an employee time:

- to make suitable adaptations to their home for children at short notice
- to settle children following the issue of an order
- to make suitable arrangements following the issue of an order to ensure schooling and/or childcare arrangements in place are suitable
- to attend court, case conferences or other meetings to assist transition

Part time staff will receive entitlement on a pro-rata basis related to their full-time equivalent status.

Leave must be taken within the first 3 months of the date of the order. A copy of the order (and invitation letters for any formal meetings) must be provided for recording on the employee's file.

The maximum amount may be broken down into half day blocks, as long as the cumulative total does not exceed the maximum stated above.

No employee can claim more than their contracted hours for any day where Special Guardianship/Residency Order Leave is taken.

8 Relationship to other leave

The spirit of this leave is to support employees and their families during what are particularly difficult and stressful periods without impacting on the quality time and periods of rest necessary to ensure good health and work/life balance.

Time off for dependents is covered in the Annual Leave & Other Leave policy.

Flexible working is covered under the Right to Request Flexible Working policy.

All employees who have parental responsibility for children are entitled to take up to 18 weeks unpaid parental leave for each individual child before that child reaches the age of 18. The use of this leave may be considered alongside the statutory

entitlement to Parental leave (unpaid) and does not preclude future requests for adoption leave, should arrangements be made more formal and/or permanent.

In the unlikely event that a second order is granted for the same child (or children), a second allowance of leave would not normally be granted.

9 Appeal Process

If the employee is dissatisfied with the decision, they have a right of appeal to the next level of line management. If the employee remains dissatisfied with the decision, they must lodge their appeal within 7 calendar days of receipt of the written decision, outlining their grounds for appeal, why they were dissatisfied with the initial response and remedy sought.



Part 1 – Details		
What Policy/ Procedure/ Strategy/Project/Service is being assessed?	Special Guardianship & Residency Order Policy	
Date Conducted	January 2023	
Name of Lead Officer and Service Area	Jackie Noble HR	
Commissioning Team (if applicable)	N/A	
Director Responsible for project/service area	Anica Goodwin	
Who are the main stakeholders	Employees	
Describe what consultation has been undertaken. Who was involved and what was the outcome	CMT TULG Members	
Outline the wider research that has taken place (E.G. commissioners, partners, other providers etc)		
What are you assessing? Indicate with an 'x' which applies	A decision to review or change a service	<input type="checkbox"/>
	A Strategy/Policy/Procedure	<input checked="" type="checkbox"/>
	A function, service or project	<input type="checkbox"/>
What kind of assessment is it? Indicate with an 'x'	New	<input type="checkbox"/>
	Existing	<input checked="" type="checkbox"/>

which applies	Being reviewed	<input checked="" type="checkbox"/>
	Being reviewed as a result of budget constraints / End of Contract	<input type="checkbox"/>

Part 2 – Summary of Assessment

Give a summary of your proposal and set out the aims/ objectives/ purposes/ and outcomes of the area you are impact assessing.

To ensure all TBC employees are treated fairly regardless of their protected characteristics in their entitlement to leave and payment relating to special guardianships and residency orders.

Who will be affected and how?

All employees who have responsibilities under special guardianships and residency orders. This policy provides guidance on the process and entitlements.

Are there any other functions, policies or services linked to this impact assessment?

Yes No

If you answered 'Yes', please indicate what they are?

All employees
Foster Carer Policy
Right to Request Flexible Working
Annual Leave & Other Leave policy

Part 3 – Impact on the Community

Thinking about each of the Areas below, does or could the Policy function, or service have a direct impact on them?

Impact Area	Yes	No	Reason (provide brief explanation)
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of age

Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of disability
Gender Reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of gender reassignment
Marriage & Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of marital status
Pregnancy & Maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of pregnancy and maternity
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of race
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of religion or belief
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sexual orientation
Sex	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of sex
Gypsy/Travelling Community	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Caring/Dependent responsibilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The policy applies consistent and fair treatment irrespective of an employee being a carer
Those having an offending past	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Any offence would be considered prior to any order being allowed.
Children	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Vulnerable Adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those who are homeless	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those on low income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Drug or Alcohol problems	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Mental Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Those with Physical Health issues	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Not a factor
Other (Please Detail)	<input type="checkbox"/>	<input type="checkbox"/>	

Part 4 – Risk Assessment

From evidence given from previous question, please detail what measures or changes will be put in place to mitigate adverse implications

Impact Area	Details of the Impact	Action to reduce risk
<i>Eg: Families</i>	<i>Families no longer supported which may lead to a reduced</i>	<i>Signposting to other services. Look to external funding opportunities.</i>

	<i>standard of living & subsequent health issues</i>	

Part 5 - Action Plan and Review

Detail in the plan below, actions that you have identified in your CIA, which will eliminate discrimination, advance equality of opportunity and/or foster good relations.

