

Employment Committee

7 October 2019



Time and venue:

10.00 am in the Warren Room - Lewes House, High Street, Lewes

Membership:

Councillor ; Councillors Roy Burman (Vice-Chair) Nancy Bikson, Isabelle Linington, William Meyer and Zoe Nicholson

Quorum: 2

Published: Friday, 27 September 2019

Agenda

1 Appointment of Chair

To approve the appointment of a Chair for this municipal year.

2 Minutes of the meeting held on 25 March 2019 (Pages 5 - 10)

To confirm and sign the minutes of the previous meeting held on 25 March 2019.

3 Apologies for absence/declaration of substitute members

4 Declarations of interest

Disclosure by councillors of personal interests in matters on the agenda, the nature of any interest and whether the councillor regards the interest as prejudicial under the terms of the Code of Conduct.

5 Urgent items

Items not on the agenda which the Chair of the meeting is of the opinion should be considered as a matter of urgency by reason of special circumstances as defined in Section 100B(4)(b) of the Local Government Act 1972.

6 Written questions from councillors

To deal with written questions from councillors pursuant to Council Procedure Rule 12.3 (page D8 of the Constitution).

7 Health and Safety - Accident Report for Quarter 2

Presentation from Specialist Advisor Health and Safety

- 8 Social Media Policy** (Pages 11 - 30)
Report of Head of HR
- 9 Flexible Working Policy** (Pages 31 - 40)
Report of Head of HR
- 10 Proposed Joint Staff Advisory Committee** (Pages 41 - 50)
Report of the Assistant Director – HR and Transformation and Assistant Director – Legal and Democratic Services
- 11 Sickness Absence Quarter 4 (2018/19) and Quarter 1 (2019/20)** (Pages 51 - 70)
Report of Head of HR
- 12 Update on Joint Transformation Programme**
Verbal update by Head of HR
- 13 Consideration of matters raised by the employees' side**
To consider any matters raised by the employees' side in respect of the items on this agenda.
- 14 Exclusion of the press and public**
It is considered that any discussion of appendices 2 and 4 to Agenda Item 11 is likely to disclose exempt information as defined in Schedule 12A of the Local Government Act 1972. Should the Committee wish to discuss these in detail, such discussion may need to take place in private session.

The exempt information reasons are shown on the papers concerned, which are printed on pink paper. Furthermore, in relation to paragraph 10 of Schedule 12A, it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 15 Date of next meeting**
To note that the next meeting of the Employment Committee is scheduled to be held on 9 December 2019 in the Telscombe Room, Southover House, Southover Road, Lewes, BN7 1AB, commencing at 10.00am.

Information for the public

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Information for Councillors

Disclosure of interests: Members should declare their interest in a matter at the beginning of the meeting.

In the case of a disclosable pecuniary interest (DPI), if the interest is not registered (nor the subject of a pending notification) details of the nature of the interest must be reported to the meeting by the member and subsequently notified in writing to the Monitoring Officer within 28 days.

If a member has a DPI or other prejudicial interest he/she must leave the room when the matter is being considered (unless he/she has obtained a dispensation).

Councillor right of address: A member of the Council may ask the Leader, a Cabinet Member or the Chair of a committee or sub-committee any question without notice upon an item of the report of the Cabinet or a committee or subcommittee when that item is being received or under consideration by the Council.

A member of the Council may ask the Chair of a committee or sub-committee a question on any matter in relation to which the Council has powers or duties or which affect the District and which falls within the terms of reference of that committee or subcommittee.

A member must give notice of the question to the Head of Democratic Services in writing or by electronic mail no later than close of business on the fourth working day before the meeting at which the question is to be asked.

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Employment Committee

Minutes of meeting held in Telscombe Room - Southover House, Lewes on 25 March 2019 at 10.00 am

Present:

Councillor Elayne Merry (Chair)

Councillors Mike Chartier, Paul Franklin and Stephen Gauntlett

Officers in attendance:

Becky Cooke (Assistant Director for Human Resources and Transformation), Ed Hele (Functional Lead (Quality Environment)), Helen Knight (Head of Human Resources) and Sarah Lawrence (Senior Committee Officer)

36 Minutes of the meeting held on 3 December 2018

The minutes of the meeting held on 3 December 2018 were approved and the Chair was authorised to sign them as a correct record.

37 Apologies for absence/declaration of substitute members

Apologies for absence were received from Councillor Robertson, Graham Purdee (employee's side representative), and from Unison. It was noted that Unison had been unable to provide any representatives due to the timing of this meeting, as its AGM to appoint new representatives was next week.

38 Declarations of interest

There were none.

39 Urgent items

There were none.

40 Written questions from Councillors

There were none.

41 Update on Joint Transformation Programme

The Head of Human Resources provided a verbal update on the progress and completion of the Joint Transformation Programme (JTP). It was confirmed that the final phase of JTP had been completed in terms of structures and staff positions, subject to a few final information packs to be issued and final interviews to take place in the areas of finance and corporate property and facilities. Overall the target of £3.2m of savings across both Councils had been achieved; there had been significant channel shift due to online services, and technology changes.

Although the staffing structures had been completed, there were still areas of the programme that were still to be developed in terms of technology, new ways of working and cultural changes, and these changes would be a matter of focus in everyday work going forward.

The Programme Board would meet one final time, and would consider lessons which should be applied for future transformation programmes. The Head of Human Resources thanked members for their support through the programme.

The Committee asked that information on the reasons for JTP, the benefits and consequences had the Councils not embarked on the programme be included in the induction programme for new and returning Councillors after the May elections.

Resolved –

1. That the verbal update on the Joint Transformation Programme be noted.
2. That information on the reasons and outcomes of the Joint Transformation Programme be included in the induction programme for Councillors following the May elections.

42 Code of Conduct for Employees

The Head of Human Resources presented to the Committee the Code of Conduct for employees that had been aligned and updated to apply to employees and workers (casual and agency staff and consultants) across Lewes and Eastbourne Councils, and was one of series of policies being updated in this way. It was noted that the actual changes to the policy were very minor. Unison had been consulted and had provided no comments or amendments to the policy. In addition, it had been presented to the Eastbourne Joint Staff Committee in February and approved.

Resolved – To note that the Councils' previously separate Code of Conduct policies have now been aligned and updated, and to endorse the updated Code of Conduct for employees.

43 Facilities Agreement

The Head of Human Resources presented to the Committee the updated and aligned Facilities Agreement, which set out the union facilities time available for unison representatives to carry out their duties effectively on behalf of

unison members. It was confirmed that this had been aligned across Lewes and Eastbourne Councils.

It was noted that there were no significant changes to the policy. The Committee was assured that unison had been consulted and had provided no comments or amendments to the policy. The policy had been presented to the Eastbourne Joint Staff Committee in February and approved. Although no unison members were able to attend this meeting, they had been present at the Joint Staff Committee and had confirmed this in person.

Although Unison staff had struggled to attend this meeting, the Committee was assured that when key staff matters arise the human resources officers were in contact with Unison representatives, and they did provide support to staff, as and when required.

Resolved – To note that the Councils' previously separate Facilities Agreement policies have now been aligned and update, and to endorse the updated Facilities Agreement.

44 Update on Health and Safety matters

The Functional Lead of Quality and Environment (FLQE) provided a verbal update on the work of the health and safety service and gave a presentation on the health and safety matters across both Lewes and Eastbourne Councils.

The FLQE advised that the health and safety contractor had completed work on a comprehensive plan and health and safety policy across both Councils. A new suite of documents were available for audits and risk assessments, which used a common set parameters and RAG (red amber green) rating for standardised assessments. A joint health and safety audit had been completed in relation to pest control and one was being arranged for Southover House. New first aid training had been completed across all sites. The FLQE advised that a new Joint Corporate Health and Safety Advisor had been appointed and was due to start at the end of April, whose expertise included the management of large events.

The Functional Lead of Quality Environment gave a presentation on the reporting of accidents, which was now via a single email address for all employees. In total there had been 46 accidents across both authorities in the quarter, 18 related to non-employees, 28 employees and there were 10 near misses. Many of the incidents were minor in nature. However, Members were pleased to see the level of reporting, in particular in relation to the near misses which provided information to prevent future accidents.

It was highlighted that depot staff were reporting less incidents now that recycling boxes had been replaced with wheeled bins, and this had also resulted in a reduction in the number of muscular skeletal issues and injuries.

Resolved – To note the presentation and verbal update on health and safety matters.

45 Exclusion of the public and press

Resolved – To exclude the public and press from the meeting during the discussion of Items 11, 12, and 13 on this agenda under Section 100(A) of the Local Government Act 1972 (as amended), as there was likely to be disclosure of exempt information as defined in paragraphs 1, 2 and 4 of Part 1 of Schedule 12A of the Act.

46 Sickness Report - Quarter 3

The Committee received a report to update the Committee regarding the Council's sickness figures for the period Quarter 3 2018/19 (1 October to 31 December 2019).

