



Surrey Heath Borough Council
Surrey Heath House
Knoll Road
Camberley
Surrey GU15 3HD
Telephone: (01276) 707100
Facsimile: (01276) 707177
DX: 32722 Camberley
Web Site: www.surreyheath.gov.uk

Department: Democratic Services
Division: Corporate
Please ask for: Rachel Whillis
Direct Tel: 01276 707319
E-Mail: democratic.services@surreyheath.gov.uk

Tuesday, 28 September 2021

To: The Members of the **Employment Committee**
(Councillors: Colin Dougan (Chairman), Cliff Betton (Vice Chairman), Sharon Galliford, Mark Gordon, Josephine Hawkins, Rebecca Jennings-Evans, Alan McClafferty, Graham Tapper and Victoria Wheeler)

In accordance with the Substitute Protocol at Part 4 of the Constitution, Members who are unable to attend this meeting should give their apologies and arrange for one of the appointed substitutes, as listed below, to attend. Members should also inform their group leader of the arrangements made.

Substitutes: Councillors Peter Barnett, Rodney Bates, Paul Deach, Sashi Mylvaganam, Adrian Page and Kristian Wrenn

Dear Councillor,

A meeting of the **Employment Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Thursday, 7 October 2021 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Damian Roberts

Chief Executive

AGENDA

Pages

Part 1 (Public)

1 Apologies for Absence

2 Minutes

3 - 4

To confirm and sign the minutes of the meeting held on 27 July 2021 (copy attached).

3 Declarations of Interest

Members are invited to declare any interests they may have with respect to matters which are to be considered at this meeting. Members who consider they may have an interest are invited to consult the Monitoring Officer or the Democratic Services Officer prior to the meeting.

4	Leave and Special Leave Policy and Procedure	5 - 16
5	Review of Sickness Absence Policy and Procedures	17 - 34
6	Flexible Working Policy & Procedure	35 - 44
7	Flexi Time Policy	45 - 52
8	Agile Working Policy 2020/21	53 - 66
9	Update on Climate Change Actions Assigned to Human Resources	67 - 72
10	Christmas Closure 2021	73 - 76
11	Appointment Sub Committee minutes	77 - 90

To agree the minutes of the Appointments Sub Committee meetings held on 23 April, 24 May, 7 June, 8 July, 12 August, 13 September and 15 September 2021 and to ask the Chairmen of these meetings to sign the minutes.

12	Work Programme	91 - 92
13	Exclusion of Press and Public	

The Committee is advised to RESOLVE that, under Section 100A(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following items of business on the ground that they involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act, as set out below:

<u>Item</u>	<u>Paragraph(s)</u>
14	1&3

**Part 2
(Exempt)**

14 Exempt Minutes

To confirm and sign the exempt minutes of the meeting held on 27 July 2021 (to be circulated separately).

**Minutes of a Meeting of the
Employment Committee held at
Council Chamber, Surrey Heath
House, Knoll Road, Camberley, GU15
3HD on 27 July 2021**

+ Cllr Colin Dougan (Chairman)
+ Cllr Cliff Betton (Vice Chairman)

+ Cllr Sharon Galliford	+ Cllr Alan McClafferty
+ Cllr Mark Gordon	- Cllr Graham Tapper
+ Cllr Josephine Hawkins	+ Cllr Victoria Wheeler
+ Cllr Rebecca Jennings-Evans	

+ Present
- Apologies for absence presented

Substitutes: Cllr Sashi Mylvaganam (In place of Cllr Graham Tapper)

Members in Attendance: Cllr David Mansfield, Cllr Valerie White (minutes 5/EC to 9/EC).

5/EC Minutes

The open and exempt minutes from the meeting held on 10 June 2021 were confirmed and signed by the Chairman.

6/EC Pay Policy Statement 2021/22

The Committee received a report setting out the Council's Pay Policy Statement for 2021/22. Members were reminded that the Council was required, in accordance with Section 38(1) of the Localism Act 2011, to review and update its Pay Policy Statement on an annual basis.

RECOMMENDED to Full Council that the Council's Pay Policy Statement 2021/22, as set out at Annex A to the agenda report, be adopted.

7/EC Probation Policy and Procedure 2021/22

The Committee received a report setting out a proposed Probation Policy and Procedure. Members were informed that the Probation Policy was a new policy which aimed to provide clear guidance for both managers and staff on the procedures that would be followed during the probationary period of newly appointed members of staff.

RESOLVED that the Council's Probation Policy and Procedure, as set out at Annex A to the agenda report, be adopted.

8/EC Work Programme

The Committee considered a draft Work Programme for the remainder of the 2021/22 municipal year. It was agreed to bring forward the review of the Agile Working Policy to the meeting in October 2021.

RESOLVED that the Work Programme for 2021/22, as set out at Annex A to the agenda report, as amended, be agreed.

9/EC Exclusion of Press and Public

In accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended), the press and public were excluded from the meeting for the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A of the Act as set out below:

Minute	Paragraph(s)
5/EC (part)	1&3
10/EC	1&3
11/EC	1&3

Note: Minute 10/EC is a summary of matters considered in Part II of the agenda, the minutes of which it is considered should remain confidential at the present time.

10/EC Report from the Chief Executive

The Committee made decisions in relation to proposals for a revised senior management structure.

11/EC Review of Exempt Items

The Committee reviewed the report which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that minute 10/EC and the associated agenda report remain exempt for the present time.

Chairman

Leave and Special Leave Policy and Procedure

Summary

To implement an updated Leave and Special Leave Policy and Procedure to provide entitlement and guidelines.

Wards Affected

N/A

Recommendation

The Employment Committee is asked to **RESOLVE** that the updated Leave and Special Leave Policy and Procedure, as set out at Annex A to the report, be adopted referring to the new HR system Itrent and the introduction of Parental Bereavement Leave.

1. Resource Implications

1.1 There are no resource issues arising from this report.

2. Key Issues

2.1 The purpose of introducing Parental Bereavement Leave in the Leave and Special Leave Policy and Procedure.

2.2 Incorporating the leave provision for employees with the introduction of the HR system Itrent.

2.3 This policy should be read in conjunction with the Council's Overtime Policy; Disciplinary Policy; Grievance Procedure and other relevant policies.

2.4 Once the Leave and Special Leave policy and procedure has been approved, this will be shared with staff on eScene and Human Resources will provide advice and guidance.

3. Options

3.1 The Committee is asked to note the updated Leave and Special Leave Policy and Procedure and agree that the policy be adopted.

ANNEXES	Annex A – Leave and Special Leave Policy and Procedure
BACKGROUND PAPERS	N/A

AUTHOR/CONTACT DETAILS	Bobbie.Ludlow Bobbie.ludlow@surreyheath.gov.uk
HEAD OF SERVICE	Louise Livingston Louise.Livingston@surreyheath.gov.uk



Surrey Heath Borough Council Human Resources

Leave and Special Leave Policy and Procedure



Great Place • Great Community • Great Future

|

Policy and Procedure for Leave and Special Leave

1 Introduction

Surrey Heath Borough Council is committed to ensuring that employees are able to achieve a balance between the demands of work and their domestic, personal, public duties and circumstances in order to maintain work performance.

2 Scope

This procedure applies to all employees at the Council. This policy and procedure should be read in conjunction with the following policies and all other relevant policies will apply:

- Overtime Policy
- Disciplinary Policy and -Procedure
- Grievance Policy and Procedure
- Flexible Working Policy and Procedure

3 Policy Statement

The purpose of this policy and procedure is to provide guidance when dealing with requests for leave and special leave. Information on hours worked and overtime working can be found in the Terms and Conditions.

4 Equality Assessment Policy

The Council's Equality Scheme demonstrates its commitment to equality internally and externally and ensures that all sections of the community are given an opportunity to contribute to the wellbeing of the community. An equality impact assessment has been carried out on this Policy and Procedure.

The Council ensures that consultation is representative of the community and that consideration is given on how to consult hard to reach groups and will positively learn from responses.

5 Principle and Aims

The purpose of this policy and procedure is to provide for the entitlement for annual leave and domestic emergencies as well as planned special leave such as public duties.

6 Leave Provision

6.1 Holidays

The basic annual paid leave entitlement is as follows:

GRADE	LEAVE ENTITLEMENT (Days)	LEAVE ENTITLEMENT (Hours)
SH 33	26	192.4
SH 32,31,10,9,8 and 7	25	185
SH4,5 and 6	24	177.6
SH1,2 and 3	23	170.2

-One day leave entitlement is based on full time equivalent of 7 hrs 24 mins (7.4 hrs)

6.2 Bank holidays and company holidays are included in addition to the annual leave entitlement. The total leave entitlement inclusive of bank holidays and company holidays will be displayed on iTrent.

6.3 For employees who work part time hours or have a flexible working arrangement, hours deducted for each holiday booked will reflect the hours they work on the day booked. HR will continue to monitor how iTrent calculates leave entitlement but if any employees have any questions they are to approach the HR Team.

Bank holiday entitlement will reflect the number of hours that would have normally been worked on that day.

6.42 The leave year runs from 1 April to 31 March. Actual periods of leave must be authorised in advance by the Strategic Director/Head of Service or the appropriate line manager. Leave will be granted on a first come, first served basis, taking into account the requirements of the service and the need to maintain continuous cover.

6.53 In addition and subject to similar approval, an employee may carry forward up to a maximum of 5 days 37 hours (pro-rata for part time staff) annual leave entitlement from one leave year to the next, up to a cumulative maximum of 20 days to facilitate, for example, an extended trip abroad, additional programmed study leave, or sabbatical purposes. Employees can continue to accrue each year, up to a cumulative maximum of 148 hours (pro-rata for part time staff) to facilitate, for example, an extended trip abroad, additional programmed study leave, or sabbatical purposes.

6.64 In addition to the basic annual paid leave entitlement and the statutory public holidays, the Council also grants an additional day's holiday which is customarily attached to the Christmas holiday.

6.75 Newly appointed employees will be entitled to annual leave proportionate to the completed months of service during the leave year of entry as indicated below, rounded to the nearest half day and thereafter on the normal scale.

Month of Entry	Completed months of service by the end of March, "Year A"	Leave entitlement during leave year ending 31 March in "Year B"
Year "A" March	More than 12	Full
April	11	11/12ths
May	10	10/12ths
June	9	9/12ths
July	8	8/12ths
August	7	7/12ths
September	6	6/12ths
October	5	5/12ths
November	4	4/12ths
December	3	3/12ths
Year "B" January	2	2/12ths
February	1	1/12ths
March	0	Nil

6.86 Following five years continuous local authority or other associated service, employees will become eligible for an additional 5 days annual leave. The additional 5 days will be credited on a pro-rata basis for that leave year to 31 March. This will be calculated as follows:

Month of Entry	Completed months of service by the end of March	Additional leave entitlement in days
April	11	4.5
May	10	4.0
June	9	4.0
July	8	3.5
August	7	3.0
September	6	2.5
October	5	2.0
November	4	1.5
December	3	1.0
January	2	1.0
February	1	0.5
March	0	0

The full additional entitlement of 5 days will apply for the following leave year.

6.97 Where an employee leaves the employment of this Council and continues in local authority or associated service, they may be entitled to transfer their total annual leave entitlement. Where an employee is leaving the employment of this Council and is unable to transfer their annual leave entitlement they will be required to repay any leave taken beyond their proportional entitlement and this will be deducted at source from their final salary payment. Where an employee intends to leave the employment of this Council and will be unable to take or transfer their proportional leave entitlement, due to work commitments, then

they may receive payment for the untaken leave up to their proportional entitlement.

7 Flexible Working Hours Scheme

7.1 Flexible Working Hours

Flexible Working Hours (FLEXITIME) is a method by which employees are able to have a measure of personal control over when they work their prescribed hours. The Scheme is based on the following principles:

- That there shall be no increase in staffing levels as a result of the Flexible Working Hours Scheme.
- That there shall be no reduction in the level of services provided.

7.2 This scheme applies to all part time and full time salaried employees of the Council with the following exceptions:

- CMT Members
- Officers working fixed hours
- Employees, whose pattern of working hours would, in the view of their Strategic Director/Heads of Service, make Flexible Working Hours impracticable.

Please refer to the Flexi Time Policy for further information.

7.3

Bandwidth (Total time which the scheme will operate each day)	Monday to Friday	08.00 hrs to 18.00 hrs
Core Time (The time when all employees will be at work each day)	Monday to Thursday Friday	10.00 hrs to 16.00 hrs 10.00 hrs to 15.30 hrs (A lunch break of at least half an hour but not exceeding 2 hours to be taken between 12.00 and 14.30 hours)
Cover Time (This is the time when offices must be staffed).	<u>Strategic Directors/</u> <u>Heads of Services</u> will, following consultation with their employees, designate the employees concerned, the number of staff required to be present, and the actual Cover Times involved, but such Cover Time shall not exceed: Monday to Thursday Friday	08:30 hrs to 17:00 hrs 08:30 hrs to 16.30 hrs
Flexible Time (Subject to the foregoing, the	Start: Monday to Friday	08:00 hrs to 10.00 hrs

September 2021

Page 5 of 10

times employees will be free to choose their starting and finishing times)	Finish: Monday to Thursday	16.00 hrs to 18.00 hrs
	Friday	15:30 hrs to 18:00 hrs

7.38 Overtime

Flexible Working Hours should minimise the need for overtime working, as urgent matters or peak loads will normally be dealt with by the adjustment of hours within the flexible arrangements.