If you are unable to eliminate or reduce negative impact on any of the impact areas, you should explain why

Impact (positive or negative) identified	Action	Person(s) responsible	Target date	Required outcome
	Outcomes and Actions entered onto Covalent			

Date of Review (If applicable)

Thursday, 26 January 2023

Report of the Head of HR & OD

People and Organisational Development Strategy

Exempt Information

None.

Purpose

To update members regarding the development of a People and Organisational Development Strategy 2022 – 2025 and associated action plan.

Recommendations

It is recommended that the Committee approve the People and Organisational Development (POD) Strategy and action plan.

Executive Summary

The People & Organisational Development (POD) Strategy was developed over six clearly defined stages. This included consultation with key stakeholders; the Human Resources Team, Heads of Service and Corporate Management Team in order to fully understand customer expectations to support operational service plans. In addition, there was a comprehensive review of TBC's organisational strategy to assess the Council's current position together with its aspirations.

The POD strategy (detailed at Appendix 1) is fully aligned to the Council's strategic Corporate Plan and creates the platform in which Human Resources plans, processes and activities will enable TBC to achieve success through its people.

The strategy has 8 key thematic areas:

1. Attraction and Retention – Employer of choice
2. Recruitment and Selection – Open and transparent
3. Learning and Development – Learning organisation
4. Succession Planning – Future leaders
5. Performance – High performing organisation
6. Wellbeing – Promoting a healthy organisation
7. Diversity and Inclusion – an inclusive employer
8. Policy and Practice – SMARTER working

Each theme has sub-sections and actions which will be managed through Pentana, the Council's performance management system, and reported through the HR Service Plan.

Options Considered

No other practicable options were identified.

Resource Implications

Budgets for training are already in place and there is no further financial investment required for the delivery of the action plan (detailed at Appendix 2).

Legal/Risk Implications Background

The People and Organisational Development Strategy will mitigate organisational risks by creating a platform in which Human Resource plans, processes and activities can enable the organisation to achieve success through its people.

Equalities Implications

There are no adverse equality implications as a direct result of this strategy.

Environment and Sustainability Implications (including climate change)

None.

Background Information

None.

Report Author

Jackie Noble – Head HR and Organisational Development

List of Background Papers

None.

Appendices

Appendix 1 – People and Organisational Development Strategy

Appendix 2 – People and Organisational Development Action Plan

Tamworth Borough Council

People and Organisational Development (POD) Strategy 2022-2025

Executive Summary

The People and Organisational Development Strategy has been developed over a series of six clearly defined stages, which are as follows:

- An initial meeting with commissioners to define the scope of the work and to agree a set of guiding principles in support of the development of the POD strategy.
- A comprehensive review of TBC's Organisational Strategy and Action plan to gain an understanding of where the Council is now and where it wants to be and how it intends to get there.
- Stakeholder engagement to gain insight from a 'customer' perspective of the key priority areas for the POD strategy.
- An internal 'strengths review' of the HR function to determine what it needs to do to overcome any barriers for putting in place an effective POD strategy, by identifying structures, policies, practices and resources that may help or hinder its progress.
- Developing the POD Strategy and Action Plan, to include clarifying the vision, corporate priorities, and values – developing the plan of action, identifying thematic areas, key deliverables, and desired outcomes.
- Develop a clear strategy for Stakeholder Engagement and Communication planning.

The POD Strategy has been fully aligned with the TBC Corporate Plan which creates a platform in which Human Resource plans, processes and activities can enable the organisation to achieve success through its people. Further, the POD Strategy reflects the current economic and global climate. The POD Strategy defines the vision, purpose and values of the HR Department that will support and increase TBC's capability, enabling it to achieve its strategic priorities.

