

To: Councillor McEwan (Chair)
Councillors Brock, Lovelock, Page and
Skeats

Our Ref:
Your Ref:

Direct: ☎ 0118 937 2332
e-mail:
richard.woodford@reading.gov.uk

10 November 2021

Your contact is: **Richard Woodford - Committee Services**

NOTICE OF MEETING - PERSONNEL COMMITTEE 18 NOVEMBER 2021

A meeting of the Personnel Committee will be held on Thursday, 18 November 2021 at 6.30 pm in the Council Chamber, Civic Offices, Reading. The Agenda for the meeting is set out below.

	<u>WARDS AFFECTED</u>	<u>Page No</u>
1. DECLARATIONS OF INTEREST		
2. MINUTES OF PREVIOUS MEETING		3 - 6
3. REVIEW OF THE COUNCIL'S EMPLOYMENT POLICIES	BOROUGHWIDE	7 - 92
4. EXCLUSION OF PRESS AND PUBLIC		
At this point, the following motion will be moved by the Chair:		
“That, pursuant to Section 100A of the Local Government Act 1972 (as amended) members of the press and public be excluded during consideration of the following item on the agenda, as it is likely that there would be disclosure of exempt information as defined in the relevant Paragraphs of Part 1 of Schedule 12A (as amended) of that Act”		
5. REDUNDANCY AND EARLY RETIREMENT COSTS - 1 APRIL 2021 TO 30 SEPTEMBER 2021	BOROUGHWIDE	93 - 96

This page is intentionally left blank

Present: Councillor McEwan (Chair)
Councillors Brock, Lovelock, Rowland (in place of Councillor Page) and Skeats.

Also Present: Kieran Magee, Alison McNamara, Miriam Palfrey (for items 1, 2 and 3) and Shella Smith.

Apologies: Councillor Page

1. MINUTES

The Minutes of the meeting held on 17 March 2021 were confirmed as a correct record and signed by the Chair.

2. REVIEW OF THE COUNCIL'S EMPLOYMENT POLICIES

Further to Minute 11 of the meeting held on 17 March 2021, the Assistant Director of HR and Organisational Development submitted a report, presenting the Committee with five Employment Policies which had been reviewed jointly and agreed with the Joint Trade Unions. The following documents were attached to the report:

Appendix A	Additional Payments Policy
Appendix B	Grievance Policy
Appendix C	Market Supplements Policy
Appendix D	Grey Fleet Policy
Appendix E	Volunteer Engagement Policy
Appendix F	Equality Impact Assessment

The Assistant Director of HR and Organisational Development requested that, following a discussion with Trades Union colleagues at the Joint Trade Union Committee held on 14 July 2021, the Grey Fleet Policy (Appendix D), be removed from the list for approval. This would allow time for further work to agree the Policy with Trades Union colleague to reflect feedback about how the policy would operate at a practical level.

The report explained that all employment policies would be reviewed by the Assistant Director of HR and Organisational Development and submitted to the Committee for approval before the end of November 2021, following consultation and negotiation with the Joint Trade Unions. The policies had been reviewed because they did not reflect current best practice or were out of date and hence put the Council at risk, were due to be reviewed in line with the two-year review schedule and had been updated with current job titles and gender-neutral language. The remaining new and residual policies which required review would be brought forward for approval by the end of November 2021.

The report set out the principles that had been in mind when the policies had been written and stated that in future, all employment policies would be reviewed every two years or sooner if legislation required it.

The report also included a table which set out in summary terms for each of the revised policies the issues which had been addressed together with additional key changes that had been agreed with the Joint Trades Unions. Once the policy review had been completed, hyperlinks would be added to the policies where they were cross referenced with other policies. The process for agreeing the policies with the Joint Trade Unions was set out in a table and a

PERSONNEL COMMITTEE MINUTES – 15 JULY 2021

communications plan had been put in place to communicate the revised policies to managers and employees.

Resolved:

- (1) That the following revised/new HR policies, as set out in in Appendices A to K attached to the report, be approved:
 - Additional Payments Policy;
 - Grievance Policy;
 - Market Supplements Policy;
 - Volunteer Engagement Policy;
- (2) That Appendix D, the Grey Fleet Policy, be amended, and following further consultation with Trades Unions, re-submitted to the Committee for approval at a later date.

3. STAFF SURVEY

The Assistant Director of HR and Organisational Development submitted a report presenting the Committee with the results of the staff survey, which was attached to the report at Appendix 1. The report explained that there had been many positive results and improvements compared to the previous survey in 2019. However, there were also some areas where improvements were needed which cut across the whole organisation and the report outlined four areas that would be focused on at a corporate level for improvement over the next year.

The report explained that the staff survey had been open from 29 March to 30 April 2021. It had consisted of 45 questions grouped under seven areas. There had been 1004 responses which represented 58% of the Council's workforce of approximately 1720 staff (excluding schools). There had been 21 questions where more than 80% of staff strongly agreed or agreed, including:

- I make a valuable contribution to the success of the Council by doing my job;
- My line manager shows genuine interest in my wellbeing;
- I enjoy my job;
- I would still like to be working at the Council in a year's time;
- I know what the organisational values of Team Reading are.

The report also set out the four areas where 60% or less staff agreed or strongly agreed:

- I believe action will be taken as a result of this survey;
- I think my pay is fair given the responsibilities of my job;
- Reading Borough Council works as one, where teams collaborate for the benefit of our customers;
- I have experienced or seen bullying or harassment at work.

In addition to the quantitative results, the report explained that there were three areas where staff could add 'free text' comments. There were 966 comments made by 520 respondents which had been sorted into key themes and differentiated by whether the comment was negative (65%), positive (21%) or neutral (14%). The topics most frequently mentioned in the comments were workload, followed by ICT, salary, appreciation and rewards and benefits and bullying & harassment. The Committee noted that the questions relating to bullying and harassment had not included any time limits, and that it had not been possible to identify whether the respondents were referring to current or historic instances.

PERSONNEL COMMITTEE MINUTES – 15 JULY 2021

The report stated that the Corporate Management Team (CMT) had agreed the following four areas of focus and some of the activities that would be undertaken in response to the survey over the next 12 months:

Workload and priorities

- The new corporate plan would be used to give clarity on priorities.
- Incorporating behaviours and a quality assurance process into the management process and upskilling managers in carrying out appraisals and 1:1 meetings, where workload and priorities were discussed with staff.
- Focusing on staff wellbeing as part of the Team Reading Delivery Plan, including sending a monthly Wellbeing Newsletter to all staff, practical tips on wellbeing and links to support services.

ICT issues

- Improved monitoring and review of performance data in relation to the new IT support contracts by the Digital Futures Board.
- The ICT team had hosted an online briefing and question and answer session for all staff on 30 June 2021 when they shared the latest updates and addressed staff comments and questions. This had been made available to all staff electronically.
- A new iTrent User Group had been set up with representatives from each directorate, to address the concerns raised about iTrent specifically.
- The ICT work programme would address a number of digital enabling issues as well as issues with legacy systems.

Behaviours

- The Council had been working with Business in the Community (BITC) to audit policies and practices around equality and inclusion in the workplace, which had included five staff focus groups. Officers were working to use the resulting report and recommendations as the basis for an action plan. Many of the recommendations aligned with the issues raised around bullying and harassment in the staff survey, and these would be integrated into this action plan for submission to Personnel Committee in November 2021. The Committee noted that the Council had a zero-tolerance approach to bullying and harassment

Recognition

- Recognition was a workstream in the Team Reading Programme for 2021/22 and the comments from the survey would be used to build on this. It included, for example, a proposal to hold a Team Reading Staff Awards ceremony to celebrate staff who had role-modelled the Team Reading values.

The report added that the Staff Survey would be repeated in April 2022 so that officers could monitor trends and ensure that improvements in the four priority areas had been made.

The results had been shared with staff in an All Staff Information email on 18 June 2021 and were available to view on the intranet as well as being published in the Staff Newsletter which was sent in hard copy to staff in Environmental and Commercial Services. In addition, the Chief Executive and the Assistant Director of HR and Organisational Development presented the results to staff in an online briefing on 2 July 2021, followed by a question and answer session. The event was recorded for staff who were unable to attend. Staff had also been invited to give ideas and suggestions on how the four priority areas could be improved.

Resolved: That the results of the Staff Survey 2021 attached to the report at Appendix 1 and the four areas of corporate focus for the next year be noted.

4. EXCLUSION OF THE PRESS AND PUBLIC

Resolved -

That pursuant to Section 100A of the Local Government Act 1972 (as amended) members of the press and public be excluded during consideration of the following items, as it was likely that there would be disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A (as amended) to that Act.

5. REDUNDANCY AND EARLY RETIREMENT COSTS - 1 OCTOBER 2020 TO 31 MARCH 2021

The Assistant Director of HR and Organisational Development submitted a report, which provided a monitoring statement of all termination costs that had been incurred due to employees leaving the Council on either early retirement or redundancy grounds between 1 October 2020 and 31 March 2021. There had been no early retirements on the grounds of efficiency during this period. Termination costs that had been incurred due to employees leaving the Council on redundancy grounds between 1 October 2020 and 31 March 2021 were attached to the report at Appendix 1.

Resolved That it be noted that the total termination costs incurred due to employees leaving the Council on redundancy grounds between 1 October 2020 and 1 March 2021 was £328,796.00.

(Exempt information as defined in paragraphs 1 and 2).

6. FLEXIBLE RETIREMENT REQUEST

The Assistant Director of HR and Organisational Development and the Executive Director of Resources submitted a joint report, which set out a request for flexible retirement of A and the payment of pension benefits through the Local Government Pension Scheme. The proposal, together with the financial implications, was set out in a schedule appended to the report.

Resolved -

- (1) That the flexible retirement of employee A on the terms set out in the schedule appended to the report and the payment of pension benefits through the Local Government Pension Scheme be approved;
- (2) That the proposal be approved on the basis of the financial implications as set out in paragraph 6.1 of the report, and that authority to conclude the individual package be delegated to the Executive Director of Resources and Assistant Director of HR and Organisational Development (acting jointly).

(Exempt information as defined in paragraphs 1 and 2).

(The meeting commenced at 6.30pm and closed at 7.01pm).

READING BOROUGH COUNCIL

REPORT BY ASSISTANT DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT

TO:	PERSONNEL COMMITTEE		
DATE:	18 NOVEMBER 2021	AGENDA ITEM:	
TITLE:	REVIEW OF THE COUNCIL'S EMPLOYMENT POLICIES		
LEAD COUNCILLOR:	CLLR RUTH MCEWAN	PORTFOLIO:	CORPORATE AND CONSUMER SERVICES
LEAD OFFICER:	SHELLA SMITH	TEL:	74697 / 0118 937 4697
JOB TITLE:	ASSISTANT DIRECTOR OF HR AND ORGANISATIONAL DEVELOPMENT	E-MAIL:	shella.smith@reading.gov.uk

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

1.1 A review of the Council's employment policy framework is underway which aims to ensure that all employment policies are clear, easy to understand, up to date and reviewed regularly. This report presents six policies, all of which have been reviewed jointly and agreed with the Joint Trade Unions.

1.2 The report includes the following appendices:

- Appendix A: DBS Policy
- Appendix B: Grey Fleet Policy
- Appendix C: Time Off for Public Duties Policy
- Appendix D: Flexible Workstyles Framework
- Appendix E: Overtime Policy
- Appendix F: Performance Management Framework
- Appendix G: Equality Impact Assessment

2. DECISION

2.1 That the following revised/new HR policies be approved (detailed in Appendices A to F of this report):

- DBS Policy
- Grey Fleet Policy
- Time Off for Public Duties Policy
- Flexible Workstyles Framework
- Overtime Policy
- Performance Management Framework

3. POLICY CONTEXT

- 3.1 Good employment policies should support a culture based on trust, fairness and inclusion. They can also speed the decision-making process by ensuring that clear guidance is readily available to cover a range of employment issues. Further, they can assist in avoiding involvement with employment tribunal claims by providing guidance for managers that reflects accurately current employment law and good practice. It is therefore important that employment policies are clear, easy to understand, up to date and reviewed regularly.
- 3.2 Of the six policies covered in this report, three are new. The Overtime Policy has been updated to reflect changes in employment law and the latest Codes of Practice and guidance issued by the Advisory, Conciliation and Arbitration Service (ACAS). The Performance Management Policy has been amended to reflect the new enhanced process that will be launched for all staff in January 2022. The Flexible Workstyles Framework has been amended to reflect the Council's new approach to hybrid working arrangements.
- 3.3 ACAS Codes of Practice give authoritative advice in key areas of employment practice. A failure to follow the Code does not, in itself, make a person or organisation liable to proceedings. However, employment tribunals will take the Code into account when considering relevant cases. Tribunals will also be able to adjust any awards made in relevant cases by up to 25% for unreasonable failure to comply with any provision of the Code (by an employer or an employee).

4. POLICIES COVERED UNDER THIS REVIEW

- 4.1 All employment policies will be reviewed by the HR and Organisational Development team before end of March 2022 and presented for approval to Personnel Committee, following consultation and negotiation with the Joint Trade Unions. A DBS Policy, Grey Fleet Policy and Time Off for Public Duties Policy were missing from the current policy framework. This has been addressed and new policies covering these areas are now included. The policies included in this report are:

- DBS Policy (new)
- Grey Fleet Policy (new)
- Time Off for Public Duties (new)
- Flexible Workstyles Framework
- Overtime Policy
- Performance Management Policy

- 4.2 The residual policies which require review (five in total) will be brought forward for approval by end of March 2022.