However, subject to the prior authority of the appropriate [Strategic Director](#)/Head of Service, any necessary overtime outside bandwidth will either be paid for in accordance with Council policies as adopted from time to time, or will be treated as additional carry-forward credit on a one hour for one hour basis. Where employees such as Committee Administrators regularly work outside bandwidth and such hours are treated as additional carry-forward credit, their [Strategic Director](#)/Head of Service may agree to such credits being used to facilitate time off over and above the normal flexi-leave limits.

7.49 Recording of Absence

Absence for a full day will be recorded as 7 hours 24 minutes and for a half day as 3 hours 42 minutes for staff contracted to a 37 hour working week. In addition to statutory leave, annual leave and sickness absence, this arrangement will also be used to cover other periods of absence specifically authorised by the appropriate [Strategic Director](#)/Head of Service.

7.540 Termination of Service

During the period of notice an employee may continue to work flexible hours but subject only to the contractual hours being worked, plus or minus any carried-forward balances, being taken into account. Any accrued flexible hours must be taken prior to the last day of employment, no payment will be made for any flexi hours not taken.

7.644 Abuse of the policy

7.644.1 The success of the Flexible Working Hours Scheme depends upon the close co-operation of all concerned and an attitude of responsibility being displayed by everyone.

7.644.2 Any abuse of the Scheme will be considered under the Disciplinary Procedure.

7.742 Interpretation

Whilst it is hoped that generally any problems that arise over the operation of the Scheme will be resolved at [Strategic Director](#)/Head of Service Level, ~~t~~he [Strategic Director](#) of Transformation should be consulted if a matter affects or could affect more than one Service, for example, a major transport disruption affecting a number of employees. [Strategic Directors](#)/Heads of Service will retain authority to exercise their discretion in relation to individual difficulties. If

any employee believes that they are not being fairly treated under the Scheme, they may, if they so wish, invoke the Grievance procedure.

For those employees who are not contracted to a 37 hour week, but who are entitled to work flexible hours, further guidance and advice is available from Human Resources.

8 Special Leave

8.1 Compassionate Leave

Additional leave may be granted in special circumstances. In the event of the death of a member of the employee's immediate family, the employee may contact their line manager to request compassionate leave. Requests for compassionate leave will also be considered in the case of serious illness of immediate family members.

Compassionate leave may be granted as detailed below:

Reason for absence	Maximum entitlement
Death of a member of immediate family – for example partner, parent, child, brother, sister. <u>Each request for absence will be reviewed with their manager in line with the employee's personal circumstances.</u>	Up to 5 days with pay. Additional leave may be granted in certain circumstances after consultation with the <u>Line manager and Head of HR Performance and Communications Strategic Director – Transformation.</u>
Funeral of a member of immediate family – for example partner, parent, child, brother, sister.	1 day with pay for a funeral. <u>1 day of unpaid leave to attend a friend's funeral</u>
Serious illness of member of immediate family if supported by medical certificate including partner, parent, child, brother, sister	Up to 2 days with pay. Additional leave may be granted in certain circumstances after consultation with the <u>Head of HR Performance and Communications Executive Head Strategic Director – Transformation.</u>

8.1.1 Parental Bereavement Leave

In the event of the death of a child, if they die under the age of 18 or are stillborn after 24 weeks of pregnancy, all employees have the right to up to two weeks of Parental Bereavement Leave, regardless of their length of service.

Parental Bereavement Leave can be taken in a single block of two weeks or two separate blocks of one week, within 56 weeks of the death of a child.

Employees with at least 26 weeks' continuous employment are eligible for two weeks of Parental Bereavement Pay. For further information, please contact Human Resources.

8.2 Leave for Examinations

Subject to Section 5 of the Post Entry Training Scheme, leave of absence of a day without loss of salary is to be granted to employees for the purpose of sitting for examinations where such study has previously been approved. No further paid leave will be provided after a second attempt at sitting the exam. In addition, leave of absence of a day without loss of salary is to be granted to employees for the purpose of preparing for each examination. If you require further clarification please contact HR.

8.3 Military service in Non-Regular Forces

[Please refer to the Council's Reservist Policy here.](#)

8.4 Jury Service and Attendance at Court

An employee receiving a summons to serve on a jury must provide a copy of the court summons to their line manager or ~~Executive Head~~[Strategic Director](#)/Head of Service when requesting time off to attend. The line manager or ~~Executive Head~~[Strategic Director](#)/Head of Service shall grant leave of absence unless exemption is secured. An employee serving as a juror must claim the allowance for loss of earnings to which they are entitled under the Jurors' Allowance Regulations currently in force. The employee will then be required to pay the Council an amount equal to the allowance received, excluding expenses.

If an employee is required to attend at court as a witness on behalf of another party where loss of earnings and travelling/~~substitute~~ [subsistence](#) can be claimed from public funds, the claim should be made from the Court and the ~~Executive Head~~[Strategic Director of Transformation](#)[Head of Human Resources, Performance and Communications](#) should be notified of the amount as soon as possible. Claims for travelling/subsistence allowances should be claimed from the court.

8.5 Time off for dependents

8.5.1 Employees have the right to reasonable **unpaid time** off work to deal with emergencies involving a dependent. A dependent could be a spouse, partner, child, parent, or someone who depends on an employee for care or assistance. An example of such emergencies include:

- a breakdown in childcare
- if a dependent falls ill or is taken into hospital
- in consequence of the death of a dependant
- to put longer term care in place for children or elderly relatives
- to deal with an incident that involves a dependent child and occurs unexpectedly while the child is at school/other educational establishment

8.5.2 There is no set amount of time allowed to deal with an unexpected emergency involving a dependent. The right to time off does not apply if the employee knows about the event in advance. For example, commitments arising from known school holidays are not a justification for time off as an emergency.

The employee must inform their line manager of the reason for ~~his/her~~[their](#) absence and how long ~~they he/she~~ expects to be absent as soon as is

reasonably practicable. Time off work under this right is envisaged as being no more than one or two days in most cases.

If agreed by both the individual and the service, staff with sufficient annual leave, may take annual leave as opposed to unpaid leave to care for a dependent.

Please contact HR regarding any other circumstances involving taking time off for dependants.

8.6 Garden Leave

The Council may, at its sole discretion in response to circumstances arising, require that any employee should not attend their normal place of work while remaining available to the Council and receiving their full normal pay and entitlements, for a period to be determined. This ~~is will be~~ known as Garden Leave. The decision to place an employee on Garden Leave would be made by the Head of HR, Performance and Communications and the CEO.

Formatted: Not Highlight

8.7 Trade Union Activities/Joint Staff Consultative Group (See Section 9 of T&C's)

Employees have the right to join, or not to join, a trade union. If an employee joins a trade union they have a right to participate in its activities. The officially appointed representative of the local branch of Unison will be granted paid leave of absence to enable their attendance at the Union's Annual Conference and reasonable time to fulfil union activities as approved by the ~~Executive Head~~ Strategic Director of Transformation.

8.8 Special leave to undertake public duties

Employees are allowed reasonable paid time off for public duties if they are:

- a magistrate, sometimes known as a justice of the peace
- a local councillor
- a school governor
- a member of a police authority
- a member of any statutory tribunal (e.g. an Employment Tribunal)
- a member of the managing or governing body of an educational establishment
- a member of a school council or board in Scotland
- a member of the General Teaching Councils for England and Wales
- a member of the Environment Agency or the Scottish Environment Protection agency
- in England and Wales, a member of the prison independent monitoring boards or in Scotland, a member of the prison visiting committees
- a member of Scottish Water or a Water Customer Consultation Panel

Applications for special leave for public duties should be made to the Strategic Director/Head of Service. Whether time off is classed as 'reasonable' will depend on:

- the employees duties
- the time required to carry them out

- the impact on the employer's business

The employee should provide evidence of their attendance or involvement at specific events. Line managers should inform the [Head of HR Performance and Communications Strategic Director of Transformation](#) of all leave granted within the scope of this policy for personal records.

There may be circumstances where other special leave may be required. Requests should be made to line managers who will consult with the ~~Executive Head Strategic Director of Transformation~~ [Head of HR performance and Communications](#).

This policy is available in large print if requested.

~~† This policy will be updated to reflect the new Parental Bereavement Leave and Pay Act which is expected to come into force in 2020.~~

Review of Sickness Absence Policy and Procedures

Summary

This report provides the Employment Committee with information regarding the Council's updated Sickness Absence Policy and Procedure.

Wards Affected

N/A

Recommendation

The Employment Committee is asked to RESOLVE that the updated Sickness Absence Policy and Procedure, as set out at Annex A to the report, be adopted referring to the new HR system Itrent and the introduction of Parental Bereavement Leave.

1. Resource Implications

1.1 There are no resource issues arising from this report.

2. Key Issues

2.1 Incorporating the new procedures for staff sickness absence recording and return to work conversations for employees with the introduction of the HR system Itrent.

3. Options

3.1 The Committee is requested to NOTE the updated Sickness Absence Policy and Procedure and agree that the policy be adopted.

ANNEXES	Annex A – Sickness Absence Policy
BACKGROUND PAPERS	N/A
AUTHOR/CONTACT DETAILS	Bobbie.Ludlow Bobbie.Ludlow@surreyheath.gov.uk
HEAD OF SERVICE	Louise Livingston Louise.Livingston@surreyheath.gov.uk

This page is intentionally left blank

Surrey Heath Borough Council Human Resources

Sickness Absence Policy and Procedure



Great Place • Great Community • Great Future

Policy and Procedure for Sickness Absence

1 Introduction

Surrey Heath Borough Council ('Council') believes that employees are its most valuable resource and recognises the important contribution made by regular attendance at work to continue to provide the high level of quality public service to the community.

This policy and procedure provides a framework to ensure that all employees are treated fairly and consistently in relation to sickness absence and managers at the Council are aware of the most appropriate procedures to provide for the welfare of their staff. Whilst employees should be treated fairly and consistently, every effort should be made to maximise attendance levels and reduce absence.

2 Scope

This policy and procedure applies to all employees at the Council and it should be read in conjunction with the following policies (and all other relevant policies will apply):-

- Leave and Special Leave Policy and Procedure
- ~~Family Friendly Policy~~
- Disciplinary Policy and Procedure
- Capability Policy and Procedure
- Grievance Policy and Procedure
- Health and Safety Procedure
- Flexible Working Policy and Procedure

3 Policy Statement

Employees are paid to attend work and they are expected to do so unless they have a significant and legitimate reason for their absence. Employees should recognise that any absence, however justified, will inevitably have a financial and operational impact on the Council. Absence due to malingering is a conduct issue which would be considered under either the Capability or Disciplinary Procedures.

There may be occasions, based on the actual circumstances surrounding absences, when the Council's formal Capability or Disciplinary Procedures need to be invoked. Managers should ensure that all employees are aware that their attendance will be monitored and that all employees are aware of and follow this Sickness Absence Policy and Procedure.

4 Confidentiality

- 4.1 To ensure fairness and compliance with the Data Protection Act 1998, full employee medical reports will only be seen and stored by Human Resources. Extracts from the medical reports highlighting the return to work recommendations, including any reasonable adjustments, will be provided to the appropriate Line Manager.
- 4.2 Information relating to an employee's health is only disclosed to those who have a direct involvement in dealing with the matter and/or are involved in the Council's sickness absence monitoring process. The Council recognises that some employees may be reluctant to divulge sensitive or personal information and may wish to speak to a member of Human Resources rather than their manager.

5 Equality Assessment

The Council's Equality Scheme demonstrates its commitment to equality internally and externally and ensures that all sections of the community are given an opportunity to contribute to the wellbeing of the community. An equality impact assessment has been carried out on this policy and procedure.

The Council ensures that consultation is representative of the community and that consideration is given to how to consult hard to reach groups and to learn positively from responses.

6 Principle and Aims

The aims of the policy and procedure are:-

- 6.1 To set a clear performance standard for attendance and state the consequences of not meeting this performance standard.

- 6.2 To establish systems for monitoring and reviewing individual sickness records in order that managers can objectively assess the absence(s) and decide on appropriate action.
- 6.3 To contain sickness to an agreed level according to the sickness absence triggers. Absences exceeding 5 weeks duration will be viewed as long term, as specified in the Council's Local Best Value Performance Indicator's (BVPI's).
- 6.4 To explore reasons for sickness absence in order to help prevent the absence recurring, address any welfare problems and ensure that appropriate medical assistance is being provided.
- 6.5 To provide payments to employees who are unable to attend work due to sickness where appropriate.

7 Roles and Responsibilities

7.1 The Council

The Council is responsible for providing a healthy working environment that allows employees to provide the high level of quality public service to the community.

7.2 Managers

- 7.2.1 It is the responsibility of all managers to support their employees to maximise their level of fitness for work and to provide a working environment that is conducive to enabling employees to perform to a high standard.
- 7.2.2 Managers will apply this Sickness Absence Policy and Procedure fairly and consistently and they will take action where attendance levels fall below the required performance standard.
- 7.2.3 Managers, in conjunction with Human Resources, will discuss options to help an employee to remain working rather than being absent such as:-
- Temporary or permanent reduction in hours/duties and possible redeployment where appropriate

- Home working or part-time working.

