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Joint Staffing Committee

Wednesday, 18 July 2018 at 6.30 pm

Council Chamber, South Bucks District Council, Capswood, Oxford Road, Denham UB9 4LH

A G E N D A

Item

1. Election of Co-Chairmen

2. Evacuation Procedure

3. Apologies for Absence

4. Minutes *(Pages 3 - 8)*

   To approve the minutes of the Joint Staffing Committee held on 26 March 2018.

5. Declarations of Interest

6. Customer Services Programme Staffing Implications *(Pages 9 - 14)*

   Appendix 1 (Pages 15 - 22)

7. Investors in People Award *(Pages 23 - 26)*

8. HR Update *(Pages 27 - 34)*

   Appendix 1 (Pages 35 - 36)

Appendix 2 (Pages 37 - 48)

9. Staff Social Media Policy *(Pages 49 - 50)*

Appendix A: Social Media Policy for Staff (Pages 51 - 58)

Appendix B: Social Media Guide (Pages 59 - 78)

10. Exclusion of the Public (if required)

To resolve that under Section 100(A)(4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in part 1 of Schedule 12A to the Act.

Note: All reports will be updated orally at the meeting if appropriate and may be supplemented by additional reports at the Chairman's discretion.

Membership: Joint Staffing Committee

Councillors: R Bagge
I Darby
B Harding
C M Jones
P Jones
P Kelly
N Naylor
D Phillips
D Saunders
M Smith
M Stannard
L Sullivan

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JOINT STAFFING COMMITTEE

Meeting - 26 March 2018

Present:

R Bagge, I Darby, C M Jones, P Jones, N Naylor, D Phillips, M Smith and L Sullivan

Apologies for absence: T Egleton, B Harding and M Stannard

36. **MINUTES**

The Minutes of the Joint Staffing Committee meeting on 18 January 2018 were agreed by the Committee and signed by the Chairman as a correct record.

37. **DECLARATIONS OF INTEREST**

There were no declarations of interest.

38. **PAY AWARD UPDATE FOR STAFF ON HARMONISED CONTRACTS AND PAY AWARD OFFER FOR HEADS OF SERVICES**

The Committee considered a report to approve the final pay award for staff on harmonised contracts and also to agree the pay award offer to be made to Heads of Service whose pay is determined locally to be effective from 1 April 2018 and 1 April 2019.

Staff on the Harmonised Contract

At the last meeting the Committee agreed to make an offer of an increase of 2% in pay in April 2018 and 2% in April 2019. Members also agreed some proposed changes to the pay spine to ensure staff at the lower ends were paid in accordance with the national living wage.

Officers took that offer to UNISON and have since undergone a series of negotiations with them. UNISON initially put in a counter offer for 3% pay award in 2018 and 3% in 2019. They also wanted some guarantees that this Council would at least track the national agreement and strongly disagreed with the Council's position that had previously been agreed to move to local pay arrangements.

As a result of a series of discussions a position of common ground has been found which has been put in recommendation 1 of the report.

Heads of Services

Members were asked to make a pay award offer to the Heads of Services which equates to that made to staff. Heads of Services are on locally agreed pay but the Council needs to be mindful of what is happening nationally. Nationally the Joint Negotiating Committee agreement is still subject to negotiation but it is likely it will match this proposal. The GMB Pay Claim asks for parity across all local government bargaining groups.

A Member asked why pre-determined conditions should be accepted with a local pay mechanism. The HR Manager reported that as good practice the Council would always track the national pay award and seek to match it if they were able to afford it and if not they would have to go back to the negotiating table.

Members agreed that it was helpful to link local pay with the national situation as far as possible and that this would help attract good staff to the Council and help retention but re-iterated the position that local pay was now in place.

RESOLVED:

1. **That the final pay award for staff be approved on harmonised contracts for 2018/19 and 2019/20 with the following terms:-**

    1. **A 2 year pay award of 2% with effect from 1st April 2018 and 2% from 1st April 2019;**
    2. **Removal of 1A and 1B from the Harmonised Pay Spine (staff paid below that to move to 1C);**
    3. **A commitment to go back to the negotiating table, within 3 months, if the NJC Agreement is higher in 2018 and/or 2019;**
    4. **The Councils reserve the right to determine pay locally. The local pay mechanism is to come in to effect immediately;**
    5. **The Councils' make the commitment to seek to pay the minimum of the NJC offer when determining future pay awards and would expect to at least match the NJC award in all likely and foreseeable circumstances. If there were exceptional circumstances at play and the pay award offer could not match the NJC award the Councils would commit to resolve this in discussion and negotiation with UNISON locally. If this could not be resolved locally a resolution would be sought through arbitration.**
    6. **Future pay rises will be determined taking in to account inflation, local market conditions and the prevailing financial context.**

2 **That a pay award offer be made to Heads of Services of a 2% pay uplift with effect from 1st April 2018 and a 2% pay uplift with effect from 1st April 2019.**

3 That authority be delegated to the Chief Executive, in consultation with the two Chairmen of the Committee, to agree the final terms of the pay award for staff on harmonised contracts and the final terms of the agreement for Heads of Services.