4.3 Principles used for conducting this review

- 4.3.1 The policies have been written with the following principles in mind:

1. They must reflect current employment law and the ACAS Codes of Practice and/or guidance where relevant.

2. They must be easy to understand and written in plain English
 3. They should be concise. Any information which is not germane to the operation of the policy has been removed. For example, management guidance notes are not included in the policies, but available separately.
 4. There should be a consistency of approach across related policies (e.g. same period of notice given to employees to attend formal meetings where relevant)
 5. They should use gender neutral language
- 4.4 In future, all employment policies will be reviewed every two years or sooner if legislation requires it.

5. KEY ISSUES AND CHANGES PROPOSED

- 5.1 The information below sets out the key features of each new or revised policy. Once the policy is approved, hyperlinks will be added to the policies where they are cross-referenced with other policies.

New Policies

5.2 DBS Policy (Appendix A)

- 5.2.1 This policy defines when the Council will conduct a DBS check, in line with the relevant legislation. The policy outlines the types of checks available and eligibility, rechecks and use of the update service, responding to positive disclosures, concerns during employment and roles and responsibilities.

5.3 Grey Fleet Policy (Appendix B)

- 5.3.1 This policy ensures that there is a documented and agreed process for all relevant staff to undergo checks for using their own vehicle for work business (known as the grey fleet). It ensures that there is clarity as to what documents should be checked (e.g. driving license etc), that they are checked on a consistent and minimum annual basis and evidenced that they have been carried out. It gives clear guidance to managers on what their responsibilities are where grey fleet management is concerned.

5.4 Time off for Public Duties (Appendix C)

- 5.4.1 This policy covers the main instances when employees are carrying out duties as officials or members of certain public bodies. It applies to all those employed by the Council except agency workers, interim staff and school-based staff who may be covered by separate procedures. The Council recognises the social value to local communities and to the Council of employees undertaking public duties and that many of the skills gained can be transferable to the workplace.

5.4.2 The policy covers:

- Jury Service
- Public duties where is a legal right (under Section 50 of the Employment Rights Act 1996) to reasonable time off work such as for magistrates,

school governors, member of a local authority, statutory tribunal panel, member of health and education bodies etc

- Reservists (there was a separate policy for this before)
- The Council’s commitment to allowing reservists to carry out duties such as continuous training
- Mobilisation - role of manager in recording the time off and discussing handover of work, commitment to ensure the employee is included in any team changes while mobilised; allowing access to the Employee Assistance Programme while mobilised
- Demobilisation (i.e. end of active service) - the Council has a legal obligation to allow reservist right to return to work (same post or one on terms and conditions which are no less favourable) within six months of demobilisation, manager updates employee on any changes and developments, offers training and support, reasonable time off if therapeutic treatment is required etc.

5.5 Revised Policies

Issues to be addressed
Flexible Workstyles Framework (Appendix D)
<p>The current framework needed to be updated to reflect the Council’s new approach to hybrid/flexible working.</p> <p>The aim of the framework is to create a more agile, responsive, efficient and effective organisation, which advances business performance, increases customer satisfaction and improves the health, wellbeing and diversity of our staff. The framework is focused on giving our staff the flexibility to choose, where feasible, where they do their work, whether that’s in the office or working remotely. The framework gives guidance on what flexible working could look like for staff and outlines the principles within which managers and staff can embrace flexible working whilst ensuring that service delivery and service standards are maintained and improved wherever possible.</p>
Overtime Policy (Appendix E)
Only required minor updates to job titles, gender neutral language etc.
Performance Management Policy (Appendix F)
<p>Views from the staff survey in April 2021, the last appraisal cycle and Team Reading delivery group, highlighted that the current process was not fit for purpose. There was a need to improve the process to make it easier to understand, more meaningful and easier for managers to implement.</p> <p>Key changes:</p> <ul style="list-style-type: none"> • The new approach includes updated ratings for employees based on both objectives “what employees do” and competencies “how employees do this”. • All managers will be rated against the Leadership and Management Behaviour Framework and individual contributors (non-managers) will be rated against our Team Reading values (T-We work together, E-We will drive Efficiency, A-We will be Ambitious, and M-We will make a difference). • Employees are given an overall performance rating for the period

- where both areas competencies and objectives are equally weighted
- The new rating scale has five points with descriptions of what and how employees are expected to perform to achieve each rating. The ratings are shown on pages 8-10 (Outstanding, Exceeds Expectations, Meets Expectations, Inconsistently Meets Expectations and Underperforming).
 - All managers will have a mandatory objective related to their minimum responsibilities within the updated performance management process which are setting objectives, completing one to ones and annual reviews with team members.
 - Updated one to one and annual review forms are shown as appendices.
 - The policy outlines key areas of responsibility for employees, line managers, Corporate Management Team and Organisational Development and Learning.
 - The annual reviews/appraisals will now be completed from the first week in January to end of March (previously this was from December to March)
 - Only Line Managers will need to record and submit the annual review form on iTrent via a simplified process. The employee can view the form and ratings on iTrent Employee Self Service

6. PROCESS FOR AGREEING THE NEW AND REVISED POLICIES

6.1 The process for agreeing the policies with the Joint Trade Unions has been as follows:

6 September 2021	DBS and Grey Fleet draft policies (Appendices A and B) were uploaded to the SharePoint folder for union representatives to review, requesting comments to be added in advance of the meeting on 13 September 2021.
13 September 2021	Meeting with trade unions to review feedback and both policies were agreed.
14 September 2021	Time off for Public Duties (Appendix C) was uploaded to SharePoint for union representatives to review, requesting comments to be added in advance of the meeting on 1 October 2021.
1 October 2021	Time off for Public Duties Policy was discussed and agreed with trade unions.
4 October 2021	Overtime Policy (Appendix E) uploaded to SharePoint for union representatives to review, requesting comments to be added in advance of the meeting on 11 October 2021.
11 October 2021	Overtime Policy agreed with trade unions.
25 October 2021	Flexible Workstyles Policy (Appendix D) and Performance Management Policy were uploaded to Share Point for union representatives to review, requesting comments to be added in advance of the meeting on 1 November 2021.
1 November 2021	Flexible workstyles Policy was discussed, and amendments agreed subject to further investigation by HR.

3 November 2021	Performance Management Policy discussed with trade unions and a further meeting was scheduled on 5 November to ensure comments from Unite were discussed and agreed.
5 November 2021	Flexible Workstyles Policy and Performance Management Policy agreed with trade unions.

6.2 A communications plan will be enacted to communicate the revised policies to managers and employees. This will include:

- Daily news items on the intranet and iTrent Employee Self Service (the HR system used by all staff to book leave, submit mileage claims etc) to highlight the revised policies and who to speak to about any queries (i.e. their line manager or HR)
- Being highlighted in the Chief Executive's weekly email to all staff
- Strategic HR and OD Business Partners/HR Advisers will highlight the revised policies and their implications (for staff and managers) when they attend Department Management Team meetings and 1-1 meetings with managers.
- An email from HR to all line managers to highlight the new policies and explain the changes, and to ask that they discuss them with their staff in team meetings, tool-box talks, 1-1s etc.

7. CONTRIBUTION TO STRATEGIC AIMS

7.1 The new and revised HR policies help to ensure that the Council can meet its Corporate Plan priority, specifically ensuring that the Council is fit for the future.

8. ENVIRONMENTAL AND CLIMATE IMPLICATIONS

8.1 There are no environmental or climate change implications.

9. COMMUNITY ENGAGEMENT AND INFORMATION

9.1 The Joint Trade Unions have been consulted on the revised policies.

10. EQUALITY IMPACT ASSESSMENT

10.1 Under the Equality Act 2010, Section 149, a public authority must, in the exercise of its functions, have due regard to the need to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10.2 An Equality Impact Assessment (EIA) has been carried out (see Appendix G) and has found no differential impact on any groups with protected characteristics. Some positive impacts have been identified.

11. LEGAL IMPLICATIONS

11.1 Certain employment policies and procedures are specifically needed to comply with legal requirements, for example, a written health and safety policy. Even where a policy or procedure is not specifically required by law, employers often find it helpful to have a policy in place to provide clear guidance that reflects the legal framework for handling the issue in question and it also helps employees to be clear about the organisation's stance on a particular subject. The proposed policies presented in this review reflect current employment law and ACAS Codes of Practice and/or guidance where relevant.

11.2 The Council's Constitution confirms that Personnel Committee is responsible for determining the terms and conditions on which staff hold office. The proposed policies will therefore be presented to Personnel Committee for approval, following consultation and negotiation with the trade unions.

12. FINANCIAL IMPLICATIONS

12.1 There are no financial implications arising from this report.

13. BACKGROUND PAPERS

13.1 None

This page is intentionally left blank

Disclosure and Barring Policy

November 2021



Document History	
Version	1.0 (see below)
Status	Draft for discussion
Date	June 2021
Target audience	All employees of Reading Borough Council with the exception of Schools-based staff for whom alternative procedures apply
Ratification	None
Author	Ben Morgan

Version control	Reviewers
Version 1.0	Initial draft – June 2021

Table of Content

1. Introduction.....	3
2. Scope	3
3. Types of Criminal Record Checks and eligibility	4
4. Pre-Employment Checks	5
5. Overseas workers.....	5
6. Transgender process for DBS checks	5
7. Employment prior to a satisfactory check being completed	6
8. DBS rechecks	6
9. DBS update service & portability of DBS checks	6
10. Declaration of criminal convictions	7
11. Responding to positive DBS disclosures	7
12. Concerns during employment.....	8
13. Roles and responsibilities.....	8
14. Regulated Activity.....	8

1. Introduction

- 1.1 Reading Borough Council is committed to safeguarding the welfare of people who access our services. One aspect of this is the effective use of the criminal record checking process for all relevant groups of staff and volunteers.

2. Scope

- 2.1. This policy refers to staff, casual staff/workers, and volunteers working for Reading Borough Council. A separate Safer Recruitment and Employment Policy is in place which applies to those working in Reading Borough Council maintained schools.
- 2.2. The principles of the policy equally apply to agency and contingent labour workers. However, it is the responsibility of the agency concerned to undertake the necessary DBS checking and ensure that all necessary checks are completed before the worker commences work.
- 2.3. As an employer, Reading Borough Council may request a DBS check as part of their recruitment process. These checks are processed by the Disclosure and Barring Service (DBS).
- 2.4. All information related to DBS is sensitive and should be dealt with appropriately in line with GDPR and with the Council's Data Protection Policy and relevant associated policies and stored in line with the Council's Record Management Policy.
- 2.5. For certain roles, the check will also include information held on the Children's and Adults' Barred Lists, alongside any information held by local police forces, that is considered relevant to the applied-for post.
- 2.6. DBS checks assist us in making safer recruitment, however a check is just one part of recruitment practice. When a check has been processed by DBS, a DBS certificate is produced and issued to the applicant.
- 2.7. The DBS is also responsible for placing or removing people from the DBS children's barred list and adults' barred list for England, Wales and Northern Ireland.
- 2.8. Certain areas of employment are exempt under the Rehabilitation Of Offenders Act 1974 (Exceptions) Order 1975 (ROA), and employers may ask about spent convictions - this is known as asking an exempted question. When answering, the applicant has a legal obligation to reveal spent convictions.
- 2.9. All staff and volunteers currently working in Reading Borough Council undertaking "regulated activity" must have an enhanced DBS check plus a

relevant barred list check. Details of Regulated Activity are set out in the Appendix to this policy.

- 2.10. There are also a limited number of roles and circumstances in which it may be appropriate to request other levels of check. Further information is provided below.

3. Types of Criminal Record Checks and eligibility

The different types of check that can be completed are described below.

- 3.1. Enhanced Check for Regulated Activity (Children and / or Adults)
Used when someone is undertaking regulated activity relating to children, adults or both. This check is a legal requirement and involves a check of the police national computer, police information and the children's and / or adult's barred list.
- 3.2. Enhanced DBS Check
To be eligible for an enhanced level DBS check, the position must be included in both the Rehabilitation of Offenders Act (ROA) 1974 (Exceptions) Order 1975 and in the Police Act 1997 (Criminal Records) regulations. This may be appropriate, for example, for roles which would be regulated activity but are not because they do not work unsupervised with children or do not do so on a regular basis. This level of check involves a check of the police national computer and police information. Human Resources (HR) can advise as to the appropriateness of this for particular roles as necessary.
- 3.3. Standard DBS Check
To be eligible for a standard level DBS check the position must be included in the Rehabilitation of Offenders Act (ROA) 1974 (Exceptions) Order 1975. This would include people entering professions such as law and accountancy. The Standard check contains details of all convictions held on the PNC including current and 'spent' convictions as well as details of any cautions, reprimands or final warnings and does not include a check of local police information or the children's or adults barred lists.
- 3.4. Basic Check
Anyone can apply for a Basic Disclosure in their own name. The check is not job-specific or job related and may be used more than once. Disclosures contain only convictions considered unspent under The Rehabilitation of Offenders Act (1974). This could be used for roles who have access to sensitive data for vulnerable groups; this is called a controlled activity.
- 3.5. If a manager is uncertain whether a post undertakes "regulated activity" or believes a different level of check may be appropriate (for posts which have access to children or are in a position requiring an extraordinary level of trust) they should seek advice from the HR and Organisational Development team. If it appears there may be a legitimate case for a check, the manager will be

asked to complete a risk assessment form and return this to HR and Organisational Development who will confirm their advice based on all the information available and having sought guidance from the DBS if appropriate. Checks that cannot be justified within legislation and DBS regulations will not be processed.

- 3.6. The HR and Organisational Development team will hold the evidence of a DBS completion in the form of the summary memo from the online service. This also contains details of any trace found by the check.