7.2.4 Managers will also support employees through their return to work reassessing their work regarding reasonable adjustments if applicable.

7.2.5 Managers will conduct return to work meetings after each absence on the employee's first day back at work. A return to work form will be completed in iTrent. If the employee's manager is absent a nominated manager will conduct the meeting instead.

7.2.6 Managers will follow the Capability Policy and Procedure where appropriate.

7.2.7 Managers, after consultation with Human Resources, will consider whether an employee may be considered to have a disability under the Equality Act. Where this is the case, for example, adjustments to working practices may be made.

7.2.8 Any period of sickness must be recorded in iTrent, this can either be completed by the manager or employee.

7.3 Employees

7.3.1 All employees have a responsibility to comply with this Sickness Absence Policy and Procedure. In particular:

- a) It is the responsibility of every employee to attend for duty at the expected time and in addition all employees are required to support their own fitness for work;
- b) Attend an Occupational Health appointment, or be available for an Occupational Health telephone consultation when requested;
- c) Keep their manager fully informed at all times during their sickness absence regarding the likely duration and any medical appointments that they are required to attend;
- d) Provide up to date documentation from their GP to their manager. As the manager will need to upload the certificates in iTrent while the employee is absent from work;
- e) Co-operate with their manager to support their return to work.

7.4 Human Resources

- 7.4.1 Human Resources will provide guidance and support to both managers and employees with regard to the Sickness Absence Policy and Procedure.
- 7.4.2 Human Resources will remind managers and employees that there is a Healthcare Scheme and Employee Assistance Helpline.
- 7.4.3 Human Resources will ensure that all sickness absence records are treated as confidential and kept in accordance with the Data Protection Act 1998.

8 Special absences

8.1 Maternity related sickness absences

Section 18 of the Equality Act 2010 provides that unfavourable treatment of a woman at work during the 'protected period' because of an illness suffered by her as a result of pregnancy, constitutes pregnancy discrimination. The 'protected period' is when the pregnancy begins and ends when she returns to work after maternity leave (where applicable). For further information, please contact Human Resources.

8.2 Disability related absence

Where an employee is absent from work due to illness which is directly associated with their disability, this will need to be accommodated within the terms of the Equality Act 2010. For further information, please contact Human Resources.

9 Procedure

9.1 First Day of Absence

- 9.1.1 If an employee is unable to attend work due to illness or injury they are required to personally notify their manager by telephone before their normal time of arrival. If it is not possible for an employee to make contact personally then someone else may do so on their behalf. If an employee cannot contact their manager they can leave a message with a member of Human Resources or a colleague whereupon the manager will call the employee back.

9.1.2 The employee must notify their manager:-

- a) That they are not coming into work;
- b) Provide the reason for their absence;
- c) The likely duration of their absence, and whether or not they intend to contact their doctor;
- d) Of any urgent work that needs actioning, meetings that may need to be postponed, etc.

9.1.3 The manager will remind the employee of the necessity to telephone again each day until the length of absence has been identified.

9.1.4 If an employee becomes sick during the working day and leaves work before their normal finishing time they must notify their manager or another suitable manager in their absence. **See Section 13 below.** The employee should agree with their manager who will update iTrent as the absence will need to be recorded.

9.1.5 In the event of an accident at work it is important to ensure that the accident reporting procedure is followed.

9.1.6 It is important that employees comply with the procedure as set out above; failure to do so may result in their absence being regarded as unauthorised and unpaid.

9.1.7 If an employee fails, without prior agreement, to contact their manager as stated in this procedure, their manager may contact the employee.

9.2 More Than Seven Days Absence

9.2.1. If an employee's sickness extends beyond seven days (including weekends) they will require a 'Statement of Fitness to Work' - note from their Doctor or hospital certificate if they are an in-patient. The manager will be responsible for uploading the certificate in iTrent. Please follow the link for detailed instructions <https://intranet.surreyheathonline.gov.uk/hr/itrent> **Failure to do so may result in sickness payments being stopped or suspended.**

- 9.2.2. If an employee submits false information regarding their sickness it may be treated as gross misconduct and may result in their dismissal from the Council.

10 Continuing Absence

- 10.1 When absent from work due to sickness, the employee should make themselves available/contactable, for absence monitoring purposes, at all times during the working day, as they would if they were at work. Human Resources will discuss the preferred method of contact with the employee. An example of why the manager would contact the employee could be to arrange an Occupational Health appointment. If the employee is not available they must notify their manager of the reasons why. The failure to comply with this may be a conduct issue and could be considered under the Capability Policy and Procedure or the Disciplinary Policy and Procedure (depending on the circumstances).
- 10.2 Employees must submit a 'Statement of Fitness to Work' note as often as is necessary to authorise their absence from work. All 'Statement of Fitness to Work' notes must be continuous, i.e., when one 'Statement of Fitness to Work' note expires the next 'Statement of Fitness to Work' note must follow on from the very next day. **Failure to comply with the procedure may result in the employee's absence being regarded as unauthorised and therefore unpaid.**
- 10.3 The Council may at any time, whether during or after a period of absence through illness, require an employee who has been unable to perform their duties as a consequence of illness to submit to an examination by the Council's independent Occupational Health Doctor. Any expenses incurred in connection with such an examination will be met by the Council. The Council will require at least 24 hours' notice if an employee is going to cancel their occupational health appointment. However, failure to attend a rearranged occupational health appointment could be a conduct issue (depending on the circumstances).
- 10.4 Employees are required to continue to follow the sickness absence procedure and inform their manager of their expected return to work date. It is important to give as much notice as possible.
- 10.5 **Employees must not return to work while their absence is still covered by a 'Statement of Fitness to Work' note unless they**

receive written approval from their doctor that they are well enough to return. The employee will need to contact Human Resources about their return date and HR may need to seek further advice and guidance from Occupational Health.

11 Return to Work

11.1 Upon an employee's return to work following any period of absence they must meet with their manager who will discuss their absence and establish that the period of absence was properly authorised, that sick pay can be paid, if appropriate, and whether the employee is fit to return to work. The [Return to Work Form](#) will need to be completed in iTrent and will form the basis of the return to work meeting. Payroll will receive an update from the system when they prepare their sickness absence reports.

11.1.1 **Please note the Return to Work Form must be completed in iTrent even when a 'statement of fitness to work' note has been provided.**

11.2 This return to work meeting will normally take place on the employee's first day back at work and will be conducted in private and a note of the meeting will be made.

11.2.1 This meeting may include the following:

- a) Review the reason for absence and confirm that the employee is fit to return to work
- b) Identifying the next step if appropriate
- c) Updating the employee with any changes in the department
- d) Discussing any appropriate support for the employee's return to work (reasonable adjustments, training needs etc.)

11.2.2 Where appropriate, a phased return to work may be advised by Occupational Health. The manager, in consultation with Human Resources, will agree with the employee how the phased return can be arranged which is both supportive and ensures that the service needs are adhered to.

11.2.3 Occupational Health may confirm that the employee is unfit to perform the full duties of their role and instead that they could be temporarily redeployed to alternative duties. Any temporary redeployment will be

discussed and agreed with the employee and the manager. However, if temporary redeployment is not feasible, then the employee may be required to remain on sick leave until they are fit to return to their normal duties.

- 11.2.4 If Occupational Health advises that the employee is permanently incapable of performing their current duties, Human Resources will review other options available for the employee.
- 11.3 To ensure fairness and compliance with the Data Protection Act 1998, full employee medical reports will only be seen and stored by Human Resources. Extracts from the medical reports highlighting the return to work recommendations, including any reasonable adjustments, will be provided to [the](#) appropriate Line Manager.

12 Long Term Sickness

- 12.1 Long term sickness absences will vary and for this reason the appropriate communication mechanism will be taken with each employee. Absences exceeding 5 weeks duration will be viewed as long term, as specified in the Council's Local Best Value Performance Indicator's (BVPI's). In these cases the following will apply in addition to the procedure detailed above but taking into account the nature of the absence:-
- a) During long term sickness absence the procedures in **Section 9.1** above will be followed;
 - b) If after 4 weeks absence the employee has not advised their manager of a likely return to work date, a Human Resources representative will accompany the manager on a home visit, by appointment, to discuss the continued absence and review the situation;
 - c) From then on, [in](#) consultation with Human Resources and the employee, the next visit will be decided. If after 6 weeks absence the employee has not advised their manager of a likely return to work date a Human Resources representative will accompany the manager on a further home visit, by appointment, to discuss the continued absence and review the situation.
- 12.2 If an employee unreasonably refuses access to their manager or a

representative from Human Resources or fails to keep them informed of their situation, their continuing absence will be regarded as **unauthorised** and **unpaid**.

12.3 Long term sickness will be reviewed on an on-going basis. Options to be considered will involve:-

- a) A formal meeting to be convened
- b) Further monitoring of the situation
- c) Referral to the Council's Occupational Health
- d) Consideration of redeployment
- e) Change in the requirements for the provision of 'Statement of Fitness to Work' note
- f) Additional home visits where appropriate
- g) Implementation of either the Capability Policy and Procedure or the Disciplinary Policy and Procedure. In certain cases the Council will have the right to hold a capability meeting whilst the employee is off sick.

NB This list is not exhaustive

12.4 Exceptions would be those cases where the reason for absence is clear and a likely return to work date can be reliably predicted, i.e. an employee has a routine operation with a standard recovery time.

13 Sickness during the Working Day

13.1 If an employee becomes sick or injured during the working day and has to leave work before their normal finishing time they must:-

- a) ensure that a suitable manager is informed before they leave;
- b) if there is a work related injury that it is logged in the Accident Book;
- c) ensure that their absence, even if it is only for half a day (half a day is before 13:00), is submitted in a Return to Work Form in iTrent. A return to work meeting will be arranged with their manager when they return to work.

14 Sickness during Holidays

- 14.1 If an employee falls sick whilst on annual leave (excluding Public and Extra-Statutory days) they should contact their manager to advise, as stated in **Section 9.1 above**. When the employee has recovered they should again contact their manager to advise when they are resuming their leave. A 'Statement of Fitness to Work' note will be required for all sickness days whilst on annual leave. The Council will pay a maximum of £25 upon receiving a receipt for the cost of a statement.
- 14.2 If an employee does not make reasonable efforts to inform their manager of when they are sick, their leave will not be treated as sick leave, except in exceptional circumstances and where they are able to provide a 'Statement of Fitness to Work' note from their destination.
- 14.3 The rules for certification as detailed above also apply to sickness whilst on leave.

15 Procedure Trigger Points

- 15.1 Managers have the responsibility to monitor and also to take immediate action in the following circumstances:-
- a) Where an employee reaches 10 working days absence (pro-rated where applicable) or more within a rolling period of twelve months;
 - b) When an employee has -5 absences in 12 months;
 - c) When an employee has a pattern of sickness absences.
- 15.2 Options to be considered will involve:-
- a) A formal meeting to be convened
 - b) Further monitoring of the situation
 - c) Referral to the Council's Occupational Health
 - d) Consideration of redeployment
 - e) Change in the requirements for the provision of 'Statement of Fitness to Work' note
 - f) Additional home visits where appropriate
 - g) Implementation of either the Capability Policy and Procedure or the Disciplinary Policy and Procedure. In certain cases the Council will have the right to hold a capability meeting whilst the employee is off sick.

NB This list is not exhaustive

16 Sickiness Payments

The following will apply:

- (a) Payment of salary will not be made in cases where an injury has occurred as a direct result of active participation in sport undertaken as a professional.
- (b) Payment of salary may not be made where absence through persistent sporting injuries occur.
- (c) Payment of salary will not be made where injury occurs as a result of participation in high risk/extreme sports. A list of these sports can be found [here](#). Employees are advised to consider purchasing independent insurance to cover potential loss of earnings when participating in these high risk/extreme sports.
- (d) Payment of salary will not be made where surgery and subsequent recovery is not required for genuine medical reasons. However, if complications were to arise following the treatment and the normal recovery time is not achievable as a result, sick pay would then apply.
- (e) Payment of salary will not be made where an absence arises from, or is attributable to, the staff member's own misconduct, unless the Council decides otherwise.
- (f) Payment of salary may be extended in exceptional circumstances, subject to the consideration and approval of the Head of Paid Service.
- (g) Employees who are absent as the result of an accident will not be entitled to pay if damages are recovered from a third party in respect of such an accident. In this event the Council may, having looked at the circumstances of the case, provide the employee with an advance not exceeding the sick pay provided under these Conditions, subject to the employee undertaking to refund to the Council the total amount of such allowances or the proportion thereof represented in the amount of damages recovered.
- (h) Where full reimbursement occurs from a 3rd party, payment of salary will be extended accordingly.

- (i) If an employee fails to observe these Conditions, the Sickness Absence Policy and Procedure or prejudices their recovery, the Disciplinary Policy and Procedure may be invoked and payment of salary may be withheld.
- (j) Where the Council can exercise discretion, this will be undertaken by the line manager or Human Resources and, where necessary, the decision will be provided in writing. If an employee does not agree with the decision made they may pursue this through the Council's Grievance Procedure.