The Committee was pleased to note that the average days' absence for each employee (across both Councils) for quarter 3 was 2.73. As the overall total for quarters 1 to 3 was 6.49 days lost, it was anticipated the overall target of 8 days would be exceeded slightly. However this continued the downward trajectory of days since 2012/13, when the position for Lewes Council was 12.52 days. It was confirmed that this was a result of a concerted programme to manage absence and to support employees to stay in employment where possible, through adjustments and agile working.

A number of health and wellbeing events were being promoted, and managers were being offered training in resilience and in managing mental health in the workplace, to provide additional support to staff reporting stress. It was noted that the level of absence due to reported stress was in line with that for other similar local authorities.

The Committee noted the honesty of employees to managers as to the nature of their absences. It was for this reason that this report was being discussed in exempt session due to the nature of the information disclosed, and the danger that individual staff members could be identified.

Resolved – To note the Quarter 3 figures alongside the sickness absence target for 2018/19 and the way in which the figures are being presented for both Councils.

47 Consideration of matters raised by the employees' side

None had been received.

48 Consideration of health and safety matters raised by the employees' side

None had been received.

49 Date of next meeting

Prior to the close of the meeting, the Committee thanked the officers that had supported it and also thanked the Chair for her excellent work during the last four years, as she had indicated that this would be her last meeting of the Committee and that she was not intending to stand for election in May.

Resolved – To note that the next scheduled meeting of the Employment Committee was to be held on 17 June 2019 at 10 am in the Ditchling Room, Southover House.

The meeting ended at 10.39 am.

Councillor Elayne Merry (Chair)

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Body:	Employment Committee
Date:	7 September 2019
Report Title:	Social Media Policy
Report of:	Assistant Director – HR and Transformation
Purpose:	To update Employment Committee regarding the review of the Council's Social Media Policy and Guidelines.
Recommendation:	To note that the Council's previously separate policies have now been aligned and updated.
Contact:	Helen Knight, Head of HR Telephone: 07966 645102 Email: Helen.knight@lewes-eastbourne.gov.uk

1 Introduction

- 1.1 Lewes District and Eastbourne Borough Councils have jointly committed to bringing policies and procedures together as part of the Joint Transformation Programme (JTP) which is an important step towards aligning our people and business practices.

2 Information

- 2.1 Several other subject matter experts have been involved in drafting this policy. This includes Legal Services who have supported the content around the council's authorisation process for individuals employed by us who may need to use social media on behalf of the councils whilst carrying out their duties.
- 2.2 There are no significant changes to the guidance previously provided although we have included more detail regarding references made to our organisation or individuals within it on social media.
- 2.3 This revised policy was approved by Joint Staff at Eastbourne on 10 July and will be implemented by publication on the council intranet known as 'The Hub' following approval with communication and training issued to all staff.
- 2.4 Unison has been consulted on the new policy and did not have any comments.

3 Financial Appraisal

- 3.1 The implementation of this revised policy should have no financial impact.

4 Legal Implications

- 4.1 The legal implications are incorporated within the policy wording. The content is consistent with the council's duty to respect individuals' right to respect for their private and family life.

5 Risk Management Implications

- 5.1 I have completed the Risk Management Implications questionnaire and this report is exempt from the requirement because it is a progress report/budget monitoring report/development control report

6 Equality Screening

- 6.1 An Equality analysis has been carried out for this aligned report and is attached as a background paper.

7 Appendices

- 7.1 Appendix 1 - Eastbourne Borough and Lewes District Social Media Policy

Background Papers

- 8.1 Equality and Fairness Analysis for Social Media Policy

STRONGER together



Lewes District Council



Working in partnership with **Eastbourne Homes**

Document name:	Social media policy
Document type:	Policy

Authority(ies) covered:	Aligned
Responsible (Executive Lead):	Helen Knight Head of HR
Accountable (Operational Lead):	Linda Farley Head of Customer First Bryn Mabey Customer Communications and Engagement Lead Oliver Dixon Senior Lawyer & Data Protection Officer
Version	1.0
Approved by:	CMT/Director
Date of publication:	Date:
Revision due:	Date:

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1.0 Introduction

- 1.1 Social media is an important communication and engagement tool for the councils. We have highly active corporate Twitter and Facebook accounts, which we use to communicate what the councils and our partners are doing as well as specific profiles for service areas such as Tourism, LDC Housing, EHL, and corporate LinkedIn and YouTube accounts. Unlike traditional media, which goes out from one source to many receivers, social media involves many sources reaching many receivers. It has changed the way individuals and organisations communicate and now social media is very much part of the mainstream.

By developing our use of social media we are responding to customer demand and helping shift customers to engage with us via online channels. This policy sets out a process for the limited and authorised use of social media and guidelines for how it can be managed effectively.

- 1.2 The councils' reputation is dependent on the behaviour of its employees, and everything we publish reflects on how the councils are perceived.

Social media must be used in a way that adds value to the councils' business; i.e. encouraging engagement with our services online; solving problems; enhancing the councils' services, processes and policies; creating a sense of community; supporting our partners; or helping to promote the councils' aims and values.

Social media sites run by individual customers can provide useful intelligence to officers working in counter-fraud, regulatory services and debt recovery, but researching a person's social media presence could amount to unlawful interference with their privacy unless pre-authorised in line with the councils' separate policy on the use of the internet (including social media sites) for research and/or investigation purposes. **See section 4** below for more about this.

- 1.3 This policy provides a structured approach to using social media. It aims to ensure that use of social media is effective, lawful, does not compromise our information or computer systems/networks and that our reputation is not adversely affected.
- 1.4 This policy applies to all officers and contractors who are granted access to the councils' social media channels.

Only those officers and contractors who have been authorised to use business social media accounts should do so and only from Lewes District and Eastbourne Councils' equipment

2.0 Scope

- 2.1 This policy covers use of social media where the content, information, or services are being provided by the councils.

The Social Media Guidelines (Appendix 1) will help account holders and users to get the best out of the tools available whilst maintaining a professional environment and protecting themselves and the councils from reputational risk.

- 2.2 It also extends to participation on social media sites not managed by the councils where:

- Contributions are posted directly in a professional capacity (such as contributing to a professional forum)
- a contribution is made by someone who identifies themselves as an employee or any other person working on the councils' behalf.

Guidelines in Personal Use of Social Media (appendix 2) will help users of personal social media accounts ensure that your social network account does not compromise your professional position or put the councils' at reputational risk.

3.0 Responsibilities

- 3.1 The corporate social media accounts will be managed by Business Strategy and Performance (BSP) working in close partnership with Customer First.

The Customer Communications and Engagement Lead will be responsible for approving the creation of new social media accounts. To request a new social media account please email BSP@lewes-eastbourne.gov.uk in the first instance.

- 3.2 A record of approved business social media account users will be maintained by ICT. This record will detail the post holders, their roles and the specific accounts they can access.
- 3.3 The BSP team will monitor the use of social media to ensure compliance with the councils' policies and guidelines.
- 3.4 Managers have a duty to ensure that their teams comply with this policy and the relevant guidelines.
- 3.5 Officers using social media must be aware of and comply with this policy and other related council policies.
- 3.6 No officer may access social media via a council device until authorised to do so. To request authorisation, officers must complete the 'Online Social Networking for Business Purposes – Access Request Form' and pass it to their Head of Service for approval. If the request is granted, ICT will enable the officer's online account to access the appropriate sites.

4.0 Use of social media to carry out research on or investigations into individual customers

- 4.1 Any officer wishing to carry out checks, research or an investigation into a resident, tenant or sole trader business by viewing social media sites created by or relating to that person must consider whether the officer's online activity risks interfering with the person's right to privacy. Interference that cannot be justified on the grounds of public safety, the prevention or detection of crime or the protection of health is likely to be **unlawful**. Even where privacy interference satisfies those criteria, it must be proportionate to the anticipated benefits in operational terms.
- 4.2 Officers must also guard against research or investigations being done in such a way as to constitute 'surveillance', as this kind of activity may require special authorisation in advance.
- 4.3 To mitigate the risks associated with paragraphs 4.1 and 4.2, officers should read and adhere to the councils' separate policy and guidance on internet / social media research and investigations, which can be found on The Hub.

5.0 Social media and safeguarding

- 5.1 Social media users must not use the accounts to private message with children or vulnerable adults who use council services. This includes family members, carers or friends of clients. Requests should be politely declined explaining that it is against council policy, which is designed to protect staff and the public from any misunderstandings.
- 5.2 From time to time, you may become aware of material or information posted on social media sites or through other communication channels, which causes concern about the safety of vulnerable users. In these circumstances you have a duty to report these concerns and follow the appropriate safeguarding procedures which are available on the Hub.
- 5.3 Images of children and young people who are clearly identifiable, should not be used without written permission of parents or carers and the purpose of the photograph and how it will be used has been explained.
- 5.4 When taking images or photographs of vulnerable adults the Mental Capacity Act 2005 should be considered. This is a legal framework which protects people who may lack capacity to make decisions for themselves. Mental capacity and the person's ability to give informed consent should be taken into account. This should be referred to the councils' Senior Officer for Safeguarding. This information is available on the Hub.
- 5.5 Photos/videos should always respect and reflect the personal dignity of the individual(s).