4. Pre-Employment Checks

- 4.1. Reading Borough Council uses the DBS check as one of a range of measures for assessing the suitability of preferred prospective employees, casual staff/workers, self-employed contingent workers, volunteers and agency workers. These checks include verifying an individual's identity, checking gaps in employment history, references, work health checks, eligibility to work in the UK and professional registration and qualification checks. Only where managers take this holistic approach can they ensure effective and safe recruitment practices.
- 4.2. Prior to a recruitment campaign taking place, the hiring manager, with advice from HR and Organisational Development if required, must determine whether there is the need to request a DBS check. If a DBS check is considered necessary for a post, then this should be clearly stated on the advert and job description and must be undertaken following a conditional offer of employment and prior to starting work.

5. Overseas workers

- 5.1. Whilst a DBS check is a check of a criminal record in the UK, this cannot currently assess criminal records held overseas. Consequently, if an applicant/employee lives or has lived outside of the UK for a continuous period of more than 6 months in the past 5 years a criminal record check should be sought from the country/countries the individual resided in. This is commonly referred to as a Certificate of Good Conduct. Overseas workers must still apply for a DBS check. HR and Organisational Development will provide advice as to how to obtain a certificate of good conduct. For more information please see the following Home Office guidance: [Criminal records checks for overseas applicants](#).

6. Transgender process for DBS checks

- 6.1 DBS offers a confidential checking process for transgender applicants. This process is for transgender applicants who do not wish to reveal details of their previous identity to the person who asked them to complete an application form for a DBS check.

7. Employment prior to a satisfactory check being completed

7.1. Every effort should be made to ensure that a DBS Disclosure has been received prior to the commencement of an individual's employment. Although the usual timescale for this to happen is no more than five working days, it is recognised that there may be occasions where it is necessary for an individual to commence their employment before a Disclosure has been received. In exceptional circumstances and if it is clear that there is no alternative action which can be taken to avoid this, the following steps should be taken:

- HR and Organisational Development must confirm that they are in receipt of all other pre employment checks and are able to confirm that these are satisfactory;
- The DBS Disclosure has been correctly completed and sent to the DBS;
- HR and Organisational Development have checked the individual against the relevant barred list(s);
- The relevant Assistant Director has approved a risk assessment of the situation, is satisfied that sufficient safeguards are in place and that the individual will not have unsupervised access to children or vulnerable people.

8. DBS rechecks

8.1. There is no legal requirement to renew DBS checks and Reading Borough Council will only conduct a recheck in the following circumstances:

- Where the individual has transferred to a post requiring a higher level of DBS check
- Where concerns exist about an individual's suitability to continue working within a regulated activity. (see Concerns during employment below)

9. DBS update service & portability of DBS checks

9.1. Any DBS applicant can apply to join the update service. If the applicant/employee is subscribed to the Update Service, employers can undertake a status check on their DBS certificate free of charge to establish whether the individual's current certificate remains valid or if there is new information present which will make it necessary to request a new Disclosure certificate.

9.2. Applicants can register online as soon as they have an application form reference number when submitting a DBS online application or applicants can wait and register within 19 days of their DBS certificate being issued.

- 9.3. Criminal convictions are immediately added to DBS record. “Soft information” from police intelligence is updated every 9 months.
- 9.4. Employees and volunteers requiring an enhanced check are strongly encouraged to register to join the Update Service to avoid the requirement for future DBS applications; information is provided direct to applicants when they apply. There is an annual charge for membership of this service (£13 as at 2021), which is payable by the individual applicant/employee. Employees can reclaim the cost as a work expense via iTrent. Membership of this scheme is free of charge for volunteers.
- 9.5. Employees must inform HR and Organisational Development that they have joined the update service when they are notified that a DBS check is required. If responsibilities have changed and a higher level of check is required, the full process will need to be followed.
- 9.6. If an external applicant informs HR that they belong to the Update Service, if the level of check is appropriate to the role and the current certificate remains valid, it will be accepted as a portable check. However, HR and Organisational Development will undertake a further status check after 9 months so that any changes can be picked up.

10. Declaration of criminal convictions

- 10.1 A DBS Disclosure is only valid on the day on which it is issued. In addition to periodic rechecking to ensure that individuals in relevant roles are continuously assessed for their suitability, it is a requirement that employees and other types of worker inform their manager of any cautions, charges or convictions at the earliest opportunity. Please note this includes motoring offences other than those dealt with by fixed penalty notices’. Failure to do so may result in disciplinary action. Managers should contact HR for further guidance if necessary.

11. Responding to positive DBS disclosures

- 11.1. Reading Borough Council actively promote equality of opportunity for all with the right mix of talent, skills and potential. Having a criminal record alone should not automatically bar an individual from a role. The disclosed information should be fully risk assessed by managers in a timely manner to identify and consider any potential risks of hiring or continuing the employment of an individual.
- 11.2. There are a number of factors that should be considered when undertaking the risk assessment before a final decision can be made. These include:
 - The seriousness of the offence/concern raised and the subsequent impact for those who use Reading Borough Council services

- The relevance of the offence to the individual's role
- Statutory requirements, for example, complying with the Barred Lists
- When the offence was committed/time elapsed since
- Any further explanation regarding the offence provided by the individual
- Whether the individual declared the offence on their self-declaration

11.3. The manager should send the risk assessment to their Assistant Director for endorsement

12. Concerns during employment

12.1 If there are concerns about an individual's suitability to continue working with children or adults then there is the discretion to undertake a further DBS Disclosure. Due to the requirements of the DBS Disclosure process, the individual concerned must give their consent for the DBS Disclosure to be obtained. HR and Organisational Development should be contacted in this situation. If the DBS Disclosure identifies a concern, the manager should adopt the same process as that outlined for positive disclosures above, undertaking a thorough risk assessment of the situation.

13. Roles and responsibilities

13.1. The Assistant Director of HR and Organisational Development is responsible for ensuring that processes and systems are established and maintained to undertake vetting checks and for ensuring the policy is updated in response to any changes in government policy and DBS regulations which occur.

13.2. Assistant Directors are responsible for ensuring that:

- appropriate consideration is given to which other roles should have vetting checks and that advice is sought from HR
- for all employees in their workforce, vetting checks consistent with the activities they are undertaking and with this policy have been completed and risk assessments have been completed and approved.

14. Regulated Activity

14.1. Regulated Activity is work that a barred person must not do. Any individual listed on the Disclosure and Barring Service (DBS) barred lists cannot work in such roles. It is a criminal offence for a barred person to seek work, or work in, activities from which they are barred. It is also a criminal offence for employers to knowingly employ a barred person in regulated activity.

14.2. Regulated' Activity – Children

Regulated activity in respect of work with children is:

- Unsupervised activities on a frequent basis; teaching, training or instruction; care or supervision; advice or guidance on well-being; or driving a vehicle for children.
- Work in a 'specified place' on a frequent basis with opportunity for contact including; schools, children's homes, childcare premises. This does not include work by supervised volunteers. Schools need to refer to guidance on supervision of children as published by the Department for Education.
- Relevant personal care, for example washing or dressing; or health care by or supervised by a professional. This activity does not need to meet the frequency threshold.
- Registered child minding and foster carers. This activity does not need to meet the frequency threshold.

14.3. Further details can be found here:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/739154/Regulated Activity with Children in England.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/739154/Regulated_Activity_with_Children_in_England.pdf)

14.4. Frequency

'Frequent' is once a week or more often; or on four or more days in a 30 day period (or overnight).

14.5. Regulated Activity – Adults

The legal definition of regulated activity for adults no longer uses the term 'vulnerable adults' and no longer requires the activity to meet a minimum frequency threshold. The definition now focuses on the nature of activities, which if required by an adult, will define them to be at risk from abuse or neglect. Staff and managers of staff providing the following activities will be conducting regulated activity:

- Health care – any health care professional providing health care to an adult or anyone who provides health care to an adult under the supervision of a health care professional.
- Personal care – providing assistance, supervision or advice in relation to activities including eating and washing.
- Social care
- Assistance with cash, bills or shopping
- Assistance in the conduct of a person's own affairs
- Transporting an adult because of their age, disability or illness to or from their home and a place where they will receive health care, personal care or social care.

14.6. Further details can be found here:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/739152/Regulated Activity with Adults in England.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/739152/Regulated_Activity_with_Adults_in_England.pdf)

Related Policies

Data Protection Policy [Data protection policy | Reading](#)

Records Management Policy [Records management policy | Reading](#)

Grey Fleet Policy

September 2021

Agreed by TUs



Document History	
Version	1.3 (See below)
Status	Reviewed and agreed by Trade Unions
Date	September 2021
Target audience	All Council employees
Ratification	None
Author	HR Employment Services Team

Version control	Reviewers
Version 1.0	Initial draft
Version 1.1	Reviewed by Trade Unions – March 2021
Version 1.2	Reviewed and agreed with Trade Unions – July 2021
Version 1.3	Reviewed and agreed with Trade Unions – September 2021

Table of Content

1. Introduction.....	3
2. Scope	3
3. Business Travel	3
4. Necessity of Travel	4
5. Transport Hierarchy of Decision Making.....	4
6. Using a Private Vehicle.....	5
7. Ongoing Governance of Private Vehicle Use	5
8. Insurance of Private Vehicles	6
9. Conditions of Use for Private Vehicles.....	6
10. Mileage Claiming Process	6
11. Managing Occupational Road Risk.....	7

1. Introduction

- 1.1. This policy sets out Reading Borough Council's approach to management of the Grey Fleet and how it should be used.

2. Scope

- 2.1. The Grey Fleet Policy covers vehicles that are used by an employee for making a work-related journey (not vehicles owned, hired, or leased by the Council). In most cases this will be a privately-owned vehicle that is used on Council business (not travel to and from normal place of work); however, it could also include a vehicle that an employee has privately hired/borrowed and uses on Council business.
- 2.2. The 'Driving at work/managing work related road safety' guidelines, published by the Health & Safety Executive (HSE) in 2014, makes it clear that the Council has the same Duty of Care towards all its employees making work-related journeys regardless of vehicle ownership, so the grey fleet needs to be managed in exactly the same way as Council owned or leased fleet. It is an offence for the Council to allow staff to drive their own vehicle on Council business without the appropriate entitlement.
- 2.3. This policy must be read and complied with before any grey fleet use is considered with and, as highlighted in Section 3 Travel Hierarchy, grey fleet use should be used as the last resort. Failure to follow this policy could result in disciplinary action being taken.

3. Business Travel

- 3.1. The Council is responsible for meeting the cost of travel by its employees on official business. Official travelling means necessary travel for the purpose of:
- attendance at meetings in pursuit of official Council's business
 - attendance at training courses
 - journeys made on work related business
- 3.2. Official travelling does not include travel from home to normal place of work and the return journey.
- 3.3. It is necessary for the Council to review its spending on employee travel and this means reviewing the cost of travel and promoting the most cost-effective method of transport for employees in the first instance as well as highlighting both safety and duty of care issues.
- 3.4. The Council is committed to reducing the impact on the environment from its business travel and the cost of this travel. The Government's vision is for a sustainable Public Sector and includes a target to reduce carbon emissions

from road vehicles used for Public Sector operations by 15%. In addition, one of the Council's service priorities in the Corporate Plan is to keep the town clean, safe, green and active, and the Council's Local Transport Plan has the objective of reducing carbon emissions from transport and improving air quality. This means looking at ways to reduce miles travelled and identifying the most efficient methods of transport with lower carbon emissions per mile.

- 3.5. As part of the overall health and safety policy, the Council is also committed to managing the risks that employees encounter when driving for work and all employees are required to fully engage with this.

4. Necessity of Travel

- 4.1. Employees will only be reimbursed for expenses which they incur in the course of official travel in line with documented reimbursement rates.

- 4.2. The following considerations must be made prior to every journey, by the employee and their manager, before approval is given for an employee to use their private vehicle for work purposes and to submit mileage a claim. (Section 3.2 – Reimbursement of Expenses Policy)

- Is the meeting/visit absolutely necessary? E.g. can it be done on the telephone or Teams instead?
- Is 'active travel' possible as an alternative to using own car, e.g. walking, cycling etc (there is a cycle mileage rate of 37p per mile as an incentive for staff to use their own bicycle for work purposes)
- Staff must use public transport or a pool car instead of their own vehicle wherever possible. Safety and practicality must be considered.

5. Transport Hierarchy of Decision Making

- 5.1. Employees will require authorisation from their Line Manager in advance of all journeys ideally confirmed in an email or verbally.

- 5.2. When travelling on official business, different forms of transport should be considered in the following order of priority while being mindful of other factors, e.g. costs and safety etc. (Also see Section 3 – Reimbursement of Expenses Policy):

- Public transport
- Pool vehicle
- Private vehicle

- 5.3. For round trips expected to exceed 50 miles, employees should book a Council pool vehicle using the intranet rather than use their own vehicle.

- 5.4. In exceptional cases (e.g. where there is a medical condition or disability or other reason) a journey in an employee-owned vehicle may exceed 50 miles. In these cases, authorisation will be required in advance of the journey from the Line Manager.

6. Using a Private Vehicle

- 6.1. Payments may be made to allow employees to use their own vehicles for journeys less than 50 miles, provided this is on Council businesses.
- 6.2. Employees driving for work in their own vehicle must ensure that it always complies with the law, is in a safe and roadworthy condition and is suitable for its purpose. (See [Licence & Vehicle Checks – Guide for Employees](#))
- 6.3. The employee must ensure that:
- the vehicle meets the minimum safety specifications required by the Council, e.g. having a valid MOT certificate.
 - the vehicle is taxed
 - the motor insurance policy includes business use cover for the amount and type of mileage undertaken and, if necessary, also covers business passengers.
 - possession of a valid licence to drive the vehicle being used
 - no medical reasons prevent the driver using the vehicle
 - the vehicle is not used inappropriately, e.g. unsecured load carrying or off-road access.
- 6.4. When claiming mileage in a private vehicle, the employee must enter the details on to iTrent and certify the following declaration:

“I certify that the claim is to reimburse expenditure actually and necessarily incurred by me on behalf of Reading Borough Council and that I am aware of and have followed both the grey fleet policy and the travel hierarchy”.