17 Scale of Allowances

17.1 Subject to the provisions of these conditions, an employee absent from duty owing to illness (which term is deemed to include injury or other disability) shall be entitled to receive an allowance in accordance with the following scale:

During probationary period (6 months) (Non-Continuous Local Government Service)	Statutory Sick Pay if applicable
Up to 1st year of service	1 months' full pay and 1 months' half pay
Up to 2nd year of service pay	2 months' full pay and 2 months' half
Up to 3rd year of service	3 months' full pay and 3 months' half pay
Up to 4th year of service	4 months' full pay and 4 months' half pay
Up to 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 For the purpose of sick pay entitlement records a week is equivalent to 5 working days.

18 Medical Appointments

- 18.1 Wherever possible, employees should arrange hospital, doctor and other medical appointments outside of their working hours but where this is impossible, the appointment should be made at a time that minimises disruption to service. Part-time employees will usually be able to make appointments in their own time, as will those who work on flexitime. For full time employees, either make up the time or take annual leave as agreed with their managers. This provision will not apply to those donating blood locally. For antenatal appointments please refer to the [Family Friendly Policy](#)
- 18.2 Where an appointment has been sent to an employee that has been made during the working day the employee can either make up the time or take annual leave as agreed with their manager. This is on condition that written confirmation of the medical appointment with appropriate notice is provided to the manager.
- 18.3 For any employee undergoing fertility treatment they have the right to time off for the purpose of undergoing the treatment. Employees should provide written confirmation of these appointments to their line manager. Time off for appointments should be taken as annual leave but if the employee is off sick due to the treatment then the Sickness Absence Policy and Procedure applies.
- 18.4 Employees should discuss with Human Resources and their manager any cosmetic/elective procedures and surgery prior to commencement to determine the most appropriate form of absence.

This policy is available in large print if requested.

This page is intentionally left blank

Flexible Working Policy & Procedure

Summary

To agree to the update of the SHBC Flexible Working Policy & Procedure.

Wards Affected

N/A

Recommendation

The Employment Committee is asked to RESOLVE that the updated Flexible Working Policy and Procedure, as set out at Annex A to the report, be adopted.

1. Resource Implications

1.1 There are no resource issues arising from this report.

2. Key Issues

2.1 The Council's Flexible Working Policy and Procedure has been revised to include the changes to processing applications in our new HR system Itrent.

2.2 This policy offers guidance regarding the Council's policy and procedures for reviewing and implementing flexible working arrangements.

3. Options

3.1 The group is asked to agree the adoption of the Council's Flexible Work Policy & Procedure.

4. Proposals

4.1 To recommend the adoption of the Council's Flexible Working Policy & Procedure.

5. Equalities Impact

5.1 Completed

Annexes	Annex A – Flexible Working Policy & Procedure.
Background Papers	None
Author/Contact Details	Bobbie Ludlow Bobbie.Ludlow@surreyheath.gov.uk
Head of Service	Louise Livingston Louise Livingston@surreyheath.gov.uk

**Surrey Heath Borough Council
Human Resources**

Flexible Working Policy & Procedure



Great Place • Great Community • Great Future

~~July 2014~~

Flexible Working Policy & Procedures

1 Introduction

~~For a number of years from 30 June 2014 onwards~~ Every Council employee has the statutory right to request flexible working after 26 weeks employment service.

This policy offers guidance regarding the Council's policy and procedures for reviewing and implementing flexible working arrangements for statutory requests under provision of the Employment Rights Act 1996.

This policy and procedure does not automatically apply for non-statutory requests for flexible working arrangements, but managers are encouraged to apply similar principles of fairness and transparency when reviewing such non-statutory requests.

2 Scope

This policy and its procedures will be applied where an eligible member of staff wishes to make an application. Any staff member employed directly by the Council has the statutory right to apply for flexible working after 26 weeks continuous service.

4 Policy Statement

Surrey Heath Borough Council recognises the need to develop effective flexible working practices in order to assist staff to maintain a good work-life balance whilst preventing detriment to the services delivered to the local community.

5 Equality Assessment

Surrey Heath Borough Council promotes an adaptive and flexible approach to working for staff in all jobs and grades. Flexible working employees are entitled to the same opportunities for career development and training as office-based employees.

The Council promotes objectivity and fairness in its approach to reviewing flexible working requests. Employees requesting flexible working should not be treated unfairly or unfavourably following the request, regardless of the outcome.

This Policy, procedures and related guidelines has been Impact Assessed by the Equality Acton Group

6 Principle and Aims

- 6.1 This policy and its procedures have been devised in line with the requirements of regulations made under the Employment Rights Act 1996.
- 6.2 It aims to outline employee statutory rights relating to flexible working requests and explains each stage of the procedure.

[September 2021](#)

6.3 By following a set policy and procedure, flexible working requests will be handled in a consistent manner by managers, therefore ensuring fairness and transparency throughout the process.

7 Eligibility

7.1 All staff members employed directly by the Council have the statutory right to apply for flexible working after 26 weeks continuous service.

7.2 Other staff groups (e.g. those employed for less than 26 weeks, agency workers or volunteers) do not have a statutory right to apply but may still discuss the possibility of flexible working with their line manager if the arrangement may be beneficial for the service.

7.3 However, it should be noted that not all job roles are suitable for implementation of flexible working arrangements. Surrey Heath Borough Council will seriously consider any statutory application made and it will only be refused if there is a good business reason(s) for doing so. Whilst eligible employees have the right to apply for flexible working this may not be agreed to if to do so would impair Service provision.

7.4 Any change agreed will be deemed a permanent change to your Terms and Conditions of employment, unless a trial or temporary period is agreed.

7.5 Any eligible employee can make one statutory request for flexible working during a 12 month period.

7.6 Although an eligible employee may make subsequent requests within a 12 month period, these would not be regarded as a statutory right to request change to contractual terms as detailed by the Employment Rights Act 1996 and therefore review of the application would be subject to management discretion.

7.7 Within their statutory flexible working request eligible employees can request a change to;

- the hours ~~he/she is~~ they are required to work;
- the times ~~they are~~ he/she are required to work;
- where ~~he/she is~~ they are required to work (home or ~~and~~ employer's place of business).

8 Procedure (Statutory Requests)

8.1 Application

For consistency and fairness of procedure, all flexible working requests should be in writing, using the Council's [Flexible Working Application Form](#) (available on the [intranet](#) ~~available via e-scene~~ ~~or from HR~~) and must be fully completed.

8.2 When requesting flexible working under the statutory scheme, you must include the following information in your application:

- The date of the application
- The change to work conditions that you are seeking
- The date that you would like the conditions to come into effect

- The effect that you anticipate the requested change will have on the Council and how such effects may be managed.
- That this is a statutory request (you will need to declare that you have not made another statutory request for change to contractual terms and conditions within the last 12 months).

8.3 —If you are requesting a temporary flexible working arrangement in response to particular personal or operational circumstances, you should identify this in your application as flexible working arrangements are otherwise considered a permanent change to your terms and conditions.

8.4 **Manager Review**

Line managers have the responsibility of managing their staff on a day to day basis but the ~~Executive Head~~Strategic Director/Head of Service will also need to be consulted in relation to any application for flexible working.

8.5 **Consultation**

After receipt of your application, your line manager will meet with you within 14 calendar days at a mutually agreed time and date, to discuss your statutory request.

8.6 If you wish, you are permitted to bring a colleague, Staff or Trade Union representative to the meeting; they can talk with you and address the meeting, but they cannot answer any questions on your behalf.

8.7 If the colleague or representative cannot attend the scheduled meeting, then it will be re-scheduled to take place within 7 days of the original date.

8.8 In the event you cannot attend the scheduled meeting, you should contact your Line Manager as soon as possible in order to reschedule the meeting.

9 **Outcome**

9.1 The Council will inform you of its decision in writing within 14 calendar days of the meeting. The Council reserves the right to extend this time limit, provided it is mutually agreed with the employee.

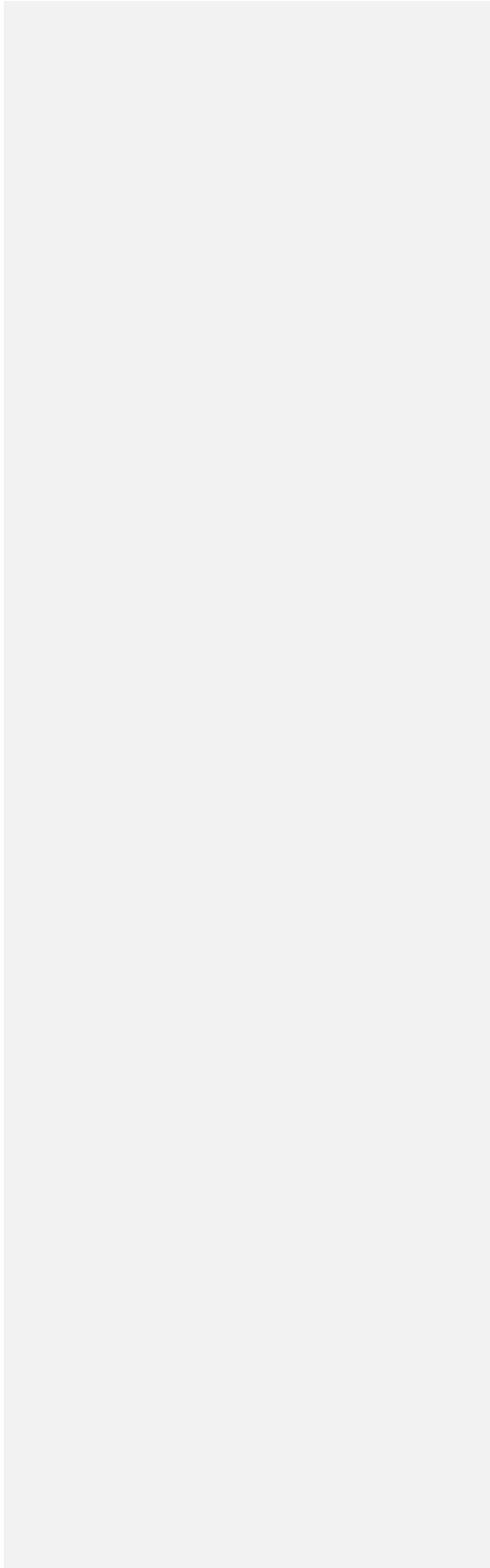
9.2 The Council reserves the right to provisionally accept flexible working requests with modifications.

9.3 **Success**

If the request for flexible working is agreed, the Council will include the following in a dated, written notification:

- A description of the new working pattern [which will be updated in iTrak to reflect the annual leave entitlement for the employee.](#)
- The date from which it will take effect.
- An end or review date of the working pattern (if temporary)
- Any other conditions relating to the arrangement.

9.4 Please bear in mind that it can take up to 14 weeks to implement any approved flexible working requests.



- 9.5 If successfully implemented, your application for flexible working will be permanent, unless a trial period or end date has otherwise been agreed with your Line Manager and ~~Executive Head~~Strategic Director/Head of Service.
- 9.6 **Rejection**
The Council is not obliged to approve a request for changes to working arrangements, but is required to consider a valid request seriously.
- 9.7 Rejection of a statutory flexible working request is legally permissible only where one of the following eight criteria applies:
- Burden of additional costs
 - Detrimental effect on the ability to meet customer service demands
 - Inability to re-organise work amongst existing employees
 - Inability to recruit additional employees
 - Detrimental impact on quality
 - Detrimental impact on performance
 - Insufficiency of work during the periods the employee wishes to work
 - Planned structural changes
- 9.8 If your statutory flexible working request is refused, the Council will provide a written, dated explanation, identifying one of the eight categories above.

10 Appeal Procedure

- 10.1 ~~Executive Head~~Strategic Directors/Heads of Service (or an appropriate nominated representative) will - consider any appeals against refusal of the flexible working request.
- 10.2 -If you decide to appeal the decision, you must confirm this in writing to your manager.
- 10.3 -Council representatives will meet with you within 14 calendar days of your notification of appeal. Again you may be accompanied to the meeting by a colleague, Staff or Trade Union representative.
- 10.4 The Council will inform you of its final decision in writing within 14 calendar days of the appeal meeting date.