6.0 Social media and emergency response

- 6.1 In an emergency members of the public using social media are now often the first to report from the scene of an incident, before traditional news media. This is why it is so important for us to be ready to make full use of social media in an emergency situation both to monitor what has already been said and to communicate with our residents.
- 6.2 We must be quick to respond with factual information, as agreed by silver command, within the first 20 minutes of an incident. We must also resist making knee jerk responses to comments or criticism. All posts must be purely factual, providing correct information and working together with our partner services, as swiftly as possible.
- 6.3 In an emergency we may need to extend our social media coverage outside of usual working hours to enable us to provide residents with the latest safety information. If so, we will make it clear what these extended hours are, and if we stop coverage, e.g. overnight, to state this clearly and inform people when coverage will start again.
- 6.4 In an emergency there will be a designated responder(s) appointed by the Customer Communication and Engagement Lead and the Head of Customer and Neighbourhood Services.

7.0 Service Level Agreement

- 7.1 We will clearly state our opening hours on our social media accounts. If these hours change for any reason we will alert our followers as soon as possible.
- 7.2 During working hours, all queries directed at the councils' social media accounts will receive an initial response within 90 minutes unless otherwise stated. There will be times that it would not be appropriate to respond to questions or comments and if a user is in any doubt they should contact the Customer Communications and Engagement Lead, or Head of Customer and Neighbourhood Services.
- 7.3 All the social media accounts will be monitored during Customer First's opening hours. These hours will be clearly stated on the account page.
- 7.4 Our corporate accounts will be updated daily. This is to maintain the accounts and may be with information on or the promotion of services, updates on work being done by the councils or events taking place in which the councils are involved.

Other accounts will be updated only with relevant content which will determine the frequency of these updates.

8.0 Comment Monitoring

- 8.1 We will monitor all comments posted to our social media sites and reserve the right to remove inappropriate comments including those that have obscene language or sexual content, threaten or defame any person or organisation, or are party political, promote illegal activity or promote or endorse any commercial product, service or company.
- 8.2 Where anyone persists in posting inappropriate comments, we will send out two warnings before blocking them. Where this is necessary, it will be the Customer Communications and Engagement Lead who blocks the user and they will also keep a log of the inappropriate content and how it has been dealt with.
- 8.3 We do not want to censor open debate and comments that are not deemed inappropriate according to the above criteria should not be deleted, even if they are not to our liking. There may be exceptions such as posts containing inaccurate information which remain visible after a lengthy period and which have nothing to do with the councils but may have a reputational consequence.

9.0 Complaints and FOI requests

- 9.1 If an official complaint is received via social media, we should acknowledge this but would still require the resident to submit their complaint through the correct channels on the councils' website in order to have sufficient information for the complaint to be acted upon.
- 9.2 What is said on a social media platform (and indeed on other platforms such as text messages or private email accounts), even if the message is made private, may be subject to access legislation such as FOI.
- 9.3 FOI requests may be made through our social media accounts. Users must be aware of this and treat them accordingly.

10.0 Adverts and endorsements

10.1 We will not publish posts that are party political, or promote, endorse or link to any commercial product, service or company.

Where we work in partnership with external organisations, separate agreements will be made on how we use social media in these instances.

11.0 Breaches of policy

- 11.1 Misuse of social media or breaches of this policy may lead to access being withdrawn and disciplinary action under the councils' disciplinary procedure.
- 11.2 Serious breaches of this policy, for example, social media activity causing serious damage to the councils, may constitute gross misconduct and may lead to disciplinary action up to and including dismissal.
- 11.3 Breaches could also lead to fines being issued and possible criminal or civil action being taken against the councils or the individual(s) involved.

Appendix 1 – Social media guidelines

1.0 Why do we need guidelines for professional use?

- 1.1 These guidelines are for those who are using social media in a professional capacity on behalf of the councils.

When you use social media professionally you are writing on behalf of the councils. These guidelines are written to assist you and ensure a corporate style across our social media accounts.

2.0 What should you say and how should you say it?

- 2.1 Good communication with residents is about being informative – open, honest and two-way.

- 2.2 Remember when posting on social media:

- Be polite.
- Write as if you were talking to a customer on the phone. Don't be too formal but don't use text-speak. Unlike speaking to a customer on the phone however, use their first name if you know it.
- Write from the point of view of the page or stream. Use "We" and "Our" rather than "I"
- Always sign a response with your name
- Keep posts brief

3.0 When should you say it?

- 3.1 Social media sites require moderation. This involves monitoring, managing and responding to any comments published by other users on a particular page or account. This needs to be undertaken on a regular basis and plans will need to be put in place to ensure this is done effectively.

- 3.2 Nominated users will regularly post content, read all replies, direct messages and comments and ensure that any emerging themes or helpful suggestions are passed to the appropriate team.

4.0 When should you reply?

- 4.1 You should reply to comments directed at your stream or on your page as soon as possible and definitely within 90 minutes.

- 4.2 If you need to get clarification on something from another team tell the customer. Say something like "We need to ask the Neighbourhood First team about this, we'll get back to you" to let the customer know you've seen their comment or request.

- 4.3 Ensure you respond appropriately to annoyed or disgruntled customers.

How you respond is vital. It is a positive thing that people care enough to enter into a discussion.

- Respond as quickly as possible.
- Respectfully correct inaccurate information.
- Explain how you are going to handle the situation.

- Don't ignore it or delete it

5.0 When should you remove a comment?

- 5.1 Do not remove a comment. Instead refer any comments that contain obscene language or sexual content, threaten or defame any person or organisation, or are party political, promote illegal activity or promote or endorse any commercial product, service or company to your manager or the Customer Communications and Engagement Lead.

6.0 When should you share a comment?

- 6.1 If you see positive content on another page or profile that's relevant to yours, particularly if it's one managed by the council then re-tweet or share it on your page or profile.

7.0 Emergency or crisis situations

- 7.1 During an emergency or crisis people actively look to social media for information that will help them build situation awareness and make decisions.

The usual practice in a crisis or emergency is that all information and update messages will be agreed by a member of the BSP Team before updates are communicated.

8.0 Role of Cobb PR

- 8.1 Cobb PR is the communications agency used by the councils. The agency provides advice and guidance in:

- Matters where support is required in managing our reputation
- Specific strategic communication campaigns

The agency will liaise with the Chief Executive and/or Directors when there is a crisis or emergency to ensure consistent messages are communicated.

- 8.2 Refer any comments from the press or relating to the press to Cobb PR.

9.0 Conclusion

- 9.1 Using social media successfully in a professionally capacity is a mixture of good customer service practice and common sense.

- 9.2 In any correspondence using social media if you are unclear as to how to proceed please contact your manager or team leader.

Appendix 2 – Guidelines in personal use of social media

1.0 Guidelines

- 1.1 How you behave online can have an impact on you professionally as well as personally. If you use social networks you must not make any comments which could bring the council into disrepute.

Be mindful that any online activities/comments made in a public domain, must be compatible with your position within the councils, and safeguard yourself in a professional capacity.

- 1.2 You need to be aware that the information you post on your personal social media profile can make you identifiable to customers, as well as people you know in a private capacity.
- 1.3 Protect your own privacy. To ensure that your social network account does not compromise your professional position, ensure that your privacy settings are set correctly.
- 1.4 Anything that is posted outside work using social media, including comments, photos, images and video material does not remain private and so can have an effect on or have work-related implications. Therefore, comments made through social media, which you may intend to be “private” could leave you open to scrutiny from the public and could affect your own professional reputation and that of the council and may be in contravention of the Code of Conduct or the Dignity at Work Policy.

Once something is online, it can be copied and redistributed making it easy to lose control of. Presume everything you post online will be permanent and can be shared.

- 1.5 Do not discuss the council, your work, clients, partner organisations or the people you work with on social networks.

Even when remarks about colleagues are anonymised, these are likely to be inappropriate and could be deemed as bullying and/or harassment.

Discussions on social networks should not be considered private, even in a forum with restricted access (such as on someone’s Facebook wall). It is not the same as having an offline discussion among friends or a one-to-one email conversation. Social networks are designed to make sharing as easy as possible, so anything you say may be circulated to a wider audience and could be brought to the attention of council colleagues, councillors and customers.

- 1.6 Give serious consideration about accepting a friend request from a person you believe could be a customer or may conflict with your employment.
- 1.7 As a general measure to protect your personal safety and identity, you are advised not to accept friend requests from people who are not personally known to you.

- 1.8 Social media sites are not fully secure even if the privacy setting is 'private'. Any content posted could be shared by a 'friend' and may be seen by people other than the intended audience. If the information and/or images shared are considered offensive, it could result in a complaint about you to the councils as your employer.
- 1.9 When setting up your profile online consider whether it is appropriate for you to include a photograph, or provide occupation, employer or work location details.
- 1.10 You can take action if you find yourself the target of complaints or abuse on social networking sites. Most sites will include mechanisms to report abusive activity and provide support for users who are subject to abuse by others.
- 1.11 If you find inappropriate references and/or images of you posted by a 'friend' online you should contact them and the site to have the material removed.