7. Ongoing Governance of Private Vehicle Use

- 7.1. It is the responsibility of the Line Manager to:
- Ensure employees understand their responsibilities when they use their own vehicles for work. (See 7.2 below)
 - Check vehicle documents in advance of first use of vehicle for business purposes and at least annually thereafter.
 - Follow monitoring, authorisation and reporting procedures to help manage transport usage.
- 7.2. It is the responsibility of employees using their own vehicles for business to:

- Present the vehicle's MOT certificate, insurance policy and thereafter on an annual basis or at other times when requested by Line Manager
- Present their driving licence for inspection in advance of first driving for work and thereafter on an annual basis or at other times when requested by the Council.
- Notify their Line Manager of any changes imposed on their licence, restrictions on ability to drive, material changes to insurance provision and vehicle related issues
- Cooperate with monitoring, authorisation and reporting procedures.

8. Insurance of Private Vehicles

- 8.1. Motor Mileage Allowance will only be paid where the employee holds an insurance policy that covers the driver and vehicle for business use.
- 8.2. It is the responsibility of the Line Manager to verify the insurance status of their employees, via either the original insurance document or a cover note. Any material changes to the employee's insurance provision must be notified to the Line Manager.

9. Conditions of Use for Private Vehicles

- 9.1. At those times when an employee-owned vehicle is being used for business purposes, the driver shall not carry any non-Council passengers that is not related to the Council's business requirements.
- 9.2. At these times, the driver shall complete their journey from starting point to destination without undertaking any personal activities. Appropriate rest breaks are acceptable.

10. Mileage Claiming Process

- 10.1. Mileage claims shall be paid to employees only when the relevant document and licence checks have been carried out and reported in the correct manner.
- 10.2. All staff must ensure their vehicle; MOT and insurance information is updated when changes occur.
- 10.3. All staff must keep their personal details updated and make the appropriate changes where needed.
- 10.4. All mileage claims must be completed and submitted by the end of the following month of the date of the claim. Claims that are more than 90 days old cannot be processed on Employee Self Service. If this is not practical, written approval for any extension will be required from line managers. The Council reserves the right to withhold any payment where written approval has not been sought. (Also see Section 2 – Reimbursement of Expenses Policy)

11. Managing Occupational Road Risk

11.1. When opting to drive on Reading Borough Council business it is important to remember and apply the following health and safety best practice:

- Ensure that you familiarise yourself with the controls of any vehicle be it your own vehicle or a pool car/hire car and before setting off you should complete your vehicle roadworthy checks.
- Never use a mobile phone or use other mobile devices whilst driving to avoid possible distraction.
- Always observe speed limits and never drive faster than road or driving conditions safely allow.
- Plan ahead allowing time at the start of any journey for delays end-route: congestion, hold-ups and bad weather.
- Do not undertake a journey if you are under the influence of alcohol /drugs or feel tired or unwell.
- Plan your journey to take enough breaks
- You must be able to read a new style number plate from 20 metres (66 feet). If you need to wear glasses or contact lenses for driving, you must always wear them whilst driving.

Tool box guides for licence and vehicle checks are on the intranet under iTrent Guides, please see the link:

<https://intranet.reading.gov.uk/manual/grey-fleet-policy/licence-vehicle-checks-guide-employees>

This page is intentionally left blank

Time Off for Public Duties, Jury Service and Employing Reservists Policy

February 2021

DRAFT



Document History	
Version	1.0 (see below)
Status	Draft for discussion
Date	August 2019
Target audience	All employees of Reading Borough Council with the exception of Schools-based staff for whom alternative procedures apply
Ratification	None
Author	HR Employment Services Team

Version control	Reviewers
Version 1.0	Initial draft – August 2019
Version 2.0	Second draft – February 2021
Version 3.0	Agreed with TUs October 2021

Table of Contents

1.	Objectives and scope	3
2.	Definitions.....	3
3.	Informing the Council.....	4
3.1.	Employees should inform their manager when they are considering undertaking public duties or becoming a reservist.	4
3.2.	Employees who are already performing these activities should inform their manager when they start in their post.....	4
3.3.	Employees should inform their manager as soon as they receive the court summons for jury service.....	4
4.	Pay during the time off	4
5.	Time off and requesting and recording leave	5
5.5	Reservist Mobilisation.....	7
5.6	Reservist Demobilisation (end of period of active service).....	8
	Continuity of Service.....	9
	Reservists and Unfair Dismissal	9
6.	Data protection and retention of employee records.....	9

1. Objectives and scope

- 1.1. The Council recognises the value to the local communities and the organisation of employees undertaking public duties outside work.
- 1.2. The Council recognises that many of the skills gained while carrying out public duties, such as leadership and team working, are transferable to the workplace.
- 1.3. This policy applies to all those employed by the Council, including those on permanent, temporary or part-time contracts, job sharers, and employees on non-standard terms of employment.
- 1.4. This policy does not apply to:
 - agency workers or interim staff
 - schools based staff who may be covered by separate procedures
- 1.5. The policy sets out when employees can request time off work to perform these duties and the process for doing so.

2. Definitions

- 2.1. Public duties are when employees are Justices of the Peace (also known as magistrates) and officials or members of certain public bodies. Public bodies include local authorities, statutory tribunals, health and education bodies. There is a legal right to reasonable time off work to carry out these functions.
- 2.2. Jury service is when an employee is called up (by court summons) to sit on a jury.
- 2.3. Reservists can be:
 - Volunteer reservists - recruited into the Reserve forces
 - Regular reservists – ex-military who may retain a statutory liability to be mobilised
 - The Reserve Forces Act 1996 also provides for other categories, such as:
 - **Full Time Reserve Service** -Reservists who wish to serve full time with regulars for a predetermined period in a specific posting
 - **Additional Duties Commitment** - part-time service for a specified period in a particular post
 - **Sponsored Reserves** - These are personnel employed by a contractor to provide a service to the Ministry of Defence (MoD).
 - **High Readiness Reserves** – These are Reserves, usually

with a particular skill set, that are available at short notice (with written agreement from their employer)

- 2.4. Reservist Mobilisation is when a reservist is called out for military operations and can last up to 12 months.
- 2.5. Reservist Demobilisation is when the reservist's deployment or task finishes.
- 2.6. Reservist Training is typically 19 to 27 days each year, or 24 to 40 days for specialist skills. Training is one evening a week, several weekends training and one 15 day continuous training course (may also be called annual camp).
- 2.7. The leave year is 1 April to 31 March.

3. Informing the Council

- 3.1. Employees should inform their manager when they are considering undertaking public duties or becoming a reservist.
- 3.2. Employees who are already performing these activities should inform their manager when they start in their post.
- 3.3. Employees should inform their manager as soon as they receive the court summons for jury service.

4. Pay during the time off

a) Public Duties

Employees will continue to be paid at their normal rate of pay while performing their duties, subject to the deduction of any payments received from the public body.

Employees are required to declare all such earnings on completion of the public duty.

b) Jury Service

Employees will continue to be paid at their normal rate of pay during jury service. If an employee is paid an allowance by the court, Payroll should be informed so that it can be retrospectively offset against salary.

c) Reservists

During mobilisation there is no requirement for the Council to pay the reservist. The reservist receives service pay from the Ministry of Defence and a standard award to make up any difference (up to the statutory limit) between their service pay and normal average earnings. The reservist is responsible for applying for the award.

The Ministry of Defence will pay the Council's contributions towards the reservist's occupational pension scheme as long as the reservist agrees to continue paying their own contributions to the scheme.

If the employee decides to join the Reserve Forces Pension Scheme, they will not accrue reckonable service for the Local Government Pension Scheme during the period of mobilisation.

5. Time off and requesting and recording leave

5.1 Employees should provide their manager with evidence of appointments for public duties, a copy of the court summons and any other documentation for jury service and evidence (such as a letter from the commanding officer) for reservists.

5.2 Public Duties

Justices of the Peace (magistrates) can use time off for public duties to perform any of the duties of their office. 13 working days will be given in each leave year. Any additional working days needed to fulfil the duties of the office must be taken from annual leave, flexidays, compressed days or time off in lieu (TOIL).

Officials or members of the prescribed public bodies (see [2.1 above](#)) can take time off to attend meetings of the body or any of its committees or sub-committees, and to do anything to carry out the functions of the body or any of its committees or sub-committees.

5.3 Jury Service

The employee should provide their manager with a copy of the court summons and any other relevant documentation as soon as possible after they receive the summons.

Jury service normally lasts 10 working days but can sometimes be longer. If an employee's services are not required for any part of or a whole court day they will be expected to return to work for the remainder of the day, if it is practical to do so.

If the jury service ends before the 10 days, the employee must inform their manager as soon as possible and return to work the day after the jury service ends.

Where the manager considers that an employee's absence on jury service could cause substantial impact on service delivery, the employee will be asked to make an application to be excused (courts will only allow it in

exceptional circumstances or if the employee has been on jury service in the last 12 months) or deferred, as appropriate. When this applies, the employee should only submit the application when they have a letter (and any other relevant evidence) from the manager to support the application. Employees can also ask to have the date changed to another one in the next 12 months if, for example, they are sitting an exam or having an operation.

5.4 Reservists

Employees should provide their manager with evidence that they need to take time off.

The Council is committed to granting additional paid leave of 15 days each year to Reservists specifically to enable them to attend the 15 day continuous training course.

Additional unpaid leave or annual leave from the Council's normal annual allocation of up to 3 days will be granted for short periods of training provided adequate notice is given and where such training cannot be undertaken in off-duty time. Attendance at weekend camps which cannot be undertaken during off-duty will be subject to the same arrangements.

Employees who need time off for activities as reservists are expected to use annual leave and the additional leave. The Council will do its best to accommodate these requests but cannot guarantee that they will be given priority.

Leave must be requested using Employee Self Service (iTrent). The application for leave should be made as soon as possible after the reservist has been informed that they need time off for activities. The manager will review the leave to ensure that it is not impacting on the needs of the service and not having an adverse effect on colleagues. The request and decision will be recorded, with the reason for declining the leave being recorded.

If the Council believes that, under the Reserve Forces (Safeguard of Employment) Act 1985, the employee's absence on military service could cause considerable impact on service delivery, it may apply for an exemption, deferral or revocation of mobilisation. This would be in exceptional circumstances. This must be done within 7 days of receipt of the employee's notice of mobilisation.

If there is untaken annual leave at the end of the leave year, iTrent automatically carries over a maximum of 1 week's contractual working week. All employees can request [carry over annual leave](#) and [buy additional annual leave](#) in accordance with the Council's [Annual Leave Policy](#).

All employees can request to work flexibly as outlined in the Council's [Flexible Working Policy](#).

Unauthorised absence may be treated as a disciplinary matter as outlined in the Council's [Disciplinary Policy](#).

5.5 Reservist Mobilisation

Mobilisation is when reservists receive a 'call out' notice for full-time service. The maximum period of mobilisation is typically no longer than 12 months.

When the call out notice is issued, the reservist and their manager will receive the call out pack. There will usually be a minimum of 28 days' notice. A call out notice can be appealed if it is considered to cause serious harm to the Council. Details of how to appeal will be in the call out pack.

The reservist's manager will record leave in iTrent using Manager Self Service (MSS) and meet with the reservist to discuss handover of work and return of equipment, ensure any necessary paperwork has been completed, make a claim for financial assistance as appropriate and how they will keep in touch.

Reservists should be encouraged to take any accrued annual leave before mobilisation. Annual leave is **not** accrued while mobilised because the reservist accrues annual leave with the Ministry of Defence while they are in full time service and it is factored into the mobilisation period and taken before the last day of mobilisation. However, during mobilisation, the reservist continues to accrue sick pay entitlement. If the Reservist become sick or injured during mobilisation, they will be covered by MoD's healthcare arrangements (including pay) until they are demobilised. If the sickness or injury continues and this results early demobilisation, they will remain covered by MoD arrangements until the last day of paid military leave. After the last date of mobilisation, the reservist will be covered by the Council's sickness policy.

If there is a restructure during the mobilisation time, the reservist should be included in consultation in the same way as any other employee who is not in work. They will be treated equally throughout the process, using the Employment Stability Agreement, in the same way as their colleagues.

The reservist continues to have access to the Council's Employee Assistance Programme (EAP) which provides free, confidential telephone counselling and support and is available 24/7. The number to call is 0800 028 0199. Support is also available online at: <https://healthassuredeap.co.uk/> (Username: Wellbeing; password: MindTestWorm20).

They will also have access to other staff benefits.

There is financial assistance for the employer to cover costs such as overtime, temporary replacement, clothing and training. Details are available in the Ministry of Defence Handbook.

5.6 Reservist Demobilisation (end of period of active service)

After service, the reservist has checks and briefings including medical and welfare.

Reservists are entitled to a period of post-operational leave. During this period, they will continue to be paid by the MoD.

A reservist cannot be forced to return to work before their leave finishes.

Both the Reservist and the Council have obligations under The Reserve Forces (Safeguarding of Employment Act) 1985 regarding the return to work process.

a) Reservist

The reservist has the right to return to work within 6 months of demobilisation. This is to their former post or a post on terms and conditions that are no less favourable. If they fail to return within the 26 weeks, they forfeit the right to return.

The reservist must write to their manager no later than the third Monday after the last day of full military service (demobilisation) requesting to return to work and suggesting a date which should be within 13 weeks of their last day of service.