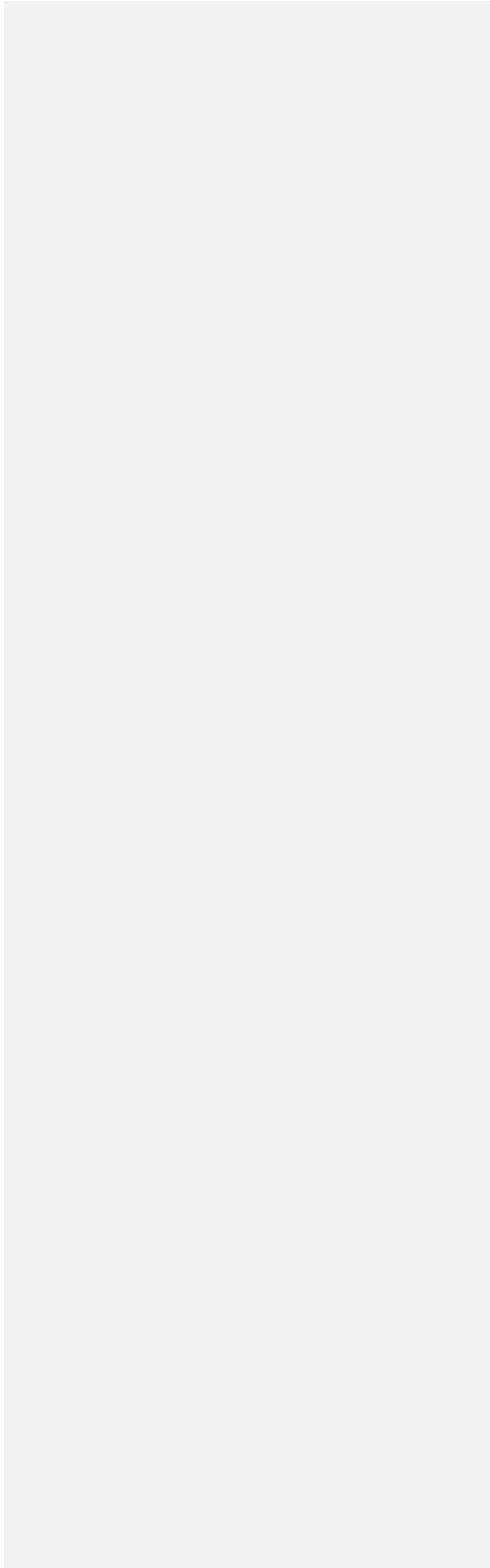
11 Withdrawal of Applications

- 11.1 You may withdraw your application for flexible working ~~anytime~~any time prior to written agreement, but it should be in writing to avoid any misunderstandings.
- 11.2 If you miss two consecutive meetings (initial or appeal) in relation to your flexible working application, then it will be considered as withdrawn and you will not be entitled to make another statutory application for 12 months.
- 11.3 The Council will confirm the withdrawal in writing.

Formatted: Indent: Left: 1.08 cm, Hanging: 1.46 cm

12 Further Guidance for Managers

- 12.1 Managers have a responsibility to be aware of the Council's legal requirements with regards to statutory flexible working requests and the timeframes associated with each stage of the process.
- 12.2 Where possible, managers should endeavour to adhere to the process below:
1. Applications to be **date stamped** upon receipt by manager.
 2. Consultation meeting to be booked within 14 calendar days of application receipt date.
 3. Decision to be confirmed in writing within 14 calendar days of consultation meeting.
 4. Appeal meeting to be booked within 14 calendar days of appeal notification.
 5. Decision to be confirmed in writing within 14 calendar days of appeal meeting.
- 12.3 Requests should be considered in the order that they are received.
- 12.4 If there is likely to be a delay in any stage of the process, managers should advise the applicant as soon as practicable.
- 12.5 However, the whole process (including appeal) **must** be completed within **3 months** unless the employee has formally agreed to an extension.
- 12.6 If an applicant is unable to attend a consultation meeting in person, [a virtual meeting via Teams or Zoom can be set up](#). Or the employee may [wish](#) – instead [to](#) be consulted via email [or](#) telephone but notes must be taken about what was discussed and/or agreed.
- 12.7 In the event of receiving multiple requests, managers should discuss the applications with Human Resources where they have more than one application under review at any one time.
- 12.8 For further guidance on strategies for fair and reasonable review of flexible working requests, see ACAS guidelines or seek advice from Human Resources.
(PDF: <http://www.acas.org.uk/media/pdf/p/6/Handling-requests-to-work-flexibly-in-a-reasonable-manner-an-Acas-guide.pdf>)



Flexi Time Policy

Summary

This report provides the Employment Committee with information regarding the Council's updated Flexi Time policy.

Wards Affected

N/A

RECOMMENDATION

The Employment Committee is asked to RESOLVE that the updated Flexi Time Policy, as set out at Annex A to the report, be adopted.

1. Resource Implications

- 1.1 There are no additional revenue or capital cost implications arising from the report.

2. Key Issues

- 2.1 This policy has been revised as the recording and booking of Flexi Time is processed through our new HR system Itrent.
- 2.2 This policy ensures employees are able to achieve a balance between the demands of work and their domestic, personal, public duties and circumstances in order to maintain work performance.
- 2.3 Included in the policy and procedure:
 - Who the policy applies to
 - Recording and the booking of hours worked and taken in our HR system Itrent
 - Settlement period
 - Carry-over balances

3. Options

- 3.1 The Committee has the option to adopt the updated Flexi Time policy amendments, with or without any amendments it considers appropriate.

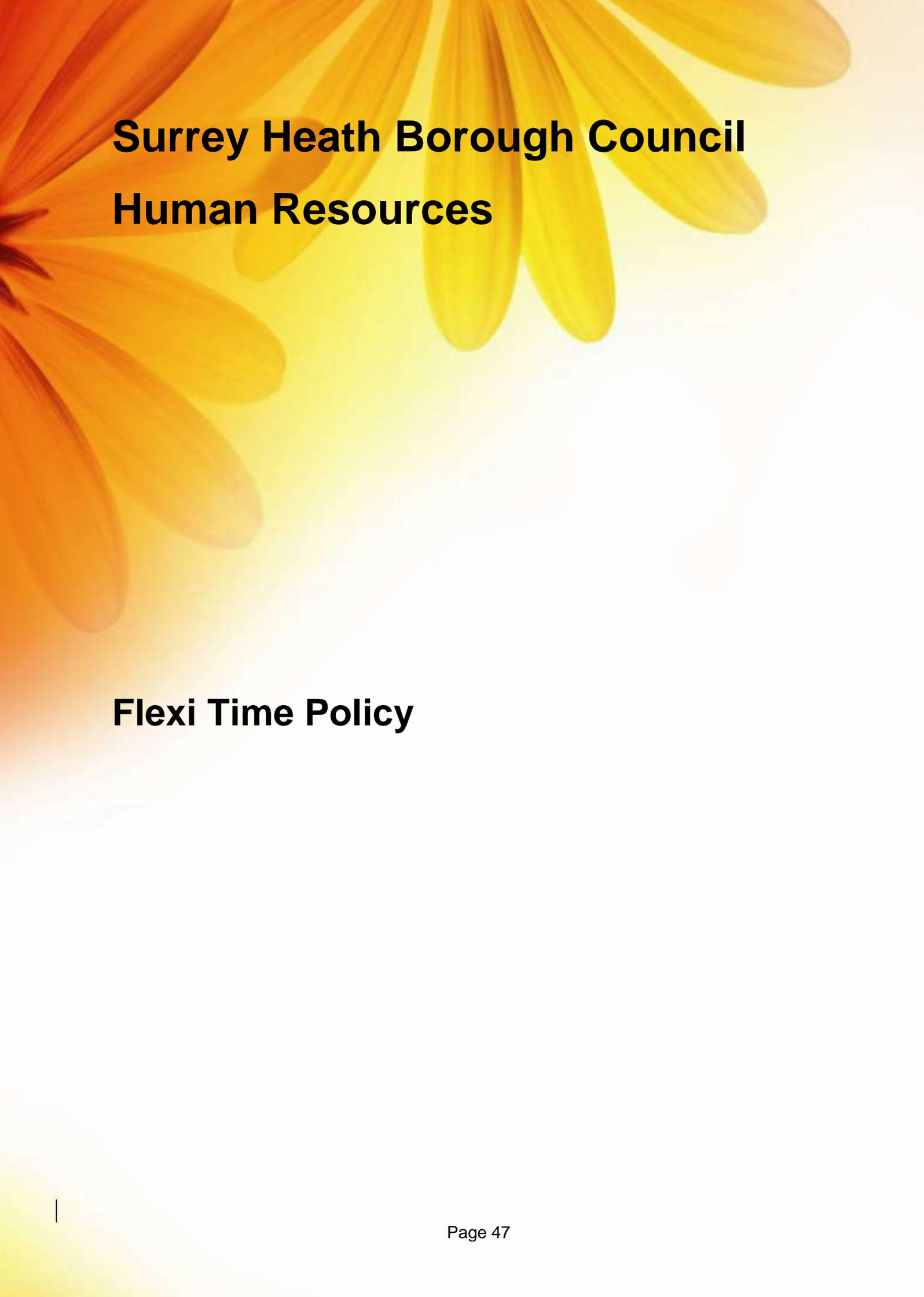
4. Proposals

- 4.1 The implementation of the updated Flexi Time policy

5. Equalities Impact

5.1 Completed.

Annexes	Annex A – Flexi Time policy
Background papers	None
Author/contact details	Bobbie.Ludlow, Senior HR Advisor Bobbie.Ludlow@surreyheath.gov.uk
Executive Head	Louise Livingston, Executive Head of Transformation Louise Livingston@surreyheath.gov.uk



Surrey Heath Borough Council Human Resources

Flexi Time Policy

Contents

1. Introduction
2. Scope
3. Policy Statement
4. Equality Assessment policy
5. Flexible Working Hours
6. Recording of Hours
7. Flexi-Leave

1. Introduction

Surrey Heath Borough Council is committed to ensuring that employees are able to achieve a balance between the demands of work and their domestic, personal, public duties and circumstances in order to maintain work performance.

2. Scope

This procedure applies to all employees at the Council. This policy and procedure should be read in conjunction with the following policies and all other relevant policies will apply:

- Leave & Special Leave Policy
- Disciplinary Policy & Procedure
- Grievance Policy and Procedure
- Overtime guidelines

3. Policy Statement

The purpose of this policy and procedure is to provide guidance when dealing with requests for flexi time. Information on hours worked and overtime working can be found in the Terms and Conditions.

4. Equality Impact Assessment

The Council's Equality Scheme demonstrates its commitment to equality internally and externally and ensures that all sections of the community are given an opportunity to contribute to the wellbeing of the community. An equality impact assessment has been carried out on this Policy and Procedure. This policy will also support those employees with protected characteristics in relation to the implementation of the procedures.

The Council ensures that consultation is representative of the community and that consideration is given on how to consult hard to reach groups and will positively learn from responses.

5. Flexible Working Hours

Flexible Working Hours (FLEXITIME) is a method by which employees are able to have a measure of personal control over when they work their standard working hours. The scheme is based on the following principles:

- That there shall be no increase in staffing levels as a result of the Flexi Time Scheme.
- That there shall be no reduction in the level of services provided.

5.1 This scheme applies to all part time and full time employees of the Council with the following exceptions:

- CMT members
- Officers working fixed hours
- Employees, whose pattern of working hours would, in the view of their [Strategic Director](#) /Head of Service, make Flexi Time impracticable.
- Local arrangements may be appropriate for certain areas in the Council such as the theatre.

The working day is divided as follows:-

Bandwidth (Total time which the scheme will operate each day)	Monday to Friday	08.00 hrs to 18.00 hrs
Core Time (The time when all employees will be at work each day)	Monday to Thursday Friday	10.00 hrs to 16.00 hrs 10.00 hrs to 15.30 hrs (A lunch break of at least half an hour but not exceeding 2 hours to be taken between 12.00 and 14.30 hours)
Cover Time (This is the time when offices must be staffed).	Strategic Directors /Heads of Service will, following consultation with their employees designate the employees concerned, number of staff required to be present, and the actual Cover Times involved but such Cover Time shall not exceed: Monday – Thursday Friday	08:30 hrs to 17:00 hrs 08:30 hrs to 16.30 hrs
Flexible Time (Subject to the foregoing, the times employees will be free to choose their starting and finishing times)	Start: Monday to Friday Finish: Monday to Thursday Friday	08:00 hrs to 10.00 hrs 16.00 hrs to 18.00 hrs 15:30 hrs to 18:00 hrs

*There may be exceptions to the bandwidth such as committee meetings/events, any arrangements must be approved by a line manager.

6 Recording of hours worked

Employees on grades eligible for flexi-leave and those employed on fixed-hours are required to record their times of arrival, departure and lunch period [in iTrent](#).

7 Flexi-Leave

Flexible working arrangements with regards to leave are available for employees within the following parameters:

- **Grades 1-9**– these employees have the facility to accrue credit hours to take 2 days flexi-leave in each four week settlement period, this will be subject to management approval and the needs of the department. Tier 1 & 2 managers are not included in this scheme but this will be kept under review

7.1 Settlement Period

The settlement period is four weeks, the total contractual working hours for which is 148 hours for those employees contracted to a 37 hour week. This is prorated for part time employees. When the employee wishes to utilise their flexi time this will need to be booked through iHrent for their manager to approve. Any hours accrued and not used within the settlement period will be lost with the exception of 7.2

7.2 Carry-over balances

Eligible employees may carry over to the following settlement period up to 15 hours credit or debit (pro-rata for part time employees), subject to prior authorisation in the same manner as annual leave. In exceptional circumstances, a Strategic Director/Head of Service may approve a larger credit carry-over, and may authorise flexi-leave in excess of the limits.

7.3 Flexi time will not be paid to any employee under any circumstances.

This page is intentionally left blank

Agile Working Policy 2020/21

Summary

To consider the updated version of the Agile Working Policy.

Recommendation

The Employment Committee is asked to RESOLVE that the updated Agile Working Policy, as set out at Annex A to the report, be adopted.

1. Resource Implications

1.1. There are no resource issues arising from this report.

2. Key Issues

2.1. This policy has been updated to reflect the changes to working practices which has come about due to the continuing effects of COVID-19. There is now the expectation that employees will return to Surrey Heath House for a minimum of 1 day a week but they may be required to spend a higher proportion of their working week in the office following discussions with their managers and the business requirement within their role.

3. Options

3.1. The Committee has the option to agree the updated Agile Working Policy, with or without any amendments it considers appropriate.