Body:	Employment Committee
Date:	7 October 2019
Report Title:	Flexible Working Policy
Report of:	Helen Knight, Head of HR
Purpose:	To update Employment Committee regarding the review of the Councils flexible working policies.
Recommendation:	To note that the Council's previously separate policies have now been aligned and updated.
Reason for Recommendations:	Lewes District and Eastbourne Borough Councils have jointly committed to bringing policies and procedures together as part of the Joint Transformation Programme (JTP) which is an important step towards aligning our people and business practices.
Contact Officer(s)-	Helen Knight, Head of HR Email address: helen.knight@lewes-eastbourne.gov.uk Telephone: 07966 645102

1 Information

- 2.1 A review of the existing policies regarding flexible working across Lewes and Eastbourne has been undertaken and a new policy developed.
- 2.2 There are no significant changes to the policies previously held by both Councils although we have endeavoured to make this policy clearer for staff and managers.
- 2.4 This revised policy will be implemented by publication on the council intranet known as 'The Hub' following approval with communication and training issued to managers and staff.
- 2.5 Unison has been consulted on the new policy and requested that a reference to the councils agile working policy be incorporated which has been included.

3 Financial Appraisal

- 3.1 The implementation of this revised policy should have no financial impact.

4 Legal Implications

- 4.1 There are no legal implications arising from this report.

5 Risk Management Implications

- 5.1 I have completed the Risk Management Implications questionnaire and this report is exempt from the requirement because it is a progress report/budget monitoring report/development control report.

6 Equality Screening

- 6.1 An Equality analysis has been carried out for this aligned report and is attached as a background paper.

7 Appendices

- 7.1 Appendix 1 - Eastbourne Borough and Lewes District Flexible Working Policy

8 Background Papers

- 8.1 Equality and Fairness Analysis for Flexible Working Policy

STRONGER together



Lewes District Council



Working in partnership with **Eastbourne Homes**

Document name:	Flexible Working
Document type:	Policy

Authority(ies) covered:	Aligned
Responsible (Executive Lead):	Becky Cooke Assistant Director for Human Resources and Transformation
Accountable (Operational Lead):	Marie-Anne Jackson HR Business Partner
Version (e.g. first draft, final report):	First draft,
Approved by:	e.g. Council, Cabinet, Cabinet Member, CMT, Director
Date of publication:	Date
Revision due:	Date
Final Equality and Fairness Analysis (EaFA) report approved by:	e.g. Director/Assistant Director
Date final EaFA report approved:	Date

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Flexible Working Policy

1. Introduction

- 1.1 The councils' support flexible working to achieve a balance between home and work, as part of their commitment to promote equal opportunities in employment. Flexible working can increase staff motivation, reduce employee stress and improve performance and productivity. All employees who have a minimum of 26 weeks' continuous service have the right to request flexible working and to have their request considered seriously by their employer.
- 1.2 This policy sets out the statutory rights of staff who have a minimum of 26 weeks continuous service to request flexible working. It compliments the councils Agile Working Policy which is the term used to describe how employees can work flexibly from any location, whether it is from a council building, in the community, from home or a combination of these.

2. Equality and Diversity

- 2.1 The councils are committed to good practice in equality and diversity, and to meeting our statutory equality responsibilities, both as an employer and in the provision of services. In respect of flexible, this means ensuring that staff with a protected characteristic covered by the Equality Act, are not discriminated against or treated either more or less favourably.
- 2.2 An equality and fairness analysis has been conducted and will be reviewed periodically.
- 2.3 Where a staff member requires a meeting to discuss reasonable adjustments around ways of working and agile working they may be accompanied by an appropriate person to provide support, in addition to their right to be accompanied by a colleague or trade union official. The manager responsible for the meeting will ensure reasonable adjustments and special arrangements are considered where possible to accommodate dependent on operational need.
- 2.4 Staff members are invited to advise their line manager and subsequent managers of their needs and requirements to ensure they are known to the councils and can be supported where possible. This may include the requirement to attend an occupational health assessment so that the council can seek professional advice on medical conditions.

3. Requests for flexible working

- 3.1 A request for flexible working could include a request for a change to the number of hours that the employee works, a request for a change to the pattern of hours worked, a request to job share or a request to perform some or all of the work from the employee's home.

4. Procedure

- 4.1 All requests must be made in writing. Any request made under this policy must include:
- The date of the application;
 - The changes that the employee is seeking to his/her terms and conditions;
 - The date on which the employee would like the terms and conditions to come into effect;
 - What effect the employee thinks the requested change would have on the organisation;
 - How, in his/her opinion, any such effect might be dealt with;
 - A statement that this is a statutory request;
 - Whether or not the employee has made a previous application for flexible working; and if the employee has made a previous request, when the employee made that application.
 - If the application is being made in relation to the Equality Act 2010, e.g. as a reasonable adjustment for disability.

5. Meeting to discuss a flexible working request

- 5.1 Once the request is received by the line manager, the line manager should notify their HR Business Partner. The request will be dealt with as soon as possible, but no later than the deadline set out below. The line manager will usually arrange a meeting to deal with the request. The meeting does not have to be held face to face and if the manager and employee agree it can be held by phone. Where a request can without further discussion be approved in the terms stated in the employee's written application, a meeting will not be necessary. Employees can be accompanied to the meeting by either a workplace colleague or a Unison representative who is an employee of the council.
- 5.2 The aim of the meeting is to find out more about the proposed working arrangements and how they could be of benefit to both the employee and organisation.

6. Outcome of a flexible working request

- 6.1 After the meeting, the line manager will consider the proposed flexible working arrangements carefully, weighing up the potential benefits to the employee, the team and the organisation against any adverse impact of implementing the changes. Each request will be considered on a case-by-case basis: agreeing to one request will not set a precedent or create the right for another employee to be granted a similar change to his/her working pattern. Advice should be sought from Human Resources.
- 6.2 The employee will be informed in writing of the decision as soon as is reasonably practicable after the meeting, but no later than the deadline set out below. The request may be granted in full or in part: for example, the organisation may propose a modified version of the request, the request may be granted on a temporary basis, or the employee may be asked to try the flexible working arrangement for a trial period. The employee will be given the right to appeal the decision if the employee's request is not upheld or is upheld in part.
- 6.3 The councils will try and respond as quickly as possible, it does not guarantee being able to give decisions on requests for changes to start within six weeks of the request being made.

7. Reasons for turning down a flexible working request

- 7.1 The line manager will give reasons for the rejection of any request. Those must be for one or more prescribed business reasons, which are:
 - the burden of additional costs;
 - an inability to reorganise work among existing staff;
 - an inability to recruit additional staff;
 - a detrimental impact on quality;
 - a detrimental impact on performance;
 - a detrimental effect on ability to meet customer demand;
 - Insufficient work for the periods the employee proposes to work; and
 - a planned structural change to the business.

The line manager should not reject a request for any other reason.

8. Flexible working requests that are granted

- 8.1 If the request is upheld, the employee and the line manager will discuss how and when the changes will take effect. Any changes to terms and conditions will be permanent unless a trial or temporary period is agreed. This will be confirmed in writing in the timescales set out below and sent to the employee as an amendment to his/her written statement of terms and conditions of employment as soon as is reasonably practicable.

9. Appeals

- 9.1 An employee whose request has been refused has the right to appeal the decision in the timescales set out below.
- 9.2 The appeal must be in writing and set out the grounds of their appeal
- 9.3 An appeal meeting will be held between a Head of Service, and an HR representative in the timescales set out below.
- 9.4 The decision on the appeal will be given in writing in the timescales set out below. If the appeal is upheld that letter must include details of the flexible working arrangement and the changes to terms and conditions of employment.
- 9.5 If the appeal is dismissed it must be refused on one of the refusal grounds and sufficient explanation given as to why one (or more) of the grounds for refusal applies.

10. Timescales

- 10.1 All requests will be dealt with within a period of three months from first receipt to notification of the decision on appeal. The line manager should endeavour to hold the meeting within 28 days of receiving the initial request and aim to notify the decision to the employee within 14 days of the meeting, so that there is enough time for any appeal to be concluded. Employees who are dissatisfied with the outcome of their request may lodge an appeal within 14 days of the notification, with the appeal to be heard where possible within 14 days. The appeal panel will aim to inform the employee of the outcome of his/her appeal within 14 days of the appeal meeting. These time limits may be extended where both the employee and employer are in agreement. For example, the relevant manager and the employee may agree to extend the time limit to give the employee a trial period on the flexible working arrangements.

11. Withdrawal of request

11.1 A request for flexible working will be regarded as withdrawn where the employee has:

- Withdrawn the request, either orally or in writing.
- Failed to attend a meeting, including an appeal meeting, and then fails to attend a rearranged meeting without good reason.
- Failed to provide information that the councils need in order to assess the request without reasonable cause. For example, to agree to a request to work at home the councils may wish to carry out a health and safety inspection of that home.