Once reinstated the reservist will continue to be employed for:

- At least 13 weeks, if employed for up to 13 weeks before mobilisation
- At least 26 weeks, if employed between 13 weeks and 51 weeks before mobilisation
- At least 52 weeks, if employed 52 weeks or more before mobilisation

b) Council

The Council has an obligation under Reserve Forces (Safeguarding of Employment) Act 1985 to reinstate the reservist, where possible to their former role, and if not, to a mutually acceptable role on the same terms and conditions prior to mobilisation.

On returning to work the manager will make sure the reservist is updated on any changes, offer training and support, as appropriate, and discuss any health concerns. The following should be considered as part of the process of reintegration into the team:

- The need to update on changes and developments in the Council.
- The need to offer specific refresher training where it

is sought/considered necessary.

- Where the job duties have changed since mobilisation a period of skills training may be required to assist with new aspects of the job.
- Whether the reservist can meet up with colleagues informally or socially before or after return to work to prevent any feeling of dislocation, if this is sought.
- Reasonable time off to seek therapeutic treatment if required.

Appraisals

Managers who carry out Annual Reviews and 1-1 meetings with a reservist should be aware that Reserve Forces activities undertaken by an individual (either through training or mobilisation) bring essential skills into the workplace such as leadership, communication, team working and organisational ability, which can ultimately lead to improved performance in the workplace.

Continuity of Service

Continuity of service is not broken by a period of mobilisation provided the reservist is reinstated within 6 months.

Reservists and Unfair Dismissal

Reservists have access, without a statutory qualifying period, to an Employment Tribunal for unfair dismissal if the dismissal is for the reason of, or is connected with, the employee's membership of the Reserve Forces.

Under the Reserve Forces (Safeguarding of Employment) Act 1985, it is a criminal offence for an employer to terminate a reservist's job without their consent solely or mainly because they have a liability to be mobilised.

6. Data protection and retention of employee records

- 6.1 The Council processes personal data collected in connection with this policy in accordance with its data protection policy. Such data is held securely and accessed by, and disclosed to, individuals only for the purposes of responding to requests to work flexibly. It will be held on an individual's personal record file which is retained for seven years after their date of leaving the Council. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under the Council's [Disciplinary Policy](#).

This page is intentionally left blank

Flexible Workstyles Framework

October 2021 - DRAFT



Document History	
Version	1.1 (see below)
Status	Draft
Date	October 2021
Target audience	All employees of Reading Borough Council with the exception of Schools-based staff for whom alternative procedures apply
Ratification	None
Author	HR and Organisational Development team

Version control	Reviewers
Version 1.1	Initial draft – October 2021
Version 1.2	
Version 1.3	

Table of Contents

Contents

1. Objectives and scope	4
2. Principles	5
3. Working from home or remotely.....	6
Home or remote working environment	6
Home Work Space.....	6
Regular Breaks	7
Equipment.....	7
Well-being	8
Communication.....	9
Accidents/Incidents and Near misses	9
Lone working.....	9
Other Considerations	9
Insurance Arrangements	9
Tax Implications.....	10
Travelling/Mileage Claims.....	10
Security and Confidentiality	10
4. Working in the office	11
5. Flexi-time	11
How flexi-time works.....	12
Hours of work	12
APPENDIX 1	13
Tips for making flexible workstyles succeed.....	13
APPENDIX 2	16
Managing flexible workstyle: tips for managers.....	16
Moving away from presenteeism to managing on outputs.....	16
Tips for implementation	17

1. Objectives and scope

- 1.1 The aim of the Council's Flexible Workstyles Framework is to create a more agile, responsive, efficient and effective organisation, which advances business performance, increases customer satisfaction and improves the health, wellbeing and diversity of our staff.
- 1.2 This framework applies to all staff who work for some or all of the time in a desk-based role.
- 1.3 This framework focuses on flexible workstyles but there are many other ways of working flexibly. All employees have a right to request a flexible working pattern (e.g. to reduce their hours, change the pattern of hours to compressed or annualised hours etc) and to have their request considered seriously by the Council; regardless of their length of service. This is covered in a separate policy called the [Flexible Working Policy](#).
- 1.4 The Flexible Workstyles Framework is focused on giving our staff the flexibility to choose, where feasible, where they do their work, whether that's in the office or working remotely. There will be occasions when people need to be in the office e.g. to resolve IT issues, collect equipment, attend training, do new starter inductions, or attend team and staff meetings. For many people, the purpose of coming into the office will be to collaborate with colleagues or to touch down in between meetings/visits etc. Unless there are specific service needs, we do not require staff to come in and sit at a desk to do focused work when they could be more productive working remotely. We also recognise that some staff will continue to work primarily in the office, either because they have difficulty working from home and due to their personal situation prefer to be in the office for some or all of the time, or their job requires them to work in the office.
- 1.5 The benefits of flexible workstyles are:

For the Council:

- Greater flexibility to meet service needs and improve customer service
- Being innovative and forward-thinking by focusing on outcomes and productivity rather than being present in a fixed office
- Increased diversity of the workforce by enabling access to a more diverse pool of talent
- Potential for a reduction in absence through better work/life balance
- Improved employee retention, motivation and engagement
- Creates an environment of trust between managers and staff
- Positively contribute to climate change through a reduction in commuting so reducing carbon footprint
- Reduces the costs of our office accommodation

For our staff:

- Improvements in overall health and well-being
- Greater flexibility for parents and carers especially over the arrangement of working hours and location of work
- Reduction in commuting and travel expenses
- Modernised working environment and better IT equipment /software
- Increased staff productivity – fewer distractions, improved focus, concentration, creativity and better use of skills

2. Principles

2.1 The Flexible Workstyles Framework is not prescriptive as there is no one size fits all. These principles provide a framework within which staff and managers can embrace flexible working. The main aim of these principles is to empower and support staff to work where, when and how they choose, to maximise productivity and customer satisfaction. The Council’s flexi-time scheme is covered in Section 5 of this framework.

The Council will:	You will:
Create opportunities to enable staff to take control over where, when and how you do your work.	Be accountable for meeting your work commitments and the Council’s Customer Service Standards.
Trust our staff to deliver, perform and contribute to the highest standards.	Build the trust of others by ensuring your work gets done to the highest standards
Trust staff to use their judgement and personal organisation skills	Be pragmatic and recognise that it is not always possible to work the way you want. Plan ahead with your manager and share your working patterns so colleagues can contact you.
Support you to find solutions if things are not working	Keep in contact with your manager and colleagues, attend regular 1:1’s, fully participate in team meetings, other networking events as well as performance meetings.
Build the infrastructure for all staff to work efficiently and provide the equipment to enable you to do your job	Be responsible for the security and confidentiality of your work and ensure that updates are applied to your lap top etc. when requested.

3. Working from home or remotely

Working in our homes in an environment with which we are very familiar can sometimes make us less alert to risks and hazards to our health and safety. To help address any potential risks or hazards, there are four main areas staff need to consider with their manager:

- Working environment
- Equipment
- Lone working
- Wellbeing

Home or remote working environment

It is important to consider the space you intend to work in and make best use of that space.

- Identify the area you want to use
- Is there enough space for work to be carried out comfortably?
- Is there enough light and ventilation?
- Is the space too hot/too cold?
- Can you enter/exit the space without difficulty?
- Is the equipment safe and fit for purpose?

When setting up the area where you will work check the screen is at the correct height and the chair and desk are comfortable. Before you start your work day, check your workstation and make sure you are comfortable.

There is an online course, [Are you Sitting Comfortably](#), which includes lots of helpful hints and tips on how to set up your work station correctly.

You should also read the [DSE guidance on the intranet](#) and you must complete a [DSE self-assessment form](#). You must send the completed form to your line manager who will discuss the outcomes of the assessment with you.

Home Work Space

You may not have the perfect environment or equipment and your workstation set up at home may not be as good as a purpose-designed workstation in the office. However, you should try and set up your work area so that it doesn't put you at risk of discomfort or developing musculoskeletal disorders. Working from your sofa or bed may seem comfortable initially but could create issues in the longer term. Make sure you have a solid chair with good lumbar support, or consider one of these options:

- Standard desk - Setting up a workstation with a standard desk should reflect the usual set up at work. Make sure you are sitting in a comfortable chair with

enough support, and all your equipment is set up correctly and you are not straining any part of your body.

- Standing desk - In the office you may use a standing desk. It is unlikely you will have this at home. But you may choose to replicate this, try using a kitchen top or a table with a riser to support your laptop. Make sure you are not straining any part of your body.

Regular Breaks

As there may be fewer distractions at home, it can be tempting to work for extended periods without a break.

- Set yourself a reminder in your Outlook calendar to prompt you to take at least a five-minute break every hour
- Avoid static, awkward postures by regularly changing position
- Get up, move around or do some simple stretching exercises
- Make a drink and stay hydrated
- Avoid eye fatigue by taking a screen break and changing focus.

Remember not everyone will experience the same issues and you need to plan for those you experience.

Equipment

You will be provided with IT equipment such as a laptop which can be used wherever you are working from.

You can arrange to borrow additional equipment and book collection (usually from the Civic Offices) by using this [form](#).

Equipment provided and paid for by the Council	Expenses not paid by the Council
Laptop or another IT solution	Insurance costs (Council equipment is covered by the Council)
Office chair, display screen, keyboard, mouse (if requested)	Reimbursement for heating and lighting and other utilities
Stationery	Reimbursement of any office furniture or IT equipment that you choose to purchase yourself.
Lone worker safety device (where identified as necessary through a risk assessment)	

In all cases equipment remains the property of the Council and will need to be returned if you leave the Council or move to a new role where home working is not possible. An inventory of equipment borrowed will be maintained by FM and IT.

You should visually check, at least on an annual basis, that any Council equipment you use at home is safe to use including electric plugs, cables and power. A form is available [here](#) to assist with this, which must be sent to your manager when complete. You will need to make sure fuses and sockets are safe to use and any electric equipment is safely secured. Periodic PAT testing, carried out by a competent person, will be required for portable IT equipment which is moved regularly (e.g. laptops, charging cables etc). This will be organised by the Facilities Management team and you will need to bring your equipment in to the offices for testing.

If you experience any IT problems which affect your ability to work remotely (e.g. a broadband outage) then you should contact your line manager to discuss the issue and together you should come up with a reasonable solution that works for you and the service. This could include coming into the office to work, allowing a reasonable timeframe for your journey, or taking leave, flex etc to cover the period. If problems are likely to last for several days then you will need to come into the office to work during that period.

Well-being

It can be difficult to separate work from home life if you are working from home frequently, and it can be easy to slip into feeling you should always be available. It is important to manage your work/life balance and you should regularly talk to your manager to agree expectations around your hours of work and availability.

Working flexibly is a two-way process. There is an expectation that services will be provided between normal working hours (i.e. 9am – 5pm Monday to Friday, or the normal hours operated in your service). Those who want to work flexible hours outside of this should be able to do so, subject to the needs of the service being met. If you send emails or messages (e.g. using WhatsApp or Teams) outside of normal working hours you should not expect an immediate response, nor ring colleagues unless there is mutual agreement to do so. If a response is required urgently, this should be requested during normal working hours. Only work supplied mobile phones and Council supplied software such as Office365 should be used for work issues.

If you are working outside of normal working hours, you may find it helpful to add a message to your emails along these lines:

I work flexible hours and may send emails outside of the normal working day, However, there is no expectation that they are responded to at those times.

We would encourage you to talk to the colleagues you frequently communicate with to understand their flexible working arrangements and be respectful. There is no expectation from the Council for you to open, read or respond to e-mails outside of the normal hours operated by your service.

Communication

It is more important when working remotely to keep in touch and maintain regular contact with team members and colleagues. You should do this by phone, email or video calls, checking in with others regularly and keeping your contact details up to date. Regular use of Microsoft Teams keeps staff connected. Good communication channels, both formal and informal, are ways of keeping in touch and can also help minimise the sense of working on your own and any feelings of isolation. Here are some suggestions for maintaining contact with colleagues and with what's happening at the Council more generally:

- Using Microsoft Teams for 1-1 meetings, team meetings, informal catch-ups etc
- Joining the Council's Facebook group
- Reading Borough Council intranet
- [Service Now](#) portal for any IT issues
- Weekly information email sent to all staff on a Friday
- Monthly Wellbeing Newsletter
- Periodic face-to-face meetings in the office with colleagues

More information and resources on working remotely are available on the intranet [here](#) and on the [RBC Learning Pool Working Remotely and at Home page](#).

Accidents/Incidents and Near misses

Any accident that occurs while you are working from home, which is directly related to your work, needs to be reported to your line manager and then logged on the [accident/incident/near miss form](#) (available on the intranet in DASH within the Useful Links section).

Lone working

When you are working from one of our buildings, surrounded by your team and colleagues, lone working only generally applies when you are working out in the community or visiting service users. If you are combining working from home with working out in the community or visiting service users, it is important that you continue to adhere to the lone working policy and procedure which can be found [here](#). Lone worker safety devices are provided to staff where this is identified as a requirement through a risk assessment.

Other Considerations

Insurance Arrangements

You should inform your household insurer if you are working at home to ensure your buildings and contents insurance is not invalidated. When working at home on Council business, personal and public liability cover will be provided by the Council.

If you are a tenant rather than a home-owner, you may also need to refer to your tenancy agreement or landlord for advice, to ensure you have their agreement for the partial use of premises for work purposes.

Tax Implications

There should be no change to your income tax position due to homeworking. Homeworking by choice does not qualify for tax relief.

Travelling/Mileage Claims

All claims for travelling/mileage must be made in accordance with the Council's [current policy](#), and must be authorised appropriately. Under HMRC rules, mileage which is 'ordinary commuting' between your home and your permanent office base cannot be claimed (your permanent office base is shown in your contract of employment). If you travel from home to a temporary workplace (e.g. to visit a client at their home or visit a customer's premises), then claims must be based on what the normal journey would have been from your permanent workplace, or the actual journey travelled, whichever is the lesser.