4. Proposals

4.1. N/A

5. Supporting Information

5.1. N/A

6. Corporate Objectives and Key Priorities

6.1. To promote a safe working environment for staff whether it be in the work place or working from home.

7. Risk Management

7.1. Risk Assessments are to be regularly completed and returned to SH Health and Safety Officer.

8. Equalities Impact

8.1. Completed

Annexes	Annex A – Agile Working Policy
Background papers	N/A
Author/contact details	Bobbie Ludlow Bobbie.Ludlow@surreyheath.gov.uk
Executive Head of Transformation	Louise Livingston Louise.livingston@surreyheath.gov.uk

Surrey Heath Borough Council Human Resources

Agile Working Policy



Great Place • Great Community • Great Future

Contents

1. Introduction
2. Purpose and Scope
3. Policy
4. Procedure for approving Office, Agile and Homeworking Arrangements
5. Hours of work
6. Contact and cover
7. Office environment
8. Team ethos
9. Management of Performance
10. Equipment
11. Expenses and allowances
12. Health and safety and risk assessment
13. Corporate standards
14. Security
15. Liability
16. Changing circumstances
17. Tax and Allowances

1. Introduction

1.1 We encourage our employees to adopt a flexible, collaborative working style which supports the delivery of effective customer service whilst also offering staff flexibility in how they work. Agile technology enables us to work remotely and allows staff to access the information and tools that they need to carry out their work at any time from any location. We want to be able to support our staff with working as flexibly as possible to meet the demands of their role.

1.2 In general terms, all staff are required to attend the office a minimum of 1 day a week. Your actual pattern and place of work will be determined by the role that you deliver for the Council and the arrangements that are agreed between you, your manager and your team. This could range from you being in the office 1 day a week to 5 days a week, depending on your role as and when required and this will be kept under review.

4.41.3 Section 3 categorises how some roles within the Council will require employees to have a fixed work location, work at different locations other than SHBC but, for all other employees there will be an expectation that they will be flexible in their work location. We are working towards achieving remote working and bookable desk arrangements for the majority of staff.

4.21.4 There are also long term advantages associated with improved employee work-life balance and greater job satisfaction resulting from greater individual ownership over the ways in which people work. Agile working can also have a positive impact upon performance and customer service. This will be monitored and if it proves otherwise, time in the office many need to be increased.

4.31.5 Workspace modernisation has taken on new importance with COVID-19 ensuring that our working environment is as safe as can be. We need to be highly adaptable to respond and adjust to the changing situation now and in the future.

2. Purpose and Scope

- 2.1 This document sets out the Policy, Procedure and standards for remote and mobile working and applies to all employees working for the Council whose work location may be flexible.
- 2.2 In addition to 1.2, the following employees will normally be excluded from working from home:
- Employees who are subject to formal support arrangements under the Capability Procedure.
 - Employees who are subject to a formal warning under the Disciplinary Procedure for a breach of this procedure or other relevant misconduct.
 - Employees who are subject to temporary close supervision in order to obtain quantitative or qualitative data on work outputs.
- 2.3 Agency workers may be assigned as agile or home workers depending on the nature of the role, and the service should assess what equipment will be necessary for them to undertake the duties associated with the role.
- 2.4 This Policy will be applied fairly and consistently to all staff employed in the Council regardless of the work location and number of hours worked.
- 2.5 This Policy should be read in conjunction with the following policies:
- Statement of Terms and Conditions of Employment (individual)
 - Flexible Working Policy
 - Health and Safety Information for officers
 - Information Security Policy
 - Grievance Policy and Procedure
 - Off- site Working Policy and Procedure
 - Information Governance Policy & Strategy
 - COVID working guidelines.

3. Policy

- 3.1 [Categorisation of workers and](#) definitions:

Category	Description
Office Worker	Workers will need to be office based for the majority of their working week and will work in a fixed office location at a fixed desk. The nature of the work dictates that work must be mainly carried out at the office (e.g. acting as a 'hub' for the team or continuously responding to clients from a fixed building).
Non Office Worker	Some workers are required to work off site at other locations for example in the Car Parking or Theatre
Agile Worker	

	Workers who can work effectively for part of the week at a different location and can choose to split their time between home and a Council office with bookable desk arrangements.
Homeworker	Workers who work the majority of their working week away from the office. These workers will either work from home or another suitable location and attend a Council office with flexi-desk arrangements when necessary.
Equipment	
<ul style="list-style-type: none"> • For some specialist packages, such as Photoshop we will need to review the employees requirements on a case by case basis. • Where appropriate, all employees will be provided with laptops that can be used with desktop docking stations with dual monitors at many desks across any Council offices, or for homeworking. The laptops will pick up the corporate Wi-Fi and / or, a direct wired internet connection automatically from any Council office and, employees will use personal Wi-Fi and / or a direct wired internet connection when working from home. • In current circumstances some employees may be using their own equipment to work from home, in this case employees need to ensure they have completed and signed a bring your own device agreement form. ICT can only provide limited support while using personal equipment. • Telephony is built into the laptops provided or via the 8x8 mobile app. 	

- 3.2 No existing employee whose job is assessed as suitable for an agile or home working arrangement will be required to work away from the office environment if they choose not to do so. All existing staff (at the time of this policy being adopted) choosing to become agile or home workers, do so on a voluntary basis.
- 3.3 Existing employees who work under an agile or homeworking arrangement will be expected to do so on a permanent basis or until operational requirements are redefined. Because of office accommodation requirements it may not be possible to allow employees to change to different office working arrangements. However, it is recognised that there may be exceptional circumstances where a line manager in conjunction with HR may agree to a change a role to office based working, and these should be assessed on a case by case basis.
- 3.4 Employees will be provided with ICT support by raising a ticket through Fresh Service, including equipment (Laptop, riser, keyboard, mouse), software, training and technical support and advice, as appropriate to their work style.
- 3.5 Employees who work at home as part of their working arrangement will be provided with advice and information on appropriate insurance. (Please see 15.3 for further information).

- 3.6 Employees working away from the office (at home or at other work locations) must be contactable by telephone during pre-defined working hours.
- 3.7 Employees who volunteer to become agile or home workers or, new employees who are recruited as agile or homeworkers are expected to provide themselves with a suitable workspace within the home where they can work effectively. All working environments (including the home 'office') will be subject to a risk assessment to ensure the health and safety of relevant employees. Employees may be prevented from working from home where their workspace within the home has been assessed as not compliant with health and safety requirements (see 12.3).
- 3.8 All employees working at home must have suitable dependent care arrangements in place. Employees should enquire with their managers if they need further support and/or flexibility. It is the employees responsibility to ensure they have suitable care provisions in place allowing for minimal distractions when carrying out their role.
- 3.9 Council office locations which accommodate agile workers will have adequate arrangements for 'flexi-desks', including workstations (laptop docking stations) and meeting spaces.
- 3.10 For employees working at SHBC who do not have a permanent desk they will be required to use a cloud based booking system. SHBC have a clear desk policy and employees will be able to keep personal items in either moveable pedestals or lockable lockers for security purposes.
- 3.11 To ensure that employees are working in a clean and safe environment SHBC will continue with their current cleaning processes. There will also be supplies of antibacterial wipes and sprays for employees regular use.
- 3.12 All equipment provided to the employee is for the exclusive use of that employee (i.e. not for use by family/friends).
- 3.13 Managers and employees will be provided with procedures, training and support, as necessary, to ensure that performance and conduct can be managed for agile and home workers.

4. Procedure for approving Office, Agile and Homeworking Arrangements

- 4.1 The line manager, in conjunction with the [Strategic Director/](#) Head of Service and HR, will determine the business requirements within their teams.
- 4.2 The line manager will meet employees, as necessary, to discuss the implications of transferring to agile or homeworking, and will ensure that they have access to any relevant guidance documents and to discuss any concerns. HR or ICT can provide further information or answer specific queries.
- 4.3 If an employee cannot work remotely due to a change of circumstances, a fixed office base will be considered if there are sound reasons that affect the employee's ability to work flexibly.
- 4.4 In cases where the employee has been excluded from working from home (see 2.2 above), in exceptional circumstances the line manager may, in conjunction with the [Strategic Director/](#) Head of Service and HR, determine that agile or homeworking may commence or continue. This decision should take account of the operational needs of the service, the nature of the problem, and be subject to suitable

management arrangements being in place.

- 4.5 Agile working arrangements may be suspended for short periods for operational reasons, after consultation with affected employees.

5. Hours of work

- 5.1 Employees working away from the office must be available to work between 7.30am and 6.00pm Monday to Friday as specified in the bandwidths contained in Council's Flexible Working Scheme, unless the post specifically requires work to be carried out outside these hours, or where alternative arrangements have been agreed with the line manager, subject to service provision.
- 5.2 Full time employees should always be at work between any core hours (Monday-Thursday 10.00am-4pm and Friday 10.00am – 3.30pm) agreed by the service, and must take a lunch break of at least ½ hour between 12.00 noon and 2.30 pm unless, otherwise agreed with their line manager that a break may be taken outside this time. The minimum requirements for employee rest breaks are at least a 20 minutes break during each working day where their work pattern is longer than six hours.
- 5.3 For part time employees, the line manager and employee should agree the normal daily working hours, during which period the employee should be contactable by telephone and email, as appropriate.
- 5.4 Following a conversation the line manager may agree with the employee to take reasonable 'time out' during working hours in order to improve work life balance (e.g. to take children from school to an after school activity, walk the dog or attend appointments).
- 5.5 Employees working from home need to consider their dependent care arrangements. Homeworking is not a substitute for dependent care arrangements, and employees working from home should not do so whilst in sole charge of dependants requiring care and supervision. Consult with your line manager if support and flexibility is required.
- 5.6 All employees have a responsibility to adhere to the Working Time Regulations (WTR) with respect to weekly working hours and rest breaks. Line managers should monitor the number of hours employees are working flexibly to ensure that WTR are not breached.

6. Contact and cover

- 6.1 Line Managers should ensure that employees are clear on the standards that apply to them locally in terms of contact, availability, telephone cover, office cover, working from home etc.
- 6.2 Employees who are unable to work due to being unwell should contact their line manager in accordance with the normal Sickness Absence procedure regardless of the location they are working from.
- 6.3 All employees working flexibly should be contactable by their line manager and other officers of the Council during their normal working hours or the hours specified in their Outlook Calendar. Where appropriate, they should also be contactable by customers/clients. Agreed 'time out' should clearly be blocked out in the Outlook calendar to indicate that the employee cannot be contacted during these hours. Use

of 'private' in Outlook should be used wisely and only when necessary.

- 6.4 All employees should keep their Outlook calendars up to date with their location and times of meetings and make them available to the whole team or service.
- 6.5 All employees should adhere to the Council's Telephony Usage Standards. Suitable personal voicemail messages should be recorded so that callers have the right information if the employee is unavailable or away from work.
- 6.6 Flexible workers should ensure they are always logged onto the 8x8 system when at work. This ensures that calls to their telephone extension are routed to and from their preferred device (lap top with or without head set, mobile as appropriate). Employees are required to constantly update their status on 8x8 to ensure that the system is live and accurate.
- 6.7 Agile and homeworkers may be required by the line manager to participate in a rota system to cover office hours or essential services such as customer help lines and duty systems. This requirement will be determined on a case by case basis in each workplace/team.
- 6.8 Agile and homeworkers will be required to attend meetings, training, seminars etc. as appropriate to the job, and to provide reasonable cover for absent colleagues at the request of the line manager.

7. Office environment and Parking

- 7.1 Agile and Homeworkers will be allocated a 'designated office' which is deemed to be their place of work when not working from home or at other locations.
- 7.2 The Council will provide workstations (also known as 'flexi-desks') for with Agile and Homeworkers to use when they are in the office. They will be required to use whichever convenient workstation is available through the booking system and therefore employees will not have the right of exclusive use of a particular workstation. All flexi-desks should be cleared at the end of the working session and left clean and tidy for the next occupant.
- 7.3 Agile and Homeworkers will have access to lockable storage in the designated office for their personal files, papers, ICT equipment and stationery.
- 7.4 Where an Occupational Health assessment has determined that an Agile or Home worker requires specific workstation equipment to carry out their work, they may be given priority use of a specific workstation if this is the only practical way to provide it.

7.5 The Staff Car Parking Guidelines remain in place for all Staff.

8. Team ethos

- 8.1 Good communication is essential to agile working and under flexible working arrangements it will be the manager's responsibility to ensure that they maintain team ethos within their team. Managers will therefore need to consider:
 - The use of effective communication which may include regular contact and supervision meetings, updates, team meetings, informal break chats.
 - Planning team building and team activities.
 - Inducting new staff members into the team including their socialisation into the team.

- Ensuring emotional support is available as required either through access to managers or through the introduction of a buddy system within the team.
- Creating opportunities for team working, mentoring and training opportunities.

Managers will be supported in sourcing appropriate training to meet their needs in supporting their particular teams to work effectively and promote team wellbeing, and training will also be available to wider staff members where required.