The POD Strategy aims to ensure that TBC is an organisation that can meet the challenges it faces brought about by the Coronavirus pandemic which has accelerated the need to do things differently, more efficiently with fewer resources. It aims to provide direction and a framework that is responsive to change, with future leaders identified and developed to lead in a climate of ongoing change.

The POD Strategy aims to ensure that TBC is viewed as a great place to work and will attract and retain high quality people from diverse backgrounds who can make a real difference to the provision of local services thus enhancing the customer experience for residents, businesses and the most vulnerable within the community.

Background and Context

The People and Organisational Development (POD) strategy has been created in support of Tamworth Borough Council's Organisational Strategy and links people management into the operational business processes. You simply cannot have a POD strategic plan without having a well-articulated organisational strategic plan because a Human Resource plan is subordinate to the overarching organisational plan.

The POD planning starts with the strategic priorities from which the people implications are derived. Workforce information gives an understanding of the current situation and what needs to change to meet the strategic requirements for Tamworth Borough Council for now and for the future.

The way in which people are managed, motivated, and deployed, and the availability of skills and knowledge, will all help shape the POD strategy. It is now increasingly common to find business strategies that are inextricably linked with, and incorporated into, strategic Human Resource Management, defining the management of all human resources within the organisation.

The POD strategy fully encompasses the requirements of the 'Reset and Recovery' Programme, specifically in relation to 'people' strategies that focusses on new models of working, from seamless onboarding, output-based performance, employee development and succession planning, thus creating a workplace environment that both attracts and retains the most talented and capable employees.

The POD strategy has been developed in collaboration with senior leaders from across TBC to ensure a full understanding of customer expectations in support of operational plans in order to have an informed and aligned POD strategy.

Guiding Key Principles for People and OD Strategy

The following set of key principals were pre-described at the outset and will be used to **inform** development of the POD strategy and **reflect** to ensure that it remains aligned to the approach set by Tamworth Borough Council (TBC) Senior Leaders within Human Resources.

- Smart Working Practices
- Digital upskilling of employees
- Transformation – 'Reset and Recovery Programme'
- Change Management
- Customer focus a priority / flexible working
- Core values and behaviours ,
- Output based performance management
- Employee well-being

Vision for Human Resources

The 'vision' for Human Resources which support the priority themes aims to establish the bigger picture, setting out the type of world we would want to see and what role TBC Human Resources has in making this become a reality, and will describe the values and behaviours that will underpin the work.

To support the delivery of TBC vision: by *"attracting and developing a highly talented workforce, creating a culture where people can thrive"*.

'Our' Purpose

Our 'purpose' or 'mission' sets out how the HR Department intends to achieve its stated vision and describes the 'journey' of high-level strategic aims that will enable it to get there.

- Supporting our managers to deliver their objectives through targeted people interventions.
- Developing the right skills that enable our employees to do their job.
- Helping the organisation to attract and retain the right people, with right behaviours, aligned to our stated values.
- Attracting talent from the communities to be reflective of the community's demographic.
- Helping to create the right culture through leading and influencing working practices and adoption of modern processes.
- Supporting the organisation to be an employer of choice.
- Protecting the organisation from risk through robust governance and regulation.
- Supporting and coaching our managers and employees on all people matters.
- Supporting the well-being of our employees.

'Our' Values

- Integrity – *We will always act with the upmost integrity*
- Customer Focus – *We will place our customers at the heart of everything we do*
- Collaborative – *We will endeavour to work collaboratively with all our key stakeholders*
- Accountable – *We will be accountable and will own our actions, decisions, commitments. We will deliver on our promises*
- Trustworthy – *We will be a trusted Partner to the business, and will uphold confidentiality*
- Fairness and equality of treatment – *We will treat people fairly and equitably through open and transparent people processes*

Ownership and Implementation

The Head of Human Resources and Organisational Development is responsible for both ownership and implementation of the POD strategy. The Strategy covers a 3-year time period from 2022 to 2025 and will be reviewed annually through existing governance and accountability structures. The reviews will also consider any requirements to update the strategy as a result of changes to the TBC corporate plan, or any other emerging employment related issues.