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Body:	Employment Committee
Date:	7 October 2019
Subject:	Proposed Joint Staff Advisory Committee
Report of:	Assistant Director for HR and Transformation
Purpose:	To consult the Committee on arrangements for a new combined Joint Staff Advisory Committee.
Recommendation(s):	To consider and make recommendations to the Assistant Director for HR and Transformation on the proposals for a new Joint Staff Advisory Committee and Joint Appointments and Appeals Committee, which will go forward for approval to each Full Council.
Contact:	<p>Becky Cooke, Assistant Director for HR and Transformation Telephone 01323 415106. E-mail address: becky.cooke@lewes-eastbourne.gov.uk</p> <p>Catherine Knight, Assistant Director for Legal and Democratic Services, Telephone 01273 085864 Email address: catherine.knight@lewes-eastbourne.gov.uk</p>

1. Introduction

- 1.1 Lewes District and Eastbourne Borough Councils have jointly committed to bringing policies and procedures together as part of the Joint Transformation Programme (JTP) which is an important step towards aligning our people and business practices. The implementation of Phase 3 of the JTP programme is nearing completion.
- 1.2 Throughout the Joint Transformation programme, consultation and discussion on alignment of processes has taking place through regular reports to the Eastbourne Borough Council Joint Staff Committee and the Lewes District Council Employment Committee.
- 1.3 However now most joint staff processes are complete, a combined body with representatives from both Councils, unison and staff representation would enable consultation and advice on staff matters to be more efficient and enable a clearer accountability between officers and staff representatives, and a clearer decision-making path for all future proposals.
- 1.4 In addition, it is an appropriate time to align the arrangements for convening adhoc Appointments Committees.

2. Detail

- 2.1 The proposed terms of reference for a new joint staff advisory body are attached

at Appendix 1 for consideration. This draws on key features from each of the current terms of references of the Employment Committee and Joint Staff Committee, and on best practice from other Councils who operate joint staff models.

- 2.2 The proposal for joint arrangements has been advised to Unison previously, and this proposal takes on board a request to retain the ability for staff to have Councillors at employment appeals if requested. The Eastbourne Borough Council Joint Staff Advisory Committee considered the proposals on 26 September 2019 and agreed them, subject to checking with Unison that all its comments had been received. Any further comments from Unison will be reported at this meeting.
- 2.3 To implement the changes will require an amendment to the Constitutions of each Council, and some amendments to staff procedures and policies which make reference to either existing body. The intention is for the Assistant Director for HR and Transformation to take a report for approval to the Full Council meetings of each Council in November with the recommended terms of reference, taking into account the views of the existing Employment Committee and Joint Staff Committees. If approved, the new body could be in place from 1 January 2020.
- 2.4 It is also recommended that an aligned Appointments and Appeals Committee be put into place with the delegation for convening the Committee being delegated to the Assistant Director – HR and Transformation. A copy of the suggested terms of reference is included at Appendix 2.
- 2.5 A summary of the necessary changes to the Constitution, Scheme of Delegation and other policies are set out in Appendix 3.

3. Financial Implications

- 3.1 The implementation of this revised policy should have a positive financial impact, due to the reduction in duplication of reports and meetings.

4. Resource Implications

- 4.1 There will be marginal financial savings from combining the working of two current Committees relating to officer time, printing costs and other sundry expenditure. These savings cannot easily be quantified but would not significantly reduce costs or workloads in the affected departments.

5. Legal Implications

- 5.1 These have been taken into account in the report.

6. Appendices

Appendix 1 – Proposed terms of reference for a Joint Staff Advisory Committee
Appendix 2 - Proposed terms of reference for a Joint Appointments Committee.
Appendix 3 – Consequent changes to the Constitution, Scheme of Delegation and HR Policies

7. Background Papers:

None

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Joint Staff Advisory Committee – Proposed Terms of Reference

1. Membership

- 1.1 Councillors
 - 3 Members from Eastbourne Borough Council – including at least 1 Cabinet Member and 1 opposition member.
 - 3 Members from Lewes District Council – including at least 1 Cabinet Member and 1 opposition member.
- 1.2 Staff Representatives
 - 2 union representatives
 - 2 staff group representatives
- 1.3 Substitutes
 - Named substitutes can be appointed for Councillors and for staff representatives.

2. Quorum

- 2.1 At least 3 members of the Committee including 1 Councillor from each authority and 1 staff representative.

3. Chairing

- 3.1 The Chair will be appointed at the first meeting of each municipal year.
- 3.2 It will be normal practice for the chairmanship of the Committee to rotate between authorities and a staff representative (*eg year 1 - Lewes Councillor, year 2 - Eastbourne Councillor, year 3 - staff representative*).
- 3.3 A deputy chair will be appointed at the first meeting of each municipal year from any constituent group.

4. Frequency

- 4.1 The Committee will meet 4 times a year and will usually alternate locations between Eastbourne and Lewes.
- 4.2 Additional meetings can be called if required for any matter that needs to be considered urgently.

5. Status

- 5.1 The Committee will be an internal advisory committee (non-statutory).
- 5.2 It will make recommendations to each Full Council, Cabinet and Chief Officers as appropriate in relation to the matters set out in section 6 below.

6. Purpose of Committee

- 6.1 To act as an internal advisory committee which serves as a conduit between members and staff on employment related matters, and to make recommendations on such matters.
- 6.2 To consider and comment upon any policies relating to the application of new relevant legislation and equality issues.

- 6.3 To consider matters of health, safety and welfare of employees which are referred to the Committee for comment (which are not included in the terms of reference of the Joint Safety Committee).
- 6.4 Discussion of matters relating to individuals shall not be within the Committee's jurisdiction except as set out in 6.5 below.
- 6.5 In the event that any employee requests a Councillor presence at an appeal against dismissal, grading or grievance, the Assistant Director – HR and Transformation shall invite a member from this Committee to be part of the relevant appeals panel.

Joint Appointments and Appeals Committee – Proposed Terms of Reference

1. Membership

1.1 Councillors

3 Members from Eastbourne Borough Council including at least 1 Cabinet Member and 1 opposition member (politically balanced as far as possible).

3 Members from Lewes District Council including at least 1 Cabinet Member and 1 opposition member (politically balanced as far as possible).

Members shall be selected as and when the need for a Committee arises and where possible shall include the portfolio-holding Cabinet Member from each Council most relevant to the position which is the subject of the recruitment.

2. Quorum

2.1 The quorum shall be 3 members, with at least one from each Council.

3. Chairing

3.1 The chair will be elected at each individual meeting of the Committee.

4. Frequency

4.1 The Committee will be convened on an adhoc basis as and when required.

5. Purpose of Committee

5.1 To recommend to Full Council the appointment of the Head of Paid Service, and the designation of the Monitoring Officer and Chief Finance Officer (Section 151 Officer).

5.2 To make appointments to the post of statutory and non-statutory Chief Officers (with the exception of the appointment of the Head of Paid Service) and to determine the terms on which Chief Officers are appointed.

5.3 To deal with appeals against dismissal, grading and grievances by statutory and non-statutory Chief Officers.

Consequent changes to the Constitution, Scheme of Delegation and HR Policies

1. Scheme of Delegation

- 1.1 That the functions below be delegated to the Head of Paid Service in consultation with the Assistant Director- HR and Transformation in the Scheme of Delegation:
 - a. matters related to local government pensions;
 - b. appeals against dismissal, grading and grievances by employees of the Council with the exception of those employees whose appointments are reserved to the Appointments and Appeals Committee, and subject to paragraph 6.5 of the terms of reference of the Joint Staff Advisory Committee;
 - c. the power to appoint staff and to determine their terms and conditions of office (except those that fall with the remit of the Appointments Committee including the Head of Paid Service, Directors, Chief Finance Officer (Section 151 Officer), and Monitoring Officer) and Chief Officers.
 - d. Restructuring and creation of new posts.
- 1.2 That the functions below be delegated to the Assistant Director- HR and Transformation in the Scheme of Delegation:
 - a. Human Resources standards.
 - b. Human Resources policies and practices.
 - c. To convene a joint Appointments and Appeals Committee in accordance with its Terms of Reference as and when required.
 - d. To appoint a Panel in accordance with Section 102 (4) of the Local Government Act 1972, as amended for the purposes of advising the authority of matters relating to the dismissal of the authority's Head of Paid Service, Chief Finance Officer (Section 151 Officer) or Monitoring Officer, as required by the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015, as amended. (As a matter of law the power to approve any proposed dismissal is reserved to Full Council).
- 1.3 Nothing in these delegations to prevent the Assistant Director – HR and Transformation from consulting with the Joint Staff Advisory Committee on the above matters if considered appropriate.

2. Political Balance Review

- 2.1 Whilst the deletion of the employment committee as a statutory committee changes the numbers included in the political balance calculation, the outcome of that calculation does not change the allocation of seats on Committee.

3. HR Policies and Scheme of Delegation

- 3.1 There is a need to amend any HR Policies or Procedures which refer to the Employment Committee, Joint Staff Committee or Appointments and Appeals Committees, to take in account the Terms of Reference set out in Appendix 1 and 2. It is recommended that these amendments and those required to the Council's Scheme of Delegation be delegated to the Assistant Director – HR and Transformation and Assistant Director – Legal and Democratic Services respectively.