9. Management of performance

- 9.1 Managers must put in place arrangements to ensure that the performance of each employee can be managed effectively without continuous direct supervision. Under remote working arrangements, performance management and regular contact is more important and therefore needs to be more planned and formalised.
- 9.2 Performance management should include;
- Regular 1:1 meetings with the employee to discuss work issues, including progress towards objectives. These should occur at least once every 4 to 6 weeks, and give the manager and the employee the opportunity to raise any matters of concern.
 - The use of updates between managers and employees in between supervision meetings through effective communication.
 - The use of 'SMART' work objectives in performance review and 1:1 meetings.
 - Regular feedback from customers and other data on work output (where appropriate).
 - Effective communication mechanisms such as team briefings, team meetings, team building days etc.
 - Providing support mechanisms and a supportive environment to staff who find remote working challenging.
- 9.3 Home and Agile working arrangements require employees to be well-organised and motivated, with clear objectives and timescales for achieving them. Management of home and agile workers must take into account the need for support, and training if necessary, to manage their own workload without direct supervision.
- 9.4 If the line manager has any concerns about the employee's conduct or performance, these should be raised as soon as possible with the employee. The line manager should consider with the employee whether any additional advice or support is required to help them to reach the required standards. Consideration should be given as to whether the home or agile working arrangement should be suspended after taking advice from HR.
- 9.5 Serious concerns about underperformance should be addressed through either the Capability Procedure, or the Disciplinary Procedure if the behaviour constitutes misconduct.
- 9.6 Managers and employees are able to access training, support and advice on the effective management of home and agile working arrangements through the corporate training programme and HR.

10. Equipment

- 10.1 The Council's ICT service will provide support and advice to an employee working remotely, however, the service is unable to support an employee's home internet connection. Where an employee's home internet connection does not work they must

contact their line manager who should advise them that they need to come into the office to work until the problem is resolved.

- 10.2 Agile and Homeworkers must have broadband installed with a wireless router or a wired (R45 Ethernet) network connection. Employees who do not wish to purchase broadband may not be allowed to work from home. Employees should not use Council-issued 3G cards to access the network when working from home. Any specific requirements which may be required needs to discussed with ICT as there needs to be assessment for security.
- 10.3 Equipment supplied by the Council is for business purposes. Employees should refer to the ICT Policy regarding the use of Council equipment for personal use for more information. The equipment must not be used by anyone (e.g. members of the family, friends etc) other than the employee.
- 10.4 Where Council owned equipment requires maintenance or repair, this must only be carried out by the Council's ICT Service.
- 10.5 For security and support reasons employees will not be provided with a home printer unless in exceptional circumstances a business case for home printing has been investigated and approved.
- 10.6 All equipment remains the property of the Council and must be returned on demand. By raising a ticket through Fresh Service requesting IT equipment it will enable the ICT Team to keep an inventory of all equipment issued to employees.
- 10.7 Managers must work with the employee and ICT to ensure that adequate precautions are taken to maintain confidentiality of information assessed or stored in an off-site/home working environment in accordance with the Council's Data Protection Policy for Home Working, the, Data Protection Act 2018 <https://www.gov.uk/data-protection> and related legislation or guidelines.
- 10.8 Employees are expected to take reasonable precautions to keep Council property and information secure. Confidential and personal data must be shredded or returned to the Council for proper disposal.
- 10.9 In the event of loss, theft or damage to Council equipment, employees must report the incident to ICT, [Strategic Director](#)/Head of Service and/or local police (as appropriate) within 24 hours. If data is lost, this must be reported to the Information Governance Manager.

[10.10 Purchase of office equipment or stationary for use at home will not be reimbursed but obtained through the Council's Facilities Team or ICT.](#)

11. Expenses and allowances

- 11.1 Employees will not be entitled to any allowances or reimbursement of utility bills for working from home with the exception of 17.1.
- 11.2 Mileage is not payable when the Agile or Homeworker attends the designated office as detailed in your terms and conditions of work. Any other mileage incurred will be paid at the relevant mileage rate depending on the reason for travel and any car user status attached to the post. (see car user policy)

- 11.3 For Homeworkers who are not based in a Council office and are attending site visits throughout the day, working time will begin when travel to the first site commences and ends when reaching home at the end of the day.

12. Health and Safety and Risk Assessment

- 12.1 Most of the regulations made under the Health and Safety at Work Act 1974 apply to employees working at home as well as to employees working at Council accommodation.
- 12.2 Managers have a responsibility to ensure that a health and safety risk self-assessment is completed for the employee's work area in the home, to ensure that work can be undertaken safely without endangering the health of the worker or their family.
- 12.3 The Workrite on-line Homeworking Assessment for Mobile and Flexible Working should be completed as a joint exercise between the line manager and employee. Employees have responsibility for implementing any actions identified in order to reduce/mitigate risks in their home and to make their work environment safe. The cost of any adjustments to the home working environment to meet health and safety requirements should be borne by the employee (with the exception of 3.7).
- 12.4 Managers should be reviewing health and safety on a regular basis and should be discussed on a frequent basis during 1:1 meetings. Where there are concerns, appropriate advice should be sought.
- 12.5 Where employees are visiting clients/sites etc. they must ensure they make frequent contact with their office, usually after each visit in line with the Service's Off Site Working Policy.
- 12.6 Any accidents whether they occur in the work place, whilst working from home or on a visit should be reported to the line manager as normal and recorded on an accident report form.
- 12.7 Employees with particular needs will be assessed by the Health and Safety Officer and/ or Occupational Health. Recommendations will be made about the specific equipment needed (e.g. special computer mouse, or a specific type of chair). This equipment will be provided for the employee to use at their main work location. If the main work location is not the office, the cost of providing additional/specialist equipment for working at home will be considered however, if this cost is judged unreasonable, the Council may determine that the worker should be required to work in the office. Prior to making this decision the line manager should seek advice from HR.
- 12.8 Electrical equipment supplied by the Council should be regularly tested, in line with the annual frequency at the employee's designated office location.
- 12.9 Employees must never use handheld mobile phones or email devices whilst driving and employees should be stationary when making or receiving telephone calls whilst driving. (see car user policy)
- 12.10 If the line manager determines that a new employee cannot safely work at home, they must work in the office at a flexi-desk.

12.11 Mental Health considerations will be at the forefront of how new working arrangements are affecting individuals and we encourage you to speak to your manager or HR if you are experiencing any issues.

13. Corporate standards

- 13.1 All employees should respect others when it comes to the working environment and be aware of how their behaviour might impact on others working in a flexible environment. It is recommended that locally services agree to a list of standards that are then communicated to employees to follow.
- 13.2 The standards below represent the minimum that is expected from employees, it is not intended to be an exclusive or exhaustive list and should be used as the basis for local agreements:
- Be aware of noise levels in the office.
 - Leave all flexi-desks clean and clear for the next user.
 - There should be no attempt to 'claim' or personalise flexi-desks.
 - 'Fixed' desks should be left clear when employees are on leave to allow other employees to use them.
 - Time keeping should be adhered to both at the start and end of meetings as a courtesy to those attending the meeting as well as to the next user of the room.
 - Leave meeting areas tidy (e.g. clearing up dirty cups at the end of a meeting)
 - Avoid eating smelly foods at desks.
 - Avoid having meetings at desks as this can disturb others. Where possible, meetings should be held either in meeting rooms or in break-out areas.
 - Earphones should be used for Teams meetings attended at the desk to reduce noise levels.
 - Where problems develop with working environments these should be reported using the management structure in place to resolve issues as they arise.

14. Security

- 14.1 Employees must ensure that all Council data and equipment (including laptops, handheld email devices, mobiles phones etc.) is stored securely, and that it is not at risk of loss or theft. Guidelines for employees on data security when working away from the office is provided in the Off Site Working Policy.

15. Liability

- 15.1 Employees working away from the office are covered by the Council's insurance policy for employer's liability and personal accident in the same way as office-based employees.
- 15.2 Equipment supplied to employees working away from the office is covered by the Council's insurance arrangements providing it is used for work purposes only, and in line with manufacturer's instructions.
- 15.3 All employees working from home for part of their working week should contact their own insurance company to advise that they will be working from home. This would not usually result in an increase in premium. The Council will not reimburse any increase in premium should this occur. Employees undertaking authorised off- site work are covered by the Council's employee liability insurance to the same extent as

office-based workers. However, the extent of the insurance will in some cases be limited by the circumstances and the nature of the loss/damage incurred.

- 15.4 It is the employee's responsibility to check with relevant third parties (e.g. insurers) to ensure that they have relevant permissions to work from home without restrictions or penalty. The Council will not be liable for any charges related to investigating or obtaining such confirmation.
- 15.5 If an employee is home working in rented accommodation they should advise mortgagees or landlords that they intend to work at home. However, using a room or part of a room to work in would not normally require planning permission. Working from home should not affect Council Tax liability.

16. Changing circumstances

- 16.1 When one of the circumstances below arises, the Council reserves the right to reconsider the working arrangements under which the employee works. No changes will be made without consulting the individual concerned.
- The employee moves to a different job role, either permanently or on a secondment or acting up basis. The suitability of the new role for agile or homeworking will need to be assessed.
 - The employee moves home. Arrangements for homeworking will need to be reassessed.
 - The Council undertakes a reorganisation of the work area. All job roles will need to be reassessed in the light of changes to job profiles and person specifications.
- 16.2 Managers are responsible for reclaiming equipment where an employee leaves or moves posts in order for it to be reallocated to the next post holder.
- 16.3 Managers are responsible for keeping a record of work arrangements in their team and informing HR of any changes.

Tax and Allowances

- 17.1 Employees working from home should be aware that they may be able to claim tax relief for additional household costs if they are working from home on a regular basis, either for all or part of the week. For additional information please see the enclosed link and contact the HR Team for further guidance.
<https://www.gov.uk/guidance/claim-income-tax-relief-for-your-employment-expenses-p87>

Update on Climate Change Actions Assigned to Human Resources

Summary

To consider the actions taken in relation to the Climate Change Action Plan as assigned to Human Resources.

Recommendation

The Employment Committee is asked to note the actions taken to date in response to the actions assigned to Human Resources from the Climate Change Action Plan, as set out at Annex A to this report.

1. Resource Implications

- 1.1. There are no current resource issues arising from this report as any actions taken to date have been paid for from existing budgets. This may change in the future but a report will be shared and request for funding made if needed.

2. Key Issues

- 2.1. This report sets out the work that has taken place to date in relation to the climate change action plan and the actions assigned to Human Resources. See annex A
- 2.2. It should be noted that there is still more work that can be achieved under climate change and the aim is to work with staff and members on further initiatives that can be adopted through working with the climate change working group and the newly appointed climate change officer.

3. Options

- 3.1. The Committee has the option to note the work completed to date on the Climate Change Action Plan as assigned to Human Resources.

4. Proposals

- 4.1. N/A

5. Supporting Information

- 5.1. N/A

6. Corporate Objectives and Key Priorities

- 6.1. To promote a safe working environment for staff whether it be in the work place or working from home.

7. Risk Management

7.1. N/A

8. Equalities Impact

8.1. Completed

Annexes	Annex A – Climate Change Actions for Human Resources
Background papers	N/A
Author/contact details	Bobbie Ludlow Bobbie.Ludlow@surreyheath.gov.uk
Executive Head of Transformation	Louise Livingston Louise.livingston@surreyheath.gov.uk

Surrey Heath Borough Council Climate Change Action Plan



Council Operations - Transport Actions						
ID	Action	Resourcing	Direct or indirect?	Timescale	Priority	Action To Date
T1	Continue to implement and develop agile working practices to reduce employee journeys and business miles. Encourage greener community and active travel for necessary journeys.	Within existing budgets	Direct	Ongoing	High	<p>A full update on the Agile working practices the Council is trialling has been included in the updated Agile Working Policy.</p> <p>The Council is trialling staff coming into the office a minimum of one day a week dependent on service requirements ensuring that service to the community is the absolute priority.</p> <p>There is an eLearning module that will be made available to all employees and this will become part of the mandatory training.</p>

T2	Undertake a survey of employee commuting and business travel patterns.	Within existing budgets	Indirect	Short term	Medium	The Climate Change Officer is preparing a survey to go out to all staff September / October 2021
T3	Identify incentives that could be used to encourage sustainable modes of transport for staff, including investigating the potential for an employee car club.	Within existing budgets	Indirect	Medium term	Medium	Installed an electric charging point that staff can use in the Surrey Heath House Car Park. Employees will be charged a reasonable rate for using this facility. The use of Public Transport is encouraged where appropriate.

This page is intentionally left blank

Christmas Closure 2021

Summary

To decide on the opening of Surrey Heath House during the period between Christmas and New Year 2021.

Wards Affected

N/A

Recommendation

The Employment Committee is asked to consider the options for Christmas Closure in 2021 and RESOLVE that Option 1 be agreed.

1. Resource Implications

- 1.1. There are no resource issues arising from this report.

2. Key Issues

- 2.1. For a number of years in succession, at least since Christmas 2005, Surrey Heath House has closed the building to the public and staff have needed to take some leave to accommodate the closure - see Annex A for typical Christmas arrangements and how it would translate for Christmas 2021.
- 2.2. Staff have in their Staff Terms and Conditions of Employment 'In addition to the basic annual paid leave entitlement and the statutory public holidays, the Council also grants an additional days holiday which is customarily attached to the Christmas holiday. The Council, may at its discretion ask you to take up to 2 days annual leave during the Christmas holiday'.
- 2.3. We now have partners in the building who still need access, for example the Police who operate all day, every day and DWP who are closed Monday 27th Dec – Wednesday 29th Dec and again on Monday 3rd January 2022.