Example 1

- You travel 12 miles from home to a temporary workplace
- The journey from your permanent office base to a temporary workplace would have been 4 miles
- You can claim 4 miles

Example 2

- You travel 4 miles from home to a temporary workplace
- The journey from your permanent office base to a temporary workplace would have been 12 miles
- You can claim 4 miles

Security and Confidentiality

The same standards of security and confidentiality that apply when you are office based must be maintained when you are homeworking. Attention must be paid to ensuring the security of IT equipment and documents supplied by the Council. All confidential paperwork/files etc must be secured and disposed of securely and you must adhere to service guidelines on data protection (e.g. bring confidential paperwork into the offices to be disposed of confidentially when you next visit the office and use online filing/storage wherever possible). Specialist software (e.g. Adobe Writer for PDFs) can be requested from IT to help with redacting confidential information in documents if needed. You must also ensure that you complete any mandatory e-Learning modules on data protection, information governance or cyber security as directed by your manager. The e-Learning portal can be accessed [here](#).

4. Working in the office

Whilst the Flexible Workstyles Framework is focused on giving our staff the flexibility to choose where they do their work, there will be occasions when you need to be in the office e.g. to resolve IT issues which cannot be fixed remotely, to collect equipment, to attend in-person training and for new starter inductions. You may also be required to attend meetings in the office that your line manager has reasonably determined are best conducted in person.

Most of our offices operate a desk-sharing system, whereby we provide a bank of workstations which are usually allocated on a directorate or service area basis. Please speak to your line manager about the arrangements for your service. In a small number of cases, staff will be allocated a specific desk where they require special equipment or adaptations to help them do their job which is personal to them and which is not easily portable.

At the end of each day on which you are attending the office, please ensure that you leave the desk clear, clean and tidy. Your laptop and any personal items should not be left on desks overnight.

If you are going to be away from your desk for two or more hours, please clear the desk so that someone else can use it.

You will have access to a lockable cupboard and/or a digital locker. At the end of each day on which you are attending the office, please ensure that your laptop and other equipment are either taken with you or secured away in a locked cupboard. In most cases lockers must also be cleared when you have finished work for the day.

Further information about working in the offices and the facilities available is provided in the [Council Buildings Handbook](#).

5. Flexi-time

Most staff covered by this policy can use the Council's "flexitime" scheme, where you can work your total number of contractual hours but are permitted flexibility as to when you begin and end a day or shift. Flexible working patterns can reduce unauthorised absences from work and employee stress, and in turn promote a good work-life balance and improve performance and productivity.

Flexitime should not interfere with service delivery requirements or your job duties and line managers can override or adjust flexitime arrangements to meet the needs of the business.

How flexi-time works

Flexi-time allows you to vary your hours around the core working periods (see below). Flexi-time is different from Time Off in Lieu (TOIL) where you are asked by your manager and agree to work overtime which is reimbursed as TOIL. Separate provisions apply for TOIL which are covered in the Overtime Policy.

You can work extra hours and use these later to take time off work as flexi-leave as long as you have the work to enable you to do this. You can, if you wish and if appropriate, accrue a surplus of hours to take later, up to a maximum of 10 hours within the flexitime period (which is usually four weeks). Any surplus hours can be rolled over to the next four-week period, provided that the 10 hour maximum is not exceeded.

You are not usually allowed to take time off that has not been accrued unless agreed with your manager (e.g. for emergency caring requirements). In other words, you would not be allowed to use flexitime to work less than hours in a day or take flexi-leave when you have not worked the time in advance to accrue this time off.

You will need your manager's consent in advance to take off a whole or half day of flexi-leave. A maximum of one day flexileave to be taken in any four week period Flexi-leave does not need to be recorded on iTrent.

Hours of work

The core working periods during which you must normally be at work are 10am to 12pm and 2pm to 4pm, Monday to Friday. You can work flexibly outside of these hours if service delivery requirements and your job duties are met.

You must take a minimum of 30 minutes for an unpaid lunch or to have a rest break if you are contracted to work six or more hours on that day.

The Council must ensure that we comply with working time limits so that employees who do flexitime do not exceed reasonable working hours. Further information is available in the [Working time regulations guidance](#)

APPENDIX 1

Tips for making flexible workstyles succeed

1. **Be Organised** – as you might not be returning to the same location every time you need to be very organised with your files.

You may need to carry the documents and resources you need with you so if possible, file as much electronically. Dump the junk and get rid of all unnecessary clutter. The last thing you want to do is be carting around heavy bags!

Get familiar with Microsoft 365 tools and make the most of them e.g. OneDrive. You need to get into good habits that help you be more agile. If you are working in different locations on different days you need to be able to set yourself up quickly, access the files you need when you need them and be able to work with the minimum of fuss and disruption.

There are also security aspects to consider, making sure documents are saved in the right locations so they are secure and backed up.

2. **Be Engaged** – one of the problems with not being sat next to the same person every day is that you can feel isolated and lose connectivity with the rest of your colleagues. At times, especially if you are working away from the office, you need to work hard at staying in touch. It's very tempting to put off making that call to your manager (or popping to their desk to see them) but if you don't you will soon feel isolated and out of touch and you will find your job much harder.

Keep in regular contact with your team, sit with them when you can, go to team social events but most important of all if you can't interact face to face, use the phone or Teams chat or meetings, not just email, wherever possible to engage with your teammates.

3. **Be Equipped** - to maximize your ability to work flexibly you will need to have the right equipment and make proper use of it. Understand what is available (both hardware and software) and learn how to use it. Try to attend any training offered as it will be invaluable in helping you get the most out of any resources.

Learn how to access your files remotely from wherever you are and keep up to date with announcements on new software which is being made available and issued for staff to use.

4. **Be Visible** – Don't be tempted to hide yourself away too much.

It is useful to find a quiet space to get an urgent task done that you need to focus on – this is exactly what agile working is about; make the most of being able to work in the most productive place for the task at hand.

If you are working remotely then make sure you are visible to your team and line manager via phone/Teams calls and email.

Make sure your team knows what your plans are, where you are planning to work and what your current work and deadlines are. Communicate regularly with your team and your manager, agreeing your outputs and delivering on them.

We encourage all Line Managers to trust and empower their team members to manage their time effectively and achieve the tasks and objectives set for them. Managers must carry out 1-1s with their staff at least every 4-6 weeks and should check-in regularly with staff on an informal basis as a way of keeping in touch.

5. Be Productive – Consider what activities you prioritise and focus your time on. Are you busy with the right things? Are you focussing on things that make a difference to you, your team, Reading and our customers?

One useful technique is to jot down at the start of each day everything you have in your head that you feel you need to get done. Review that list, prioritise it and select the top 5 to 10 tasks that you really need to get done, moving all other task to a second list. Only tackle the other items when these are finished.

Try not to be distracted by emails and calls when working on important tasks – it is not productive or time efficient to be constantly distracted from the task at hand. Consistently stopping and starting a task will mean it takes much longer to complete overall.

6. Be Focused – Focus on the output that is required of you.

Make sure you understand from your line manager what is expected in terms of competencies/behaviours and objectives. This must be your priority and will be the main way your performance will be measured. Don't be distracted by emails and non-critical items, especially emails which you were cc'd in to.

Plan times in your day for dealing with emails and let your colleagues know when you will be available for calls or when you will be in the office. Regularly update your Teams status to flag when you are available.

Make sure to take short, regular breaks as this will help you to clear your head and encourage you to be more focused, with a clearer head upon returning to the task at hand.

7. Be Aware of when you are at your most productive. Everybody is different and works in a different way. Some people genuinely are morning people and others afternoon people. Flexible workstyles allow you to plan your day to do the more focussed tasks when you are at your peak.

Save the more mundane and easier to do tasks (such as calls or emails) for when your creativity is lower.

Be aware of when you are flagging and plan to take breaks, drink plenty of water and eat regularly to maintain your energy levels. You will be amazed about how much more you get done by listening to your body and understanding its energy cycles.

Similarly, if you identify yourself as an extrovert then make sure you're engaging in enough social interaction to stay happy and productive, or if you're more introverted then don't be afraid to take yourself away to a quiet corner for part of the day.

8. Be Flexible – agile working is all about flexibility, but it only works if all your colleagues are equally flexible and considerate to each other. Try to avoid “beach towelling” a desk or work area if you are away for a period of time (e.g. in meetings all morning).

Tidy your work area and put your files away after you have finished using a workspace so others can use it. Don't book rooms if your meeting could be done round a table in a breakout area.

Make sure that if a meeting is no longer going ahead that you remove your reservation of the workspace so others can use it.

9. Be Comfortable – You may be working in different locations from day to day. It is important you get yourself comfortable and can set up your working environment quickly, so you don't lose time and don't strain yourself.

Learn how to adjust the chair to the settings that suit you best, sit square to the desk or working area and try not to hunch especially when using a laptop.

Avoid spending prolonged periods of time in the same seating position; go for short walks around your work area to avoid stiffness, aches and pains.

10. Be Active – flexible workstyles give you the ability to be much more mobile and work in the location most appropriate for the task at hand. This will allow you to be more active during the day, which in turn will help you stay alert and productive.

Take regular breaks and socialise with your colleagues over coffee and lunch – do not be tempted to eat at your desk, it makes you less, not more, productive.

11. Be security conscious – Flexible workstyles allows you to choose when and where you are going to work from within reason, this could be at a café, park or visiting family. You need to think about who may be listening into your conversation if you are on a virtual meeting; can people see your screen or papers you may have with you.

You must think about confidentiality and data protection when you plan your day i.e. don't arrange a meeting if you plan to work from a public space.

APPENDIX 2

Managing flexible workstyle: tips for managers

When people are working in a flexible way, managers will be exercising their management skills in a different way. Most of the core skills are the same e.g. organising workloads, supervision, motivating and engaging, team building, ensuring quality and performance management, troubleshooting, listening and initiating improvements. The difference lies in the way managers interact with their team members and how they measure work performance. The following sections provide a broad framework of things to consider helping you get the most out of your teams in a flexible world.

Moving away from presenteeism to managing on outputs

The key to making flexible workstyles succeed is to accept that visible presence is often a poor guide to a person's productivity and outputs. Outputs can be measured wherever a person is located and at whatever time they might be working. If your management style is not already focused on results, you will need to adapt:

- **Targets.** Managers who manage on outputs not presenteeism do so by having clear key performance indicators (KPIs) and targets for staff. Be specific on what you expect and when, and let the individual decide how to deliver that.
- **Trust** people to do their work even if you can't see them doing it. Trial periods can help e.g. daily updates for people working in a flexible way to embed different behaviour. Trust doesn't happen overnight. You must work with your teams to build this over time. A discussion with your team is a good place to start.
- **Technology.** Recognise that staff need the right tools to embrace flexible workstyles and to know how to use them. Internal briefings and training sessions are key. Making good use of calendars can really help.
- **Tasks.** Which tasks require interaction and which don't? How can work be clustered to optimise performance and space?
- **Empathy.** Listen to your staff and their wants and needs, don't dismiss things out of hand, just because it's not how you would do things.
- **Flexibility.** Enable staff to work in an agile way to achieve the goals of the business, be clear and consistent with your reasoning if sometimes you can't accommodate flexible workstyles choices.

Remember - there is no 'one size fits all' solution. Every job is likely to have its own set of considerations, dependent on the nature of the work and the needs of the customer, service or function.

Tips for implementation

- Use performance discussions and 1-1s to review flexible workstyles arrangements in the same way you review performance on tasks. You should be having 1-1 meetings with every member of your team at least every 4-6 weeks. See the [Performance Management Policy](#) for more details of our performance management framework.
- Start by breaking the job down into a list of duties and tasks, and then list the main outputs of the job.
- It may help to consider the employee's workload in terms of defined pieces of work e.g. writing a report, developing a project.
- Meet with your team members and agree specific objectives in a defined performance period. It could be a week, month, or six-months depending on the nature of the job. In most jobs it would be up to the employee as to how they plan individual days, as long as they meet any requirements on being contactable.
- Monitor progress and measure performance just the same as if they were office based. Be clear with staff on your expectations on contact while working remotely.
- Manage by exception – this means only performance manage staff on time where it is believed that there is a problem rather than monitoring all team members' hours as a matter of course.
- Give regular feedback on performance and positive reinforcement of achievements.
- If the business needs change, flexible workstyle arrangements need to be reviewed. The key to success is flexibility on both sides.
- Look at what work requires physical interactions, what can be done online, what needs quiet time?
- Use shared calendars. Managers need to know when their team members are working and when they are not available.
- Be smarter about meetings. What are they for? Who is required? Can people join remotely?
- Discuss with the team and be clear who needs to be available and when e.g. for the weekly team meeting.
- Discuss with the team whether there needs to be any baseline office presence.
- Maintain team spirit through virtual away days or lunches, to re-connect remote workers.
- Provide clear briefings on technology available.

(Highlights are for new documents where the links need to be added)

Flexible Workstyles Framework – Signature Page

Agreed between the Council and the recognised trades unions.