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Body:	Employment Committee
Date:	7 September 2019
Subject:	Sickness Absence Quarter 4 2018/19 and Quarter 1 2019/20
Report of:	Assistant Director – HR and Transformation
Purpose:	To update the Employment Committee regarding the council's sickness figures for the period Quarter 4 2018/19 (1 October to 31 December 2018) and Quarter 1 2019/20 (1 April to 30 June 2019).
Recommendations:	To note the Quarter 4 and Quarter 1 figures alongside the sickness absence target for 2018/19 and 2019/20 and the way in which the figures are being presented for both Councils.
Reasons for Recommendations	The Committee has asked for a regular item to be presented regarding the absence statistics within the Council.
Contact:	Helen Knight, Head of HR Telephone: 07966 645102 Email: Helen.knight@lewes-eastbourne.gov.uk

1 Introduction

- 1.1 The average number of days absence for each employee for Quarter 4 of 2018/19 (1 January to 31 March) was 2.47. This represented a slight increase from Q4 last year which was 2.18 days. However, it was a reduction from Q3 which was 2.76. Only 2 employees remained absent for all of Q4 which was a reduction from Q3.
- 1.2 If Waste Services are removed from the Q4 figure it reduced from 2.47 to 2.38.
- 1.3 The average number of days absence for each employee for Quarter 1 of 2019/20 (1 April to 30 June) was 2.20 days.
- 1.4 If Waste Services are removed from the Q1 figure it reduces from 2.20 to 2.08.

2 Information

- 2.1 The overall target for 18/19 was 8 days and the final figure was 8.96. Although our target was exceeded it did include Waste Services at Lewes which by nature of the work has higher levels of sickness absence from other areas. If we take Waste Services out of the figures the total is 7.93 days which is under target.
- 2.2 It is worth noting that the average national public sector sickness absence for 2017/18 was 8.5 days and that absence rates nationally remain considerably higher in the public sector than in the private sector (5.6 days), manufacturing and production (6.2) or non-profit (7.3). This is partly explained by the general

profile of the public sector workforce, the fact that we are more likely to employ staff with a long standing health condition. Our neighbouring authority, Brighton and Hove, also have an in-house waste service and their sickness was 10.8 days for 2018/19.

- 2.3 The HR team are monitoring absences closely to ensure they are being appropriately managed, and there are a number of well-being initiatives in place to support staff particularly those suffering from stress or depression be that work related or due to personal circumstances.

3 Resource Implications

- 3.1 The financial implications of this report are the number of working days lost to sickness.

4 Legal Implications

- 4.1 There are no legal implications arising from this report

5 Risk Management Implications

- 5.1 I have completed the Risk Management Implications questionnaire and this report is exempt from the requirement because it is a progress report/budget monitoring report/development control report

6 Equality Screening

- 6.1 Equality analysis is not required as this is an information only report with no key decisions attached.

7 Appendices

Appendix 1 Excel spreadsheet showing the Council's sickness figures for Quarter 4 of 2018/19 (1 January to 31 March)

Appendix 2 Excel Spreadsheet showing reasons for absence (by service area) during Quarter 4.

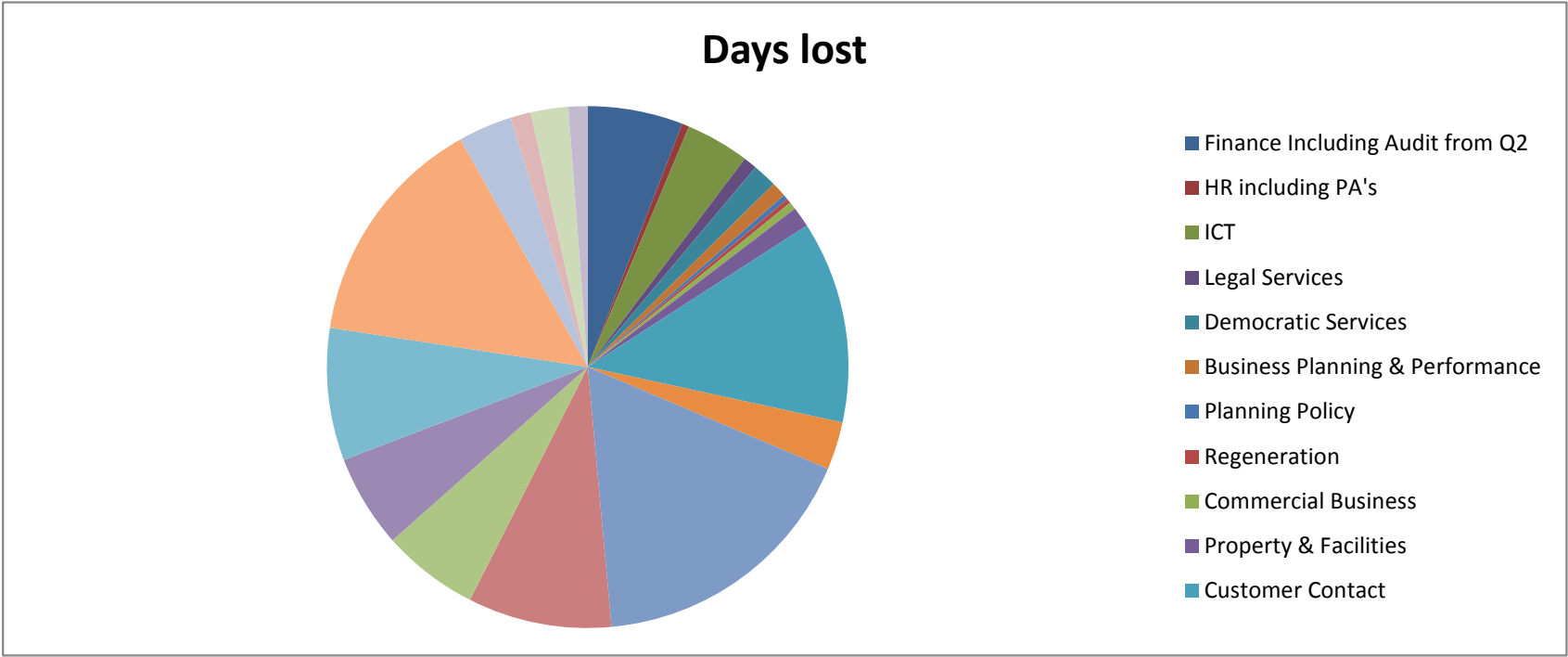
Appendix 3 Excel spreadsheet showing the Council's sickness figures for Quarter 1 of 2019/20 (1 April to 30 June 2019)

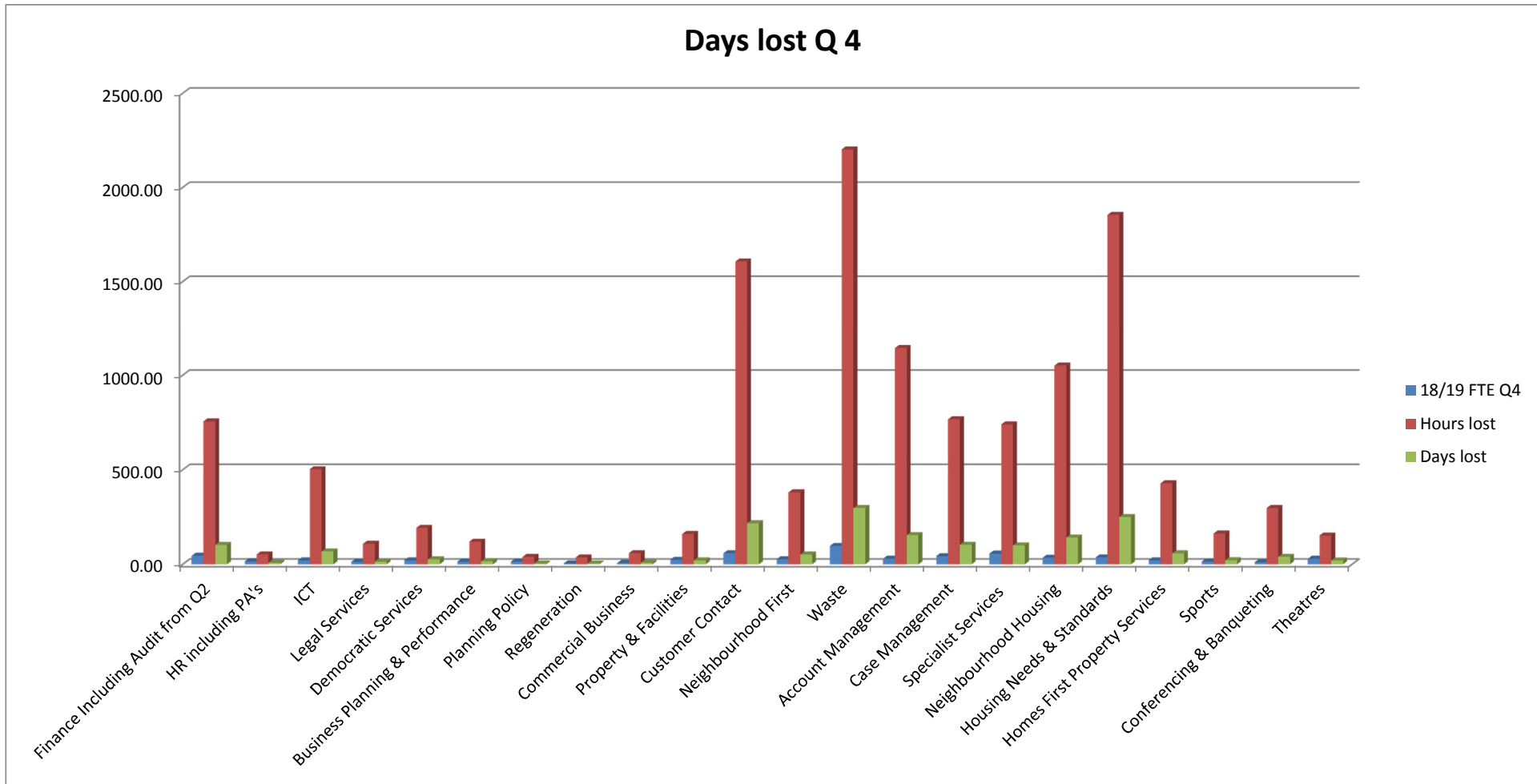
Appendix 4 Excel spreadsheet showing reasons for absence (by service area) during Quarter 1