3. Options

- 3.1. **Option 1** - close SH House from 5pm Thursday 23rd December 2021 and reopen Tuesday 4th January 2022 asking staff to take 1 day as annual leave and 1 day extra day given to them as in previous years covering Thursday 30th and Fri 31st December 2021
- 3.2. **Option 2** - close SH House from 5pm Thursday 23rd December 2021 and reopen Tuesday 4th January 2022 asking staff to take 2 days annual leave covering Thursday 30th and Friday 31st December 2021

3.3. **Option 3** - close SH House Friday 24th December 2021 (already agreed), Monday 27th - Weds 29th Dec reopening again Thursday 30th and Friday 31st Dec. Close Monday 3rd January 2022 and reopen Tuesday 4th January 2022

4. **Proposals**

4.1. The Joint Staff Consultative Group considered this item at its meeting on 23 September 2021 and is recommending that Option 1 is agreed.

Annexes	Annex A –Christmas opening information
Background papers	N/A
Author/contact details	Julie Simmonds Julie.Simmonds@surreyheath.gov.uk
Executive Head of Transformation	Louise Livingston Louise.livingston@surreyheath.gov.uk

Annex A

Typical annual Christmas message sent to staff regarding Christmas closure:

It is proposed that Surrey Heath House (including the Museum) will close to the public from 3.30pm on 24th December 20XX until 8.30am on 2nd January 20XX, with staff taking leave as follows:-

25 December 20XX : Bank Holiday
26 December 20XX: Bank Holiday
27 December 20XX: Extra Statutory Day
28 December 20XX) Additional 1 day's leave plus 1 day
29 December 20XX) from annual leave entitlement
1 January 20XX : Bank Holiday

Above example for if SH House closed Christmas 2021:

Friday 24th December 2021: Staff given a day off as part of pay negotiations 2021
Monday 27 December 2021 : Bank Holiday
Tuesday 28 December 2021: Bank Holiday
Wednesday 29 December 2021: Extra Statutory Day
Thursday 30 December 2021) Additional 1 day's leave plus 1 day
Friday 31 December 2021) from annual leave entitlement
Monday 3 January 2022 : Bank Holiday

This page is intentionally left blank

**Minutes of a Meeting of the
Appointments Sub Committee held at
Function Room, Camberley Theatre on
23 April 2021**

- | | |
|--------------------------|-------------------------|
| + Cllr Cliff Betton | + Cllr Alan McClafferty |
| + Cllr Sharon Galliford | + Cllr Victoria Wheeler |
| + Cllr Josephine Hawkins | |

+ Present

21/A Appointment of Chairman

It was proposed, seconded and

RESOLVED that Councillor Alan McClafferty be appointed as Chairman for the meeting.

22/A Exclusion of Press and Public

In accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press representatives, was excluded from the meeting for the consideration of the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph
23/A	1
24/A	1

23/A Appointment of Head of Planning

The Sub Committee interviewed candidates for the post of Head of Planning.

RESOLVED that the post of Head of Planning be offered to Mr Gavin Chinniah subject to the requirements of Part 4 of the Constitution in respect to the offer of employment as a chief officer of the Council being satisfied.

24/A Review of Exempt Items

The Sub Committee reviewed the item which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that the decision be made public following

- (i) confirmation that the requirements of Part 4 of the Constitution in respect to the offer of employment as a chief officer of the Council are satisfied; and**
- (i) the acceptance of the appointment.**

Chairman

**Minutes of a Meeting of the
Appointments Sub Committee held at
Council Chamber, Surrey Heath House
on 24 May 2021**

- Cllr Colin Dougan
- + Cllr Josephine Hawkins
- + Cllr Alan McClafferty
- + Cllr Sashi Mylvaganam
- + Cllr Graham Tapper
- + Present
- Apologies for absence presented

Substitutes: Cllr Adrian Page (In place of Cllr Colin Dougan)

1/A Appointment of Chairman

It was proposed, seconded and

**RESOLVED that Councillor Alan McClafferty be appointed as
Chairman for the meeting.**

2/A Exclusion of Press and Public

In accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press representatives, was excluded from the meeting for the consideration of the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph
3/A	1
4/A	1

3/A Appointment of Interim Head of Planning

The Sub Committee interviewed candidates for the post of Interim Head of Planning, who would manage the Planning Service until the Council's new Head of Planning, Mr Gavin Chinniah, took up his post in August 2021.

**RESOLVED that the post of Interim Head of Planning be offered to
Mr Andrew Ashcroft, subject to the requirements of Part 4 of the
Constitution in respect to the offer of employment as a chief
officer of the Council being satisfied.**

4/A Review of Exempt Items

The Sub Committee reviewed the item which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that the decision be made public following

- (i) confirmation that the requirements of Part 4 of the Constitution in respect to the offer of employment as a chief officer of the Council are satisfied; and**
- (i) the acceptance of the appointment.**

Chairman

**Minutes of a Meeting of the
Appointments Sub Committee held at
Council Chamber, Surrey Heath House
on 7 June 2021**

- | | |
|--|--|
| + Cllr Cliff Betton
+ Cllr Sharon Galliford
+ Cllr Josephine Hawkins | + Cllr Alan McClafferty
+ Cllr Victoria Wheeler |
| + Present | |
| - Apologies for absence presented | |

1/A Appointment of Chairman

It was proposed, seconded and

**RESOLVED that Councillor Alan McClafferty be appointed as
Chairman for the meeting.**

2/A Exclusion of Press and Public

In accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press representatives, was excluded from the meeting for the consideration of the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph
3/A	1
4/A	1

3/A Appointment to Interim Position

The Sub Committee interviewed candidates for an interim post but decided not to make any offers of employment.

4/A Review of Exempt Items

The Sub Committee reviewed the item which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

**RESOLVED that the decision be made public once the candidates
had been informed, but all other information remain exempt.**

Chairman

This page is intentionally left blank

**Minutes of a Meeting of the
Appointments Sub Committee held at
Council Chamber, Surrey Heath House
on 8 July 2021**

- | | |
|---|---|
| + Cllr Colin Dougan
+ Cllr Sharon Galliford
+ Cllr Alan McClafferty | + Cllr Graham Tapper
+ Cllr Victoria Wheeler |
| + Present | |
| - Apologies for absence presented | |

1/A Appointment of Chairman

It was proposed, seconded and

**RESOLVED that Councillor Alan McClafferty be appointed as
Chairman for the meeting.**

2/A Exclusion of Press and Public

In accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press representatives, was excluded from the meeting for the consideration of the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph
3/A	1
4/A	1

3/A Appointment to an Interim Position

The Sub Committee interviewed candidates for the role of Interim Executive Head of Finance.

**RESOLVED that the post of Interim Executive Head of Finance be
offered to Ms Joanne Moore, subject to the requirements of Part 4
of the Constitution in respect to the offer of employment as a chief
officer of the Council being satisfied.**

**RECOMMENDED to Full Council that Ms Joanne Moore be
appointed as Section 151 Officer until further notice.**

4/A Review of Exempt Items

The Sub Committee reviewed the item which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that the decision be made public following

- (i) confirmation that the requirements of Part 4 of the Constitution in respect to the offer of employment as a chief officer of the Council are satisfied; and**
- (i) the acceptance of the appointment.**

Chairman

**Minutes of a Meeting of the
Appointments Sub Committee held at
Council Chamber, Surrey Heath House
on 12 August 2021**

- | | |
|---------------------|-------------------------------|
| + Cllr Cliff Betton | + Cllr Josephine Hawkins |
| + Cllr Colin Dougan | + Cllr Rebecca Jennings-Evans |
| + Cllr Mark Gordon | |
- + Present

1/A Appointment of Chairman

It was proposed, seconded and

**RESOLVED that Councillor Colin Dougan be appointed as
Chairman for the meeting.**

2/A Exclusion of Press and Public

In accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press representatives, was excluded from the meeting for the consideration of the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph
3/A	1
4/A	1

3/A Appointment to Senior Management Posts

The Sub Committee received an update on the recruitment to the new positions in the Senior Management Structure and considered the current position in relation to posts identified for assimilation and suitable alternative employment.

RESOLVED that

- (i) the assimilation of Mr Gavin Ramtohal to the post of Head of Legal & Democratic Services be noted; and**
- (ii) Mrs Louse Livingston be appointed to the post of Head of HR, Performance and Communications.**

4/A Review of Exempt Items

The Sub Committee reviewed the item which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that

- (i) the decision be made public following confirmation that the requirements of Part 4 of the Constitution in respect to the offer of employment as a chief officer of the Council are satisfied; and**
- (i) all documents considered as part of the decision remain exempt.**

Chairman

**Minutes of a Meeting of the
Appointments Sub Committee held at
Council Chamber on 13 September
2021**

- + Cllr Cliff Betton
- + Cllr Mark Gordon
- + Cllr Josephine Hawkins
- + Cllr Alan McClafferty
- Cllr Victoria Wheeler
- + Present
- Apologies for absence presented

1/A Appointment of Chairman

It was proposed, seconded and

**RESOLVED that Councillor Alan McClafferty be appointed as
Chairman for the meeting.**

2/A Exclusion of Press and Public

In accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press representatives, was excluded from the meeting for the consideration of the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph
3/A	1
4/A	1

3/A Appointment of Strategic Director of Finance & Customer Services

The Sub Committee interviewed candidates for the post of Strategic Director of Finance & Customer Services.

**RESOLVED that the post of Strategic Director of Finance &
Customer Services be offered to Bob Watson subject to the
requirements of Part 4 of the Constitution in respect to the offer
of employment as a chief officer of the Council being satisfied.**

**RECOMMENDED that Simon Little be designated as the
Council's Section 151 Officer/Chief Finance Officer, to be
effective upon commencement of his employment with the
Council.**

4/A Review of Exempt Items

The Sub Committee reviewed the item which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that the decision be made public following

- (i) confirmation that the requirements of Part 4 of the Constitution in respect to the offer of employment as a chief officer of the Council are satisfied; and**
- (i) the acceptance of the appointment.**

Chairman

**Minutes of a Meeting of the
Appointments Sub Committee held at
Council Chamber on 15 September
2021**

- | | |
|--------------------------|-------------------------|
| + Cllr Josephine Hawkins | + Cllr Graham Tapper |
| + Cllr Alan McClafferty | + Cllr Victoria Wheeler |
| + Cllr Cliff Betton | |
| + Present | |

1/A Appointment of Chairman

It was proposed, seconded and

**RESOLVED that Councillor Alan McClafferty be appointed as
Chairman for the meeting.**

2/A Exclusion of Press and Public

In accordance with Section 100A(4) of the Local Government Act 1972, the public, including the press representatives, was excluded from the meeting for the consideration of the following items of business on the ground that they involved the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act, as set out below:

Minute	Paragraph
3/A	1
4/A	1

3/A Appointment of Strategic Director of Environment & Community

The Sub Committee interviewed candidates for the post of Strategic Director of Environment & Community.

**RESOLVED that the post of Strategic Director of Environment &
Community be offered to Nick Steevens, subject to the
requirements of Part 4 of the Constitution in respect to the offer of
employment as a chief officer of the Council being satisfied.**

4/A Review of Exempt Items

The Sub Committee reviewed the item which had been considered at the meeting following the exclusion of members of the press and public, as it involved the likely disclosure of exempt information.

RESOLVED that the decision be made public following

- (i) confirmation that the requirements of Part 4 of the Constitution in respect to the offer of employment as a chief officer of the Council are satisfied; and**
- (i) the acceptance of the appointment.**

Chairman

Work Programme

Portfolio:	n/a
Ward(s) Affected:	n/a

Purpose

To agree the work programme for the remainder of the 2021/22 municipal year.

Background

1. At each meeting the Committee will consider the work programme, be advised of updates and agree amendments as appropriate.
2. Meetings have been scheduled for the 2021/22 municipal year as follows:
 - 27 January 2022
 - 24 March 2022

Proposal

3. It is proposed that the Committee considers the list of topics listed in Annex A of the work programme and makes such amendments as appropriate.

Recommendation

4. The Committee is advised to RESOLVE that the work programme for the remainder of the 2021/22 municipal year be agreed, as set out at Annex A.

Background Papers: None

Author: Rachel Whillis – Democratic Services Manager
rachel.whillis@surreyheath.gov.uk

Head of Service: Richard Payne – Executive Head of Corporate

**Employment Committee
Work Programme
2021/22**

Committee meetings for the municipal year are scheduled to be held on the following dates:

- 27 January 2022
- 24 March 2022

The following work for the 2021/22 municipal year has been identified for consideration by the Employment Committee:

Meeting	Topic	Source
27 January 2022	Health and Safety	HR/Health and Safety Officer
	Recruitment Policy and Procedure	HR (review)
	Pay Settlement 2022/23	HR
	Pensions Discretion Policy – if any amendments are made	HR
	Family Friendly Policy	HR
24 March 2022	Pay Settlement 2022/23	HR
	Data Breaches Policy	ICT/HR
	Information Security Policy (Review)	ICT
	Data Protection Policy	ICT
	Social Networking Policy (Review)	HR/ICT
	Employment Stability Policies and Procedures	HR (review)

To be allocated:

Annual report on the use of the Speak Up Policy