Signed:

Sheila Smith Assistant Director for HR and Organisational
Development

Miriam Palfrey Staff Side and Branch Secretary for Unison

Kieran Magee Joint Shop Stewards Committee and Branch
Secretary/Convenor for Unite

Alison McNamara Education & Community Unions Panel and Branch
Secretary for the National Education Union (NEU)

Robert Stirling Convenor for GMB

Overtime Policy

September 2021

Agreed Draft



Document History	
Version	1.0 (see below)
Status	Draft for discussion
Date	May 2021
Target audience	All employees of Reading Borough Council with the exception of Schools-based staff for whom alternative procedures apply
Ratification	None
Author	HR Employment Services Team

Version control	Reviewers
Version 1.0	Initial draft – May 2021 - Same as original policy in new format with added Objectives and Scope
Version 1.1	Agreed draft with unions – September 2021

Table of Content

1. Objectives and scope	3
2. Overtime rates	3
3. Staff graded RG5 or above	4
4. Staff working irregular patterns	4

1. Objectives and scope

- 1.1. Overtime is time worked beyond the individual’s contracted hours (as agreed and authorised by their manager in advance of the additional hours being worked). The rate paid for overtime will depend on the number of hours worked during the employee’s working week (averaged out as appropriate) and when it is carried out. In Reading Borough Council, full time work (FTE) is 37 hours per week – see 2.1.
- 1.2. This policy applies to all employees of Reading Borough Council except for Schools-based staff for whom alternative procedures apply.

2. Overtime rates

- 2.1. Overtime hours must be agreed by managers in advance of the hours being worked and will be paid at the rate for the work to be carried out. The following multipliers will be applied:

Rate of Pay	Hours/Time
Plain time	All hours below 37 (those which are part of shift working will be paid with the appropriate shift allowance)
Time and a half	All hours beyond 37 hours per week Monday to Saturday
Double time	Sundays
Bank Holiday/ Public Holiday Working	Employees who do not qualify for a shift percentage (see below) but are required to work on a bank/public holiday as part of their normal working week or pattern, will be entitled to payment for the hours worked at plain time (in addition to their normal day’s pay) plus a day off in lieu.
	The same payment will be made to staff who volunteer to work on a bank/public holiday.
	If an employee in receipt of a shift percentage is required to work on a bank/public holidays as part of their normal working week or pattern, they will <u>not</u> be entitled to receive any additional payment for working these days. They will receive a paid day off in lieu to compensate for their entitlement to a bank or public holiday.

3. Staff graded RG5 or above

- 3.1. Staff paid RG5 or above are not eligible to claim overtime except for planned overtime, but additional hours worked over and above an employee's contracted hours should, wherever possible, be taken as time off in lieu (TOIL). Planned overtime would be where there was a specific requirement for employees to work overtime which is planned and agreed with the manager in advance. For example, when working on a timebound project which would not be achieved in time were it not for the use of planned overtime.
- 3.2. Staff paid at RG5 and above may also be eligible for a one-off honorarium payment if they volunteer or are directed to assist in dealing with an emergency response in accordance with the relevant contingency plan or Policy in the Event of Disruption to Staffing. (See also Additional Payments Policy). Other NJC for Local Government Services ('Green Book') staff (or those on non NJC grades) will be paid in accordance with their existing terms and conditions in the event of planned overtime.

4. Staff working irregular patterns

- 4.1. Where staff work irregular (or flexible) patterns of work, then the total number of hours worked should be averaged over a defined 'balancing period' (e.g. the 4 week 'flexi period' or an appropriate period for the service needs). The total number of (FTE) available hours in that balancing period shall be 37 x the number of weeks.
- 4.2. For a full time member of staff, where the total number of hours worked exceeds the total number of FTE available hours in the balancing period (over and above any flexible working agreed carry-over between periods), then the balance will be paid as overtime as defined above (Monday–Saturday or Sunday rates as appropriate). This should be agreed with the line manager, so it is clear for the employee what overtime payment is due before the overtime is undertaken.
- 4.3. Part time staff who work more than their contracted hours, but in total less than the number of FTE available hours in the balancing period, shall receive payment for the additional hours worked at plain time rate. Any hours worked above the total FTE available hours in the balancing period shall be paid as overtime as defined above (Monday–Saturday or Sunday rates as appropriate).

5. Claiming Overtime

- 5.1 Overtime is now claimed via iTrent. Guidance on how this is done can be found on the intranet.
- 5.2 All overtime claims must be submitted within 3 months of the date of overtime worked. iTrent will not allow claims to be submitted outside of this period. In

exceptional circumstances, the line manager will need to contact the Payroll team in HR to process any claim outside of this period.

This page is intentionally left blank

Performance Management Policy

September 2021

Draft for discussion



Table of Contents

1. Introduction.....	3
2. Purpose.....	3
3. Scope.....	3
4. Policy Statement.....	3-4
5. Responsibilities.....	4-5
6. Overview.....	5-6
7. Annual performance review guidelines, process and timeline.....	6-7
8. Competencies.....	7
9. Objectives.....	7-8
10. Assessing and rating performance.....	8-10
11. Annual Increment.....	10
12. Managing development needs and underperformance.....	10
13. Resolving differences.....	10
14. Appendices.....	11
• Appendix A- Copy of annual review form (Line Manager) & (Individual contributor)	
• Appendix B- Copy of one to one form for all employees	
• Appendix C- iTrent user guide for submission of annual review forms including Managers Manager -sign off and annual increment process (in development)	

1. Introduction

This policy sets out Reading Borough Council's position on performance management of its employees. The Council recognises our employees are our most valuable resource and the key to our success. We are committed to becoming an employer of choice and a great place to work and learn. Performance management of all employees is a key element in developing the Council and its workforce to meet the strategic goals of the organisation and achieve customers' expectations in service delivery.

This policy has been developed in line with the Council's overall vision, reflects our Team Reading values and People Strategy and aims to ensure managers enable performance excellence within their team members.

2. Purpose

The purpose of the Performance Management Policy is to provide a consistent framework in which to maximise the effectiveness and potential of each employee and support the Council to achieve its goals and aims. Good performance management will not only provide employees with direction and purpose, it should also be a tool to motivate, support and develop.

The Council recognises that performance management should use tools, techniques and processes which reinforce the Council's values, acknowledge good performance, comply with relevant legal requirements and promote equality, diversity and inclusion in the workplace.

This policy covers the regular activities undertaken to manage performance at the Council. It does not cover dealing with consistent poor performance or sickness absence. These are dealt with under the Managing Poor Performance Policy or the Managing Sickness Absence Policy.

3. Scope

This policy applies to all employees on a permanent, fixed term or temporary contract regardless of role, location or length of service. This policy is intended to act as a general framework and may be varied in any way and at any time where the Council deems it reasonably necessary following consultation with the recognised Trade Unions.

This policy does not apply to agency members of staff, self-employed contractors or consultants or other individuals who fulfil outsourced roles.

4. Policy Statement

The Council aims to foster a high-performance culture. To achieve this, we strive to provide each member of staff with, clear behavioural competencies, clear performance objectives, on-going coaching, feedback, personal development opportunities and recognition for outstanding work.

5. Responsibilities

The Human Resources and Organisational Development service (HR & OD) has the responsibility for ensuring the maintenance, regular review and updating of this policy. Any queries or concerns on the application or interpretation of this policy can be discussed with HR & OD prior to any action being taken.

Corporate Management Team (CMT) is responsible for:

- Ensuring this policy is implemented across the Council
- Promoting a culture of performance excellence
- Evaluating the impact of the policy
- Setting strategic objectives for the organisation

Organisational Development & Learning (OD & Learning) are responsible for:

- Creating, reviewing and enhancing the performance management practices across the Council
- Monitoring performance management review completions
- Undertaking quality assurance activities including calibration (formally and informally) to ensure fairness and consistency of ratings and application of this policy
- Providing advice, guidance and support relating to the performance management policy and procedures
- Providing development support to ensure all managers are competent in holding effective one to one and annual review meetings
- Providing development support to ensure all employees understand and are able to participate effectively in their performance management activities

All managers are responsible for:

- Participating fully in all managerial aspects of the performance management process. All managers have a mandatory objective to complete these responsibilities including regular one to ones with employees and completion of annual reviews for each of their direct reports
- Ensuring each direct report has SMART objectives agreed and recorded for the performance year
- Ensuring all direct reports have an annual review meeting
- Meeting regularly (at least every 4-6 weeks) with direct reports during the performance year and reviewing ongoing relevance of objectives, amending

where required and ensuring employees are on track, providing coaching, support and direction

- Recording all performance review meetings, their outcomes/action points and for annual review meetings submitting ratings and forms as requested by HR & OD through our HR system (iTrent)
- If a manager manages other managers, they are responsible for reviewing annual reviews completed by those managers, to ensure consistency and fairness of ratings and proposed objectives set for employees for the year within iTrent.

All employees are responsible for:

- Participating fully in the performance management process
- Ensuring their performance meets the requirements of the role and any performance indicators (competencies and objectives) agreed
- Ensuring they inform line managers of any circumstances that may impact their performance at the earliest opportunity
- Proactively identifying development issues and opportunities and ways in which performance can be improved (both their own and that of the team)

6. Overview

An effective performance management system:

- Requires a shared responsibility between manager and employee
- Clarifies and aligns performance objectives with the Council and or department/team goals and in line with our Team Reading values
- Includes feedback and coaching concerning job performance
- Identifies learning and development needs
- Measures and documents performance
- Provides input for wider business decisions

Key foundational elements:

The Council supports flexibility in the performance management process, however it must always include the foundational elements listed below:

- a) **Performance planning** - Clear performance objectives should be identified and communicated at the beginning of employment and throughout the performance cycle (as outlined in section 7 below). These performance objectives should align with Department/Team and Council goals and values
- b) **Coaching** - Line managers should use coaching skills to help employees develop and use their talents for individual and Council success. Coaching should occur on a regular basis and include discussions on professional development
- c) **Feedback** - Feedback is information about observed behaviour and performance that is developmental and constructive. It is often helpful for

employees to receive feedback from more than one source. Customers, peers and direct reports can provide important feedback to supplement the manager's observations.

- d) **Performance review** - This is the annual review of the performance period, focussing on achievement, areas for improvement, review of development areas and goals for the future.

7. Annual Performance Review Guidelines, process and timeline

Key considerations for the employee are:

- A list of achievements throughout the performance period
- A self-assessment of their performance against objectives and competencies
- Areas of strengths and development needs

At the annual review and during one to one meetings the manager and employee will review items listed above, amendments required to objectives, priorities for the next performance period and strengths and development areas.

- a) All employees must receive an annual performance review and one to one meetings every 4-6 weeks.
- b) All employees must receive regular reviews during their probation as a minimum in line with the Council's Probation Policy (1-week, Month 1, Month 3 and Month 5).
- c) Annual review forms should be agreed and signed promptly by the employee and line manager following the annual review meeting. A copy must be sent to the Managers Manager for review and agreement.
- d) Performance reviews do not constitute terms or conditions of employment.

Annual review process - Key steps for completion of annual reviews

1. Employee prepares for annual review completing the form
2. Employee sends a copy of prepared form to line Manager for review including review of year's performance and proposed objectives for the forthcoming year
3. Line manager reviews form and meets with employee to discuss their performance and agree ratings for competencies/behaviours (how the employee has performed) and objectives (what an employee has completed during the year). Each element (competencies/behaviours and objectives) carries a weighting of 50% and an overall score is discussed and agreed for the performance year.

The line manager and employee review and agree objectives for the coming year

The line manager also provides feedback and comments in the relevant section of the form

4. Once agreed and the manager's comments have been added to the form this is uploaded into iTrent and submitted to the manager's manager for sign off
5. Manager's manager reviews annual review form and proposed objectives and agrees review
6. Employee and line manager are notified once this has been agreed
7. Manager completes annual increment process in iTrent for employee where applicable

Performance review timetable

Our performance year runs from April to March. Employees will be set objectives in their annual review meetings by 31 March at the latest for review and sign off by managers as part of the annual review process. Annual review meetings can be undertaken during December to March each year.

Employees will receive regular one to ones throughout the year on a minimum 4-6 weekly basis.

8. Competencies/Behaviours

Competencies in this context are the behaviours and skills all employees must possess and demonstrate in order to achieve a fully competent performance. At the Council these competencies are reflected in our Team Reading Values for individual contributors (non-managers) and in our Team Reading Leadership and Management behaviour framework for managers.

During regular one to ones and annual review meetings employees are expected to bring examples of how they demonstrate these behaviours/competencies during their work.

9. Objectives

Within the Council we aim to ensure clear alignment between our corporate goals and strategy through to service area, team and individual goals. This enables all employees to understand how their role supports the wider organisation objectives.

An employee's objectives will identify work outputs required during that performance year (or part year if an employee is new to their role). Objectives should normally relate to achievement of operational, tactical or strategic goals, continuous improvement or be developmental. Each objective is categorised on the annual review form. The categories are:

- Job specific: related to areas within the job description, professional guidance / standards and expectations of customers, partners and others
- Personal development: for agreed areas of learning and development
- Core competence: related to our Team Reading Values or Leadership and Management behaviour framework

Developmental objectives focus on developing the employee's performance in order to achieve full competence within their current role, including any changes within their current role or professional development requirements, or to prepare the employee for future positions and growth within the Council.

Objectives should be written in such a way as to be SMART:

- Specific (clear about the outcome)
- Measurable (the extent of the achievement of the outcome will be clear)
- Appropriate (the outcome is within the scope of the role)
- Realistic (you believe it is possible to reach the result) and;
- Time bound (achieved by a specific time).

Managers should consider the length of time the employee has been in their role when setting objectives. If an employee is new to the role there will likely be more development objectives than an experienced employee. In order for the objectives to be SMART they must be realistic to the level of experience and time in role.

At the annual review meeting employees will have an opportunity to propose, discuss and agree their objectives for the forthcoming year. Managers should communicate team/department goals and service plan areas so employees can propose objectives aligned to these.

Objectives may develop as the year progresses and should be reviewed and updated as relevant and required as part of regular one to one performance discussions.

10. Assessing and rating performance

The rating process is based on the principle that both achievement of objectives (the "What" of performance) and the performance in relation to competencies (the "How" of performance) is important to the success of the Council.