8. Background Papers

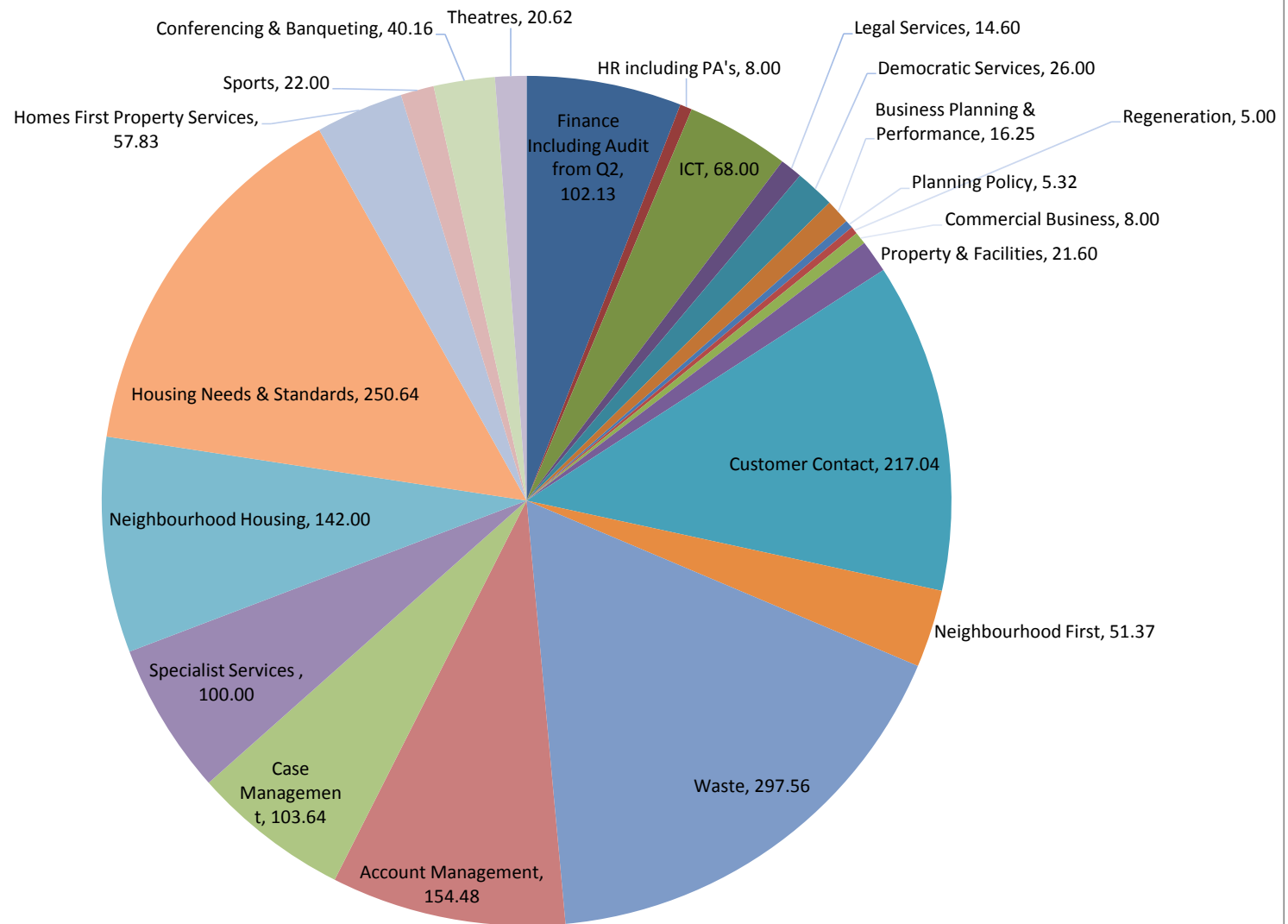
None

Service Area	18/19 FTE Q4	Hours lost	Days lost	% lost Service Area
Finance Including Audit from Q2	45.00	755.80	102.13	2.27
HR including PA's	16.10	52.20	8.00	0.50
ICT	21.60	503.20	68.00	3.15
Legal Services	13.00	108.60	14.60	1.12
Democratic Services	21.80	192.40	26.00	1.19
Business Planning & Performance	15.00	120.25	16.25	1.08
Planning Policy	13.50	39.40	5.32	0.39
Regeneration	5.70	37.00	5.00	0.88
Commercial Business	6.70	59.20	8.00	1.19
Property & Facilities	24.45	160.20	21.60	0.88
Customer Contact	58.77	1606.14	217.04	3.69
Neighbourhood First	27.31	380.20	51.37	1.88
Waste	97.40	2202.00	297.56	3.06
Account Management	29.78	1143.20	154.48	5.19
Case Management	43.80	766.95	103.64	2.37
Specialist Services	57.08	740.00	100.00	1.75
Neighbourhood Housing	35.00	1050.80	142.00	4.06
Housing Needs & Standards	37.20	1854.40	250.64	6.74
Homes First Property Services	21.70	428.00	57.83	2.66
Sports	14.70	162.80	22.00	1.50
Conferencing & Banqueting	11.50	297.20	40.16	3.49
Theatres	29.00	152.60	20.62	0.71
Total				