This POD will contain a supporting 3 year Action Plan that will be monitored and reported via Pentana, alongside the HR Service Plan.

1. POD Strategy - Key Thematic Areas

The POD Strategy identifies the following 8 key thematic strategic areas for achievement:

1. Attraction and Retention – Employer of Choice
2. Recruitment and Selection – Open and transparent
3. Learning and Development – Learning Organisation
4. Succession Planning – Future Leaders
5. Performance – High Performing Organisation
6. Wellbeing – Promoting a Healthy Organisation
7. Diversity and Inclusion – An Inclusive Employer
8. Policy and Practice – Smarter Working

1.1 Attraction and Retention

1.1.1 TBC aims to be an employer of choice, where people aspire to work, attracting people to be reflective of the community's demographic. Traditionally, salaries were used to attract people to an organisation, while benefits helped keep them there, and bonus and incentive schemes motivated them in their work. However, thinking and research about which parts of reward are best suited for recruitment, retention and motivation has changed.

Recent UK research indicates that individuals are attracted, retained and engaged by a whole range of financial and non-financial rewards and that these can change over time depending on personal circumstances. In certain situations, individuals may not consider the financial elements of a package particularly important. For instance, people at the beginning of their career may be more interested in gaining access to training and career development.

The strategy will be to attract and retain the most capable and talented of people whose collective contributions will ensure that TBC's strategic priorities and objectives are achieved. This will be achieved by:

- Establishing what attracts, retains and motivates employees and explore how best TBC can meet these needs as well as meeting the requirements of the organisation.
- Creating flexible benefits options that inspire and motivate employees and create opportunities for employee development.
- Creating a culture of openness, that is supportive and valued by employees which aligns with TBC values and standards of behaviour.
- Communicating the benefits of working for TBC and why it is a great place to work.

1.2 Recruitment and Selection

1.2.1 The recruitment and selection of staff into the organisation represents the beginning of the employee work-life journey and it is important to get this step right by having a robust, fair and objective selection process that attracts good quality candidates. HR needs to ensure that TBC role profiles are both current and relevant.

Recruiting managers need to have the required interview skills to ensure that the best candidates are selected based upon a fair and objective process that ensures equal opportunities for all. Improvements to the recruitment and selection process will be achieved by:

- Being clear about current and future recruitment needs and having an effective strategy, policy and procedure in place to address these needs.
- Refreshing recruitment literature to reflect the new organisation.
- Review and update of recruitment practices and administration processes.
- Ensuring that values and behavioral competencies are used alongside technical skill requirements for all roles.
- Upskilling of recruiting managers, particularly considering new digital onboarding practices.

1.3 Learning and Development – Learning Organisation

1.3.1 TBC aims to be an organisation whereby Change and Improvement at both organisational and individual levels is achieved through the skills development of its workforce.

As such, learning and development plans will be targeted and in line with both TBC corporate priorities as well as individual career plans and continued professional development.

Training and development interventions will equip the organisation to undertake its public service activities through the enabling and equipping of individuals to perform to the required standards. In addition, career pathways will serve to provide employees with opportunities for career progression, personal development and increased job satisfaction.

TBC aims to create an environment whereby its employees will have the knowledge, skills, behaviours and confidence to achieve high levels of performance in their roles which will result in enhanced service levels for residents, visitors and businesses. This will be achieved by:

- Assessing the learning and development needs through an organisational wide training needs analysis and individual needs analysis highlighted through the appraisal process.
- Defining and communicating the required skills, values and behaviours expected of employees.
- Encouraging employees to take responsibility for their own continuous professional development and life-long learning.
- Promoting and providing access for vocational, professional and personal development.
- Providing focused leadership and management training, bespoke coaching and peer to peer mentoring in order to improve capability, particularly for managing and leading teams remotely.

1.4 Succession Planning – Future Leaders

1.4.1 Succession planning is the process of identifying and developing potential future leaders or senior officers, as well as individuals to fill other business-critical positions, either in the short or the long-term. As well as training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for future senior leaders or key roles.

The aim is for the organisation to be able to fill key roles effectively and expediently should the current post holder leave the organisation at short notice.