During the review meeting line managers will rate and assess performance in relation to the achievement of competencies in "the How" and achievement of objectives in "the What" using the following:

<i>Rating scale</i>	<i>Descriptor</i>	<i>The How</i>	<i>The What</i>
5	<i>Outstanding</i>	<i>Delivers outstanding performance against all company values and competencies and is recognised as a role model beyond their team</i> <i>Is highly committed to developing self, and the continuous improvement of their team and Reading, actively taking ownership and responsibility for areas within their control and escalating improvements where required</i>	<i>Performance consistently exceeds normal job requirements, always delivers well above the expected requirements of the role, consistently exceeds objectives set</i>
4	<i>Exceeds Expectations</i>	<i>Consistently displays/demonstrates all of the company values and competencies</i> <i>Shows willingness to develop and takes on responsibility above their current role</i>	<i>Performance exceeds normal job requirements, delivers all and exceeds some of objectives set</i>
3	<i>Meets Expectations</i>	<i>Regularly displays all the company values and competencies</i> <i>Takes responsibility for developing in their role</i>	<i>Performance meets job requirements, makes a good contribution to the performance of their department/team</i> <i>Delivers majority of objectives set</i>
2	<i>Inconsistently meets expectations</i>	<i>Is developing towards the acceptable level of behaviour for the role</i> <i>Demonstrates the majority of values and competencies for their role</i> <i>Is starting to take responsibility to develop in their role</i>	<i>Performance does not meet job requirements; minor performance deficiencies, delivers some of objectives set</i> <i>Occasionally delivers below the requirements for their role</i>
1	<i>Underperforming</i>	<i>Is inconsistent in demonstrating our values and</i>	<i>Performance fails to meet job requirements; major</i>

		<i>acceptable levels of behaviour required for the role</i> <i>Is inconsistent in demonstrating willingness and drive to develop themselves</i>	<i>performance deficiencies; delivers none of objectives set</i>
--	--	--	--

A final overall performance rating is given based on achievement towards both competencies and objectives where each element; competencies and objectives, holds a 50% weighting.

11. Annual Increments

Employees who have achieved an overall score of ‘Meets expectations’, ‘Exceeds expectations’ or ‘Outstanding’ in their annual review meetings will be eligible for an annual increment where they have not reached the top of the grade scale.

Where this applies, once the annual review has been reviewed and agreed by the manager’s manager, the line manager must complete the annual increment process through ITrent employee self service

12. Managing development needs and underperformance

Most employees will have development needs e.g. skills, behaviours or knowledge they need to acquire in order to carry out their work more effectively and/or in response to changing working practices. These may be general in nature, such as where they need to improve management, leadership or communication skills in order to perform effectively at a particular level; or more specialised, such as an ability to carry out a process or operate a particular system. The Council actively encourages employees to take ownership of their development and have an effective personal development plan that is regularly reviewed with their line manager.

There may be times when an employee is unable or unwilling to address a development need. In these situations, it is important to understand the reasons for this, as this will determine the policy approach to be followed and the course of action to be taken. Line managers should consult with their managers or HR for support and guidance as soon as any concern arises as there may be a requirement to consider whether there is a barrier to development that could be mitigated with a reasonable adjustment or failing that whether action under the capability or disciplinary policies needs to be considered.

13. Resolving differences

If the employee and line manager cannot agree on the assessment of the employee's performance, another manager (normally the next senior manager) will be asked to resolve any difference. Where the Manager's Manager is unable to resolve any differences, the employee will be directed to the council's grievance policy.

Appendices:

Appendix A: Copy of annual review form-all staff



My annual review form



EMPLOYEE	MANAGER/ SUPERVISOR
Name:	Team:
Date:	Review period:

If this is your first time completing an annual review or if you have any queries on the process, please refer to the Performance Management Policy and guides.

Key

	Employee areas for completion are shown in blue
	Managers areas for completion are shown in pink
	Joint agreement by employee and manager in yellow

PART 1: ABOUT YOUR YEAR

- Use this space to reflect on:
What has gone well? What has been challenging? Your learning and development during the performance period.

2. **Competencies/Behaviours: Team Reading Values and for managers the Leadership and Management Behaviour Framework.** Provide an example of how you have demonstrated each of our competencies/behaviours during the performance period.

Team Reading Value /Leadership and Management Behaviour Framework	Example of value/leadership and management behaviours in action
T - We will work Together	
E - We will drive Efficiency	
A -We will be Ambitious	
M - We will Make a difference	

3. **Objectives:** Review your performance objectives and progress made.

Objective description	Measures of success	Target Date	Comments	Objective achieved Yes/No/Part

4. Your performance ratings. Discuss and agree your rating for your performance objectives, competencies and overall performance rating for the period

Insert x/circle next to agreed rating. Rating descriptions are shown in Appendix B

Rating	Outstanding	Exceeds expectations	Meets expectations	Inconsistently meets expectations	Underperforming
Competencies					
Objectives					
Overall rating					

The agreed overall rating for performance period is based on competencies/behaviours and objectives (where each carried an equal weighting). Please refer to the rating descriptions and performance management guide for further guidance. Where an employee scores different ratings for their objective and competencies e.g. Meet Expectations for objectives and Exceeds expectations for competencies the overall score will be agreed by the Manager ensuring fairness and consistency of ratings across the team.

5. Comments

Employee comments

Manager's comments

--

PART 2: LOOKING FORWARD TO THE NEW PERFORMANCE PERIOD

6. Development areas for new performance year

Reflect on your key strengths and development areas. What development actions/areas will you undertake /focus on to grow your competencies and overall performance over the next 12 months? These will be discussed throughout the year in your regular one to ones and can form a more detailed development plan-link template.

Development area

7. Objectives for coming year

Objective Description (SMART)	Measures of success	Target completion date	Objectives category Job specific Personal development Core competency (our Team Reading values/Leadership and Management Behaviour Framework)

We agree that this is a true record of the annual review meeting:

This section should be completed once the Performance Review meeting has taken place.

Employee signature: <hr/>	
Manager/ Supervisor signature: <hr/>	

Annual review form Appendix A - Team Reading Leadership and Management Behaviour Framework

Annual review form Appendix B- Rating descriptions

Appendix B copy of one to one form all staff



My one to one form

EMPLOYEE	MANAGER/ SUPERVISOR
Name:	Team:
Date:	

1. Discuss generally how things are going? (this could relate to workload, well-being and health and safety)

2. What is going well?

3. What has been challenging?

4. What have you learnt from this? What would you do differently?

5. Review of actions agreed at the last one to one meeting.

6. Competencies/Behaviours: Team Reading values/Leadership and Management Behaviour Framework for managers (“How we do what we do”).

Consider one competency/behaviour at each one to one as a minimum and explore examples

Team Reading Value /Leadership and Management Behaviour Framework	Example of value/leadership and management behaviours in action
T - We will work Together	
E - We will drive Efficiency	
A -We will be Ambitious	
M - We will Make a difference	

7. Objectives: Review your performance objectives set at your annual review and progress made. Use the RAG status key as part of your reflection:

RED: Unlikely to meet objective or requires major action/support.

AMBER: Likely to meet with focussed actions discussed.

GREEN: Objective on target for achievement/achieved.

Objective description	Measures of success	Target Date	Comments	RAG status

8. Development areas update (as identified in your annual review or separate development plan)

Development area	Progress/actions taken

9. Opportunities to improve service/ensure value for money

--

--

10. New action points agreed

Action points	Timescale (by when)

We agree that this is a true record of the one to one meeting:

Employee signature:	
Manager/ Supervisor signature:	

Guidance: This one to one record should be completed, signed by both parties (or electronically agreed) and a copy kept by both the employee and line manager.

One to One form appendix A: Team Reading Leadership and Management Behaviour framework

Appendix C - iTrent employee self-service guide annual review process **-to be created by Resourcing once process designed

Provide basic details

Policies

Directorate: Resources

Service: HR and Organisational Development

Name and job title of person doing the assessment

Name: Teresa Kaine

Job Title: HR Services Manager

Date of assessment: November 2021

Scope your proposal

What is the aim of your policy or new service/what changes are you proposing?

Review/introduce new employment policies covering:

- DBS
- Grey Fleet
- Time Off for Public Duties
- Flexible Workstyles
- Overtime
- Performance Management

The first 3 policies are new policies. The final 3 have been reviewed and amended.

Who will benefit from this proposal and how?

All employees of the Council and the Council itself because employment policies will be clearly set out. They will also be based on current employment legislation and ACAS codes of practice and/or guidance where available.

What outcomes does the change aim to achieve and for whom?

Setting out clear employment policies can help in supporting a culture based on trust, fairness and inclusion. They can also speed the decision-making process by

ensuring that clear guidance is readily available to cover a range of issues. Furthermore, they can assist in avoiding involvement with employment tribunal claims by providing guidance for managers and staff that reflects accurately current employment law and good practice. It is therefore important that HR policies are clear, easy to understand, up to date and reviewed regularly.

Who are the main stakeholders and what do they want?

All employees covered by the policy and the Council.

Assess whether an EqIA is Relevant

How does your proposal relate to eliminating discrimination; promoting equality of opportunity; promoting good community relations?

Do you have evidence or reason to believe that some (racial, disability, gender, sexuality, age and religious belief) groups may be affected differently than others? (Think about your monitoring information, research, national data/reports etc.)

No. The Council has a legal duty to ensure that the terms and conditions of employment for its employees are clearly set out. The policies that are the subject of this review help to achieve this.

Is there already public concern about potentially discriminatory practices/impact or could there be? Think about your complaints, consultation, and feedback.

No

If the answer is **Yes** to any of the above, you need to do an Equality Impact Assessment.

If **No** you **MUST** complete this statement

An Equality Impact Assessment is not relevant because:

There is no evidence or reason to believe that some (racial, disability, gender, sexuality, age and religious belief) groups may be affected differently than others by the proposed policies. Nor is there already public concern about potentially discriminatory practices/impact for the issues covered in these policies.

Signed (completing officer) Teresa Kaine

Date 09/11/2021

Signed (Lead Officer) Shella Smith

Date 09/11/2021

Assess the Impact of the Proposal

Your assessment must include:

- **Consultation**
- **Collection and Assessment of Data**
- **Judgement about whether the impact is negative or positive**

Think about who does and doesn't use the service? Is the take up representative of the community? What do different minority groups think? (You might think your policy, project or service is accessible and addressing the needs of these groups, but asking them might give you a totally different view). Does it really meet their varied needs? Are some groups less likely to get a good service?

How do your proposals relate to other services - will your proposals have knock on effects on other services elsewhere? Are there proposals being made for other services that relate to yours and could lead to a cumulative impact?

Example: A local authority takes separate decisions to limit the eligibility criteria for community care services; increase charges for respite services; scale back its accessible housing programme; and cut concessionary travel.

Each separate decision may have a significant effect on the lives of disabled residents, and the cumulative impact of these decisions may be considerable.

This combined impact would not be apparent if decisions are considered in isolation.

Consultation

How have you consulted with or do you plan to consult with relevant groups and experts. If you haven't already completed a Consultation form do it now. The checklist helps you make sure you follow good consultation practice.

[My Home > Info Pods > Community Involvement Pod - Inside Reading Borough Council](#)

Relevant groups/experts	How were/will the views of these groups be obtained	Date when contacted
Trade unions	Through a series of email communications and meetings with trade union colleagues	13 September 2021 1 October 2021 11 October 2021 1 November 2021 3 November 2021 5 November 2021

Collect and Assess your Data

Using information from Census, residents survey data, service monitoring data, satisfaction or complaints, feedback, consultation, research, your knowledge and the knowledge of people in your team, staff groups etc. describe how the proposal could impact on each group. Include both positive and negative impacts.

(Please delete relevant ticks)

Describe how this proposal could impact on Racial groups

Is there a negative impact? Yes No ~~Not sure~~

Describe how this proposal could impact on Gender/transgender (cover pregnancy and maternity, marriage)

Is there a negative impact? Yes No ~~Not sure~~

Describe how this proposal could impact on Disability

Is there a negative impact? Yes No ~~Not sure~~

Describe how this proposal could impact on Sexual orientation (cover civil partnership)

Is there a negative impact? Yes No ~~Not sure~~

Describe how this proposal could impact on Age

Is there a negative impact? Yes No ~~Not sure~~

Describe how this proposal could impact on Religious belief?

Is there a negative impact? Yes No ~~Not sure~~

Make a Decision

If the impact is negative then you must consider whether you can legally justify it. If not you must set out how you will reduce or eliminate the impact. If you are not sure what the impact will be you MUST assume that there could be a negative impact. You may have to do further consultation or test out your proposal and monitor the impact before full implementation.

Tick which applies (Please delete relevant ticks)

1. **No negative impact identified**

2. ~~**Negative impact identified but there is a justifiable reason**~~

You must give due regard or weight but this does not necessarily mean that the equality duty overrides other clearly conflicting statutory duties that you must comply with.

Reason

3. ~~**Negative impact identified or uncertain**~~

What action will you take to eliminate or reduce the impact? Set out your actions and timescale?

How will you monitor for adverse impact in the future?

An annual equality audit is carried out and reported to Personnel Committee which monitors whether there is any adverse impact on employees with protected characteristics, for example, the proportion of female, BAME and disabled employees involved in Council policies that are the subject of this review, compared to male, white and non-disabled employees. The most recent report looks at data for the last 2 financial years and does not indicate that procedures were applied and / or accessed disproportionately by any particular protected characteristic group

Signed (completing officer) Teresa Kaine

Date 09/11/2021

Signed (Lead Officer) Shella Smith

Date 09/11/2021

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

Document is Restricted

This page is intentionally left blank