Days lost Q 4

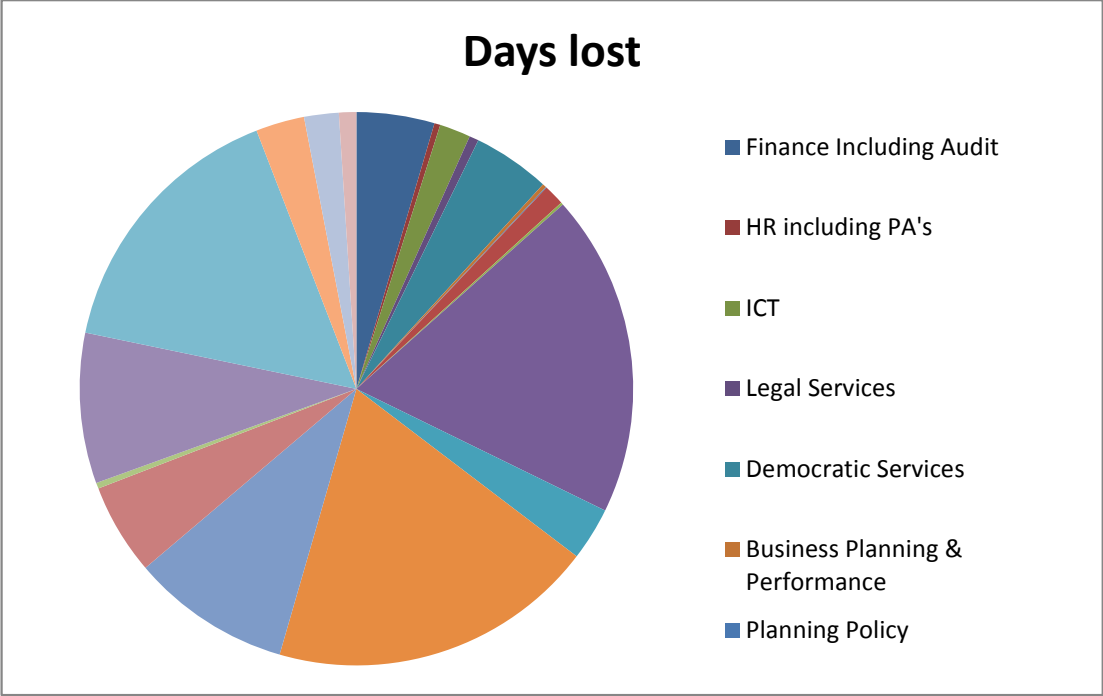


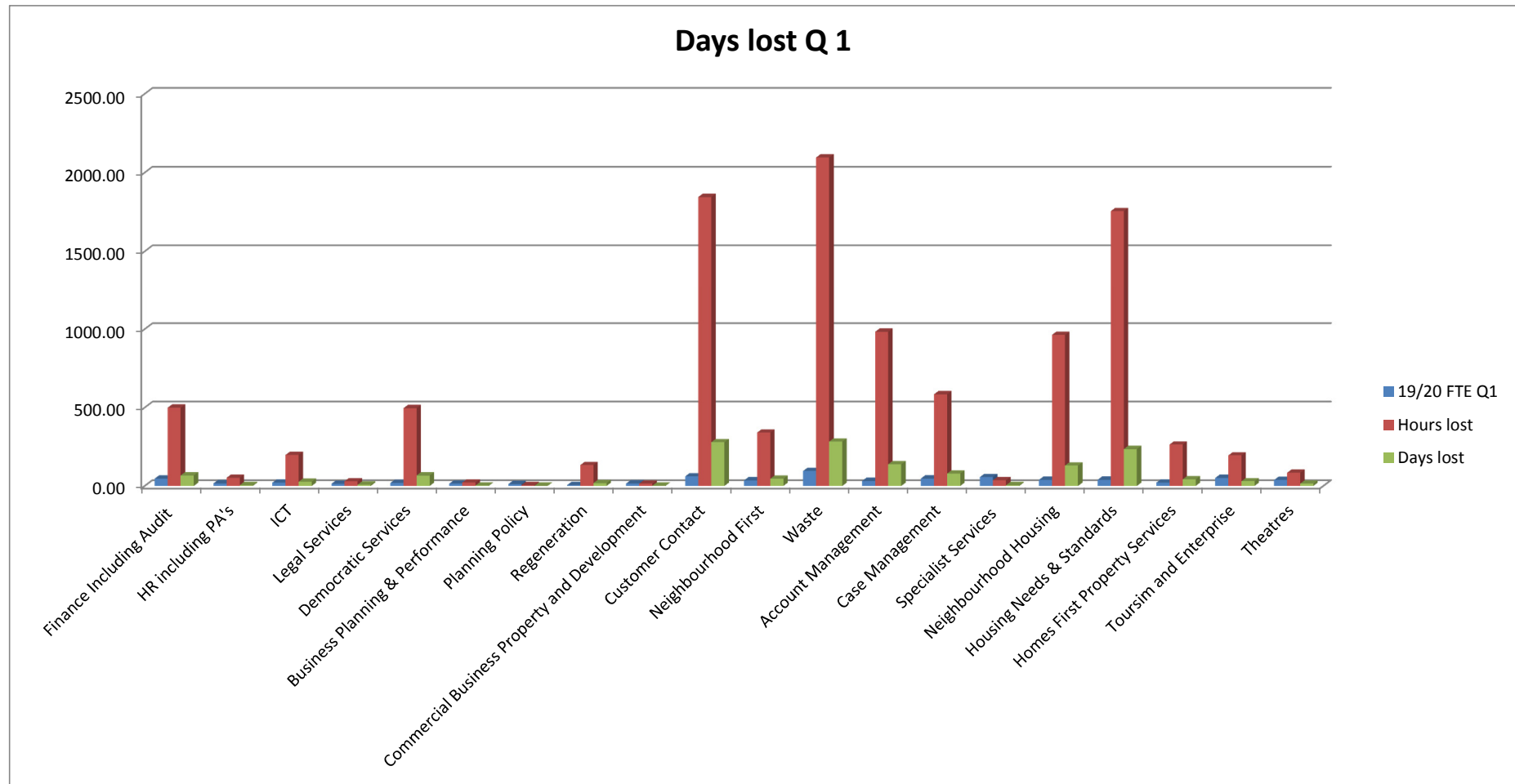
By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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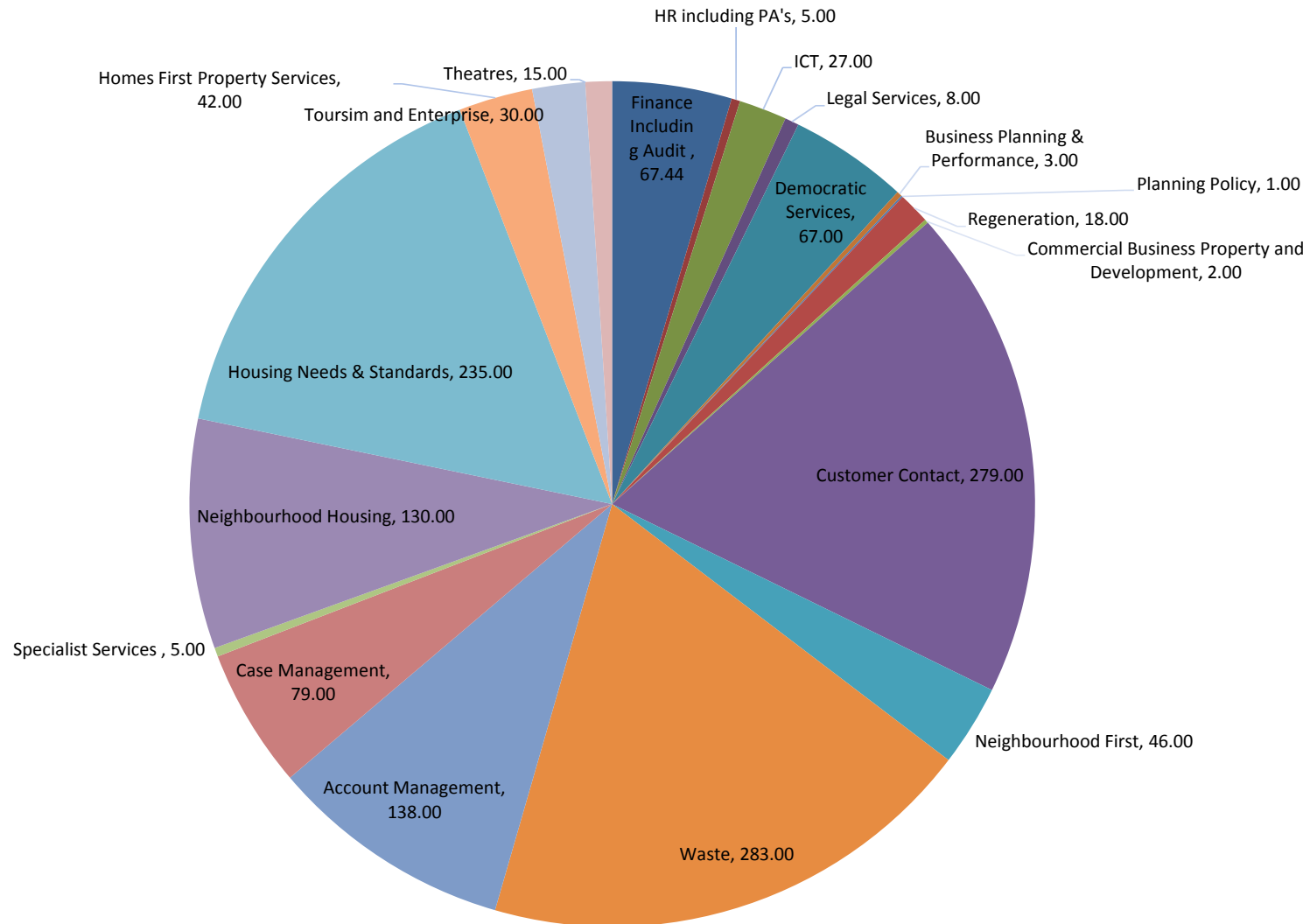
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Service Area	19/20 FTE Q1	Hours lost	Days lost	% lost Service Area
Finance Including Audit	46.26	499.10	67.44	1.46
HR including PA's	16.77	52.20	5.00	0.30
ICT	21.60	198.10	27.00	1.25
Legal Services	13.78	29.60	8.00	0.58
Democratic Services	19.13	495.80	67.00	3.50
Business Planning & Performance	14.86	22.20	3.00	0.20
Planning Policy	11.90	5.00	1.00	0.08
Regeneration	6.20	133.20	18.00	2.90
Commercial Business Property and Deve	15.91	14.80	2.00	0.13
Customer Contact	60.95	1844.43	279.00	4.58
Neighbourhood First	35.66	340.40	46.00	1.29
Waste	95.39	2095.70	283.00	2.97
Account Management	31.52	982.60	138.00	4.38
Case Management	47.82	584.60	79.00	1.65
Specialist Services	56.72	37.00	5.00	0.09
Neighbourhood Housing	38.63	962.80	130.00	3.37
Housing Needs & Standards	39.59	1754.65	235.00	5.94
Homes First Property Services	21.75	264.00	42.00	1.93
Toursim and Enterprise	51.73	194.92	30.00	0.58
Theatres	38.25	84.40	15.00	0.39
Total				





Days lost Q 1



By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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