Succession planning and increasing management capability has been identified as high priority for TBC which recognises the need to identify and support those employees with the potential to progress to senior roles as part of a Talent Management process. This will be achieved by:

- Workforce planning, the organisation will identify the business-critical positions or roles in the organisation for which potential successors are needed and when they are needed.
- Knowledge transfer will be undertaken for key roles where tacit information will be obtained, documented and regularly reviewed.
- Providing extended access to management development activities at all levels.
- Talent Management - Identifying and investing in specific groups of employees who have the potential and are demonstrating the positive behavioral attributes to become future leaders.
- Providing targeted support for line managers at all levels across the organisation, to develop their confidence and capability for leading on change programmes. To

improve how they can effectively communicate change to ensure successful implementation of new initiatives and strategies.

1.5 Performance – High Performing Organisation

1.5.1 A clearly defined Performance Management Framework (PMF) details what needs to be achieved at various levels across the organisation. A PMF system articulates what is expected in relation to acceptable, good or even exceptional performance with strategic and operational objectives cascaded down through the organisation to Directorate, team and individual levels with performance metrics clearly defined to ensure that all employees are playing their part to enable successful outcomes for TBC. High organisational performance will be achieved by:

- Relaunch of the TBC PDR (appraisal) system that facilitates the setting, reviewing and measuring of individual performance throughout the year and across the whole organisation.
- Ensuring that PDR objectives are outcome focused and have a strong element for customer care given the shifting nature of engaging from face to face to digital.
- An evaluation system which ensures that performance is tracked and that responsible individuals are held personally accountable for both good and poor performance.
- A PDR process that enables staff development plans, training plans, as well as signposting for support mechanisms, and capability processes.

1.6 Wellbeing – Promoting a Healthy Organisation

1.6.1 TBC strives to be an organisation that actively promotes the health and well-being of its employees, by creating a safe and supportive environment through:

- Communicating clearly the standards of conduct and behaviour expected of all employees,
- Promoting a culture that engenders tolerance for others, is respectful, supportive and kind.
- Engaging with its employees, by creating opportunities for an exchange of ideas and viewpoints.
- Promoting initiatives that support healthy lifestyles which encourage employees to improve their own health and wellbeing.
- Being agile and flexible for working practices that enable staff to achieve an equitable work- life balance.

1.7 Diversity and Inclusion – An Inclusive Employer

1.7.1 TBC is an employer which values diversity and inclusivity within its organisation and aims to treat all employees and future employees fairly by:

- Ensuring that equal opportunities and diversity in employment are fully embedded across the organisation and become the ‘golden thread’ that runs through all that it does throughout the employee life cycle, through to service delivery.
- Ensuring that TBC comply with all aspects of the Equality Act and that all its policies, processes and procedures are Community Impact Assessed for

compliance, and that TBC embody equality and diversity in all that it says and by how it acts.

- Improving its knowledge of the composition of the workforce and taking positive steps to address gaps to achieve and retain a representative workforce and improve understanding.
- Attracting candidates for employment from the communities it serves.

1.8 Policy and Practice – Smarter Working

1.8.1 The Coronavirus pandemic has seen an acceleration of agile working with 41% of employees now working from home, 20.7% are hybrid with 38.3% are site workers. This has shifted the whole dynamic in terms of people management and has necessitated the need to review policy, procedure and working practices to make them fit for purpose in support of the Reset and Recovery Programme. This will be achieved by:

- Update existing policies as a result of the Trade Union Agreement
- Review and amend existing policies, procedures and guidance as a result of legal changes
- Review and amend existing policies, procedures and guidance in line with current schedule
- Review and reset TBC Values and Behaviours in order to drive culture change

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Activity	CMT Owner	Day to day owner	Task	Start date	End date	<ul style="list-style-type: none"> • Outputs • Outcomes • Committees
<p>Attraction & Retention:</p> <p>Survey new employees to ascertain what attracted them to TBC & utilize this intelligence to refresh the recruitment literature</p>	ZW	JN	Design a questionnaire and circulate to new starters. Receive the results and analyse data.	1/23	3/23	<p>Survey</p> <p>Survey results and analysis</p>
Once every two years survey of employees on key themes/pulse survey	ZW	JN	Survey theme agreed, designed, implemented, analysed and results communicated	4/23	6/23	<p>Survey</p> <p>Survey results and analysis</p> <p>Communicate results to organisation</p>
Review exit questionnaire, refine and commence annual data analysis	ZW	JN	<p>New exit questionnaire designed and implemented.</p> <p>Cascade findings to senior managers and TULG</p>	01/23	3/23	<p>Exit Questionnaire and analysis</p> <p>Report annually</p>
Create flexible benefits options that inspire and motivate employees	ZW	JN	Link to recruitment literature review to market TBC as a good employer, promoting SMART Working and terms & conditions	06/23	09/23	<p>Recruitment brochure</p> <p>Improved adverts to promote TBC as a good employer</p>

Recruitment & Selection: Refresh recruitment literature to reflect smart working and development opportunities, roles	ZW	JN	Research and draft recruitment literature	06/23	09/23	Recruitment brochure
Review recruitment policy and templates	ZW	JN	Create new policy and design templates	06/23	09/23	New policy and templates Appointments & Staffing Committee
Learning & Development: Procure First Steps to People Management for new managers	ZW	JN	Procure training provider and advertise to delegates	1/24	3/24	A training programme is delivered
Implement a line management coaching programme	ZW	JN	Procure training provider and advertise to delegates	1/23	3/23	A training programme which is delivered
Assess learning and development needs through the new appraisal process	ZW	JN	Collate appraisal completions, logging training needs	1/23	3/23	Training needs are collated and relevant training planned
Succession Planning: Undertake robust work force planning to ascertain future workforce needs & development	ZW	JN	Review vacancies, hard to fill roles, application rates, age profile of the organisation	9/23	12/23	Report to CMT
Identify key roles, successors, the 'who' and 'when' they are needed	ZW	JN	Operational leads to identify business critical roles with potential successors/succession plan	9/23	12/23	Report to CMT

Knowledge transfer for key roles to capture business critical tasks	ZW	JN	Operational leads to identify critical tasks	4/23	6/23	Template to identify key roles or tasks for each department
Procure and implement a Talent Management programme for those with potential for future leadership roles	ZW	JN	Procure training provider and identify delegates	1/24	3/24	A training programme which is delivered
Performance: Review and launch appraisal process to include; Continuous Professional Development, training needs analysis, career aspirations with outcome focused objectives	ZW	JN	Appraisal system in place ie template and guidance Link to Capability Procedure to address concerns (implemented November 2022) & link to values and behaviours	1/23	3/23	New appraisal template with guidance All staff appraised
Review values and standards of behaviour and make this visible across the organisation	ZW	JN	Values are reviewed and captured in the new appraisal process	1/23	3/23	Values to be included in the new process and objectives set where there are concerns. Values also to be captured in recruitment processes
Wellbeing: Research, write and launch a Wellbeing Policy supported by regular wellbeing initiatives	ZW	JN	Write a Wellbeing policy with supporting wellbeing activities	9/22	1/23	The Wellbeing policy Wellbeing Calendar Corporate Communications TULG agreement & Appointments & Staffing Committee approval

Communicating clearly the standards of conduct and behaviour expected of all employees	ZW	JN	Anti-bullying & Anti-harassment policy drafted Values also in appraisals	11/22	01/23	Anti-bullying and Anti-harassment policy agreed and implemented. New appraisal system
Diversity & Inclusion: Annual data analysis on composition of the workforce and taking positive steps to be reflective of the community it serves	ZW	JN	iTrent report to report on sex, age and ethnicity profile of the organisation. Compare to census data.		31/03 annually	Data is collated and reported on annually
Equality Scheme Action Plan	ZW	JN	Complete actions outlined in accordance with the action plan	2022	2024	Actions are complete
<u>Policy & Practice: SMART Working:</u> Review all policies featuring in the summary agreement	ZW	JN	Relevant policies are reviewed and where amended undergo relevant consultation and sign off at Appointments & Staffing Committee and TULG	4/22	12/22	Relevant Policy TULG agreement Appointment & Staffing Committee ratification
Review remaining policies to ensure they are reflective of the new model of working	ZW	JN	Relevant policies are reviewed and undergo relevant consultation and sign off at Appointments & Staffing Committee and TULG	4/22	12/23	Relevant Policy TULG agreement Appointment & Staffing Committee ratification

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