4 That it be noted that the draft Council budgets for 2018/19 have been amended to reflect the 2% pay uplift for staff on harmonised contracts and Heads of Services.

39. **2017 STAFF SURVEY REPORT**

The Committee received a report on the results of the staff survey for 2017 conducted in December and January this year and the following points were noted:-

- 65% response rate.
- 6 themes, leadership, change, engagement, empowerment, management and work.
- overall the results were very positive
- There was a slight decline in the number of positive responses, compared to last year, in each category. The biggest decline in positive responses was in the Leadership category where 76% of respondents responded positively to the 7 questions compared to 83% in the previous year.
- However, when looking at the chart on page 19 of the agenda however which compare's results since the Council has undertaken the survey in 2014, overall there are very positive trends.
- Questions which sought to measure the Councils against stress standards indicate that despite the uncertainty with Unitary status etc. the stress results remain very positive.

The Council is responding to the survey as follows:-

- A staff survey working group has been set up to look at the results;
- Heads of Services were developing actions plans.
- In order to help staff manage stress, the Council would be running a series of workshops for managers run by Mind help raise awareness about stress and how to manage staff effectively.

Whilst Members found the results very encouraging, despite the uncertainty around the unitary decision (which had been picked up in the recent Peer review) they highlighted the following issues:-

- Reference was made to the three questions where the overall rate of agreement fell below 70%. One of these related to the senior management team communicating a clear and consistent plan for the future which fell by 18% from 2016. Members asked that this issue be addressed within the action plan. The Chief Executive reported that this had been an issue in the past and as a result they had set up regular staff briefings with the Senior Management Team and the Leaders of both Councils. The Chief Executive said that they would need to discuss this further with the Staff Survey Working Group, particularly in light of the briefings that were already taking place. There was a lot of uncertainty amongst staff because of the unitary decision and this response may be because all staff were unclear what the future would look like. A Member suggested that the Senior Management Team should try and 'walk the job' to provide further interaction with staff.
- In terms of the question 'I feel I am treated fairly and with respect by elected Members' this had fallen by 1% and Members hoped that this did not indicate a downward trend.
- Members recognised that whilst there were high level summaries there was also further data analysis at service level. If the feedback was not in line with the trend this would be bought to Heads of Service attention.
- Members expressed surprise at some of the feedback with all the work being carried out on developing positive unwritten ground rules. The HR Manager reported that she was surprised considering there were regular meetings with the UGR champions and lots of team building work being carried out within both Councils. This would be discussed further with the Staff Survey Working Group. It could be that this related to the higher response rate which was bringing in a wider viewpoint from staff.

RESOLVED

That the results of the 2017 Staff Survey and the actions being taken in response to the feedback given be noted.

40. **HUMAN RESOURCES UPDATE REPORT**

The HR Manager provided an update on the following key points:-

The leavers, sickness and recruitment figures show nothing different from that reported at the last Committee meeting in January. In terms of sickness absence the Council is still experiencing higher than wanted absence levels and have put a number of initiatives in place to tackle this.

Project work

- All on-going projects have been reported on previously.
- The main update which will be of particular interest is the work the Council is doing around recruitment and retention in Planning and Economic Development. The Council is currently consulting with the staff in this area to get their feedback on these ideas and initiatives and it is something that will be a particular focus for officers over the next couple of years not just in planning but across all services.
- The HR Manager was keen on the Recruitment Introduction Fee for existing staff when they introduce employees to roles.
- It was important to keep staff motivated over the next two years with the uncertainty around the unitary decision.
- The second cohort of the Middle Managers course had recently started. The first cohort were completing their learning logs and should be able to apply for their ILM certificate.
- A trailblazer degree level apprenticeship in Town Planning is currently being developed and alongside this the Council is considering using apprenticeships to offer development opportunities to existing staff.

The Committee welcomed the initiatives being undertaken, particularly the work on apprenticeships and the Middle Managers Course. They also welcomed the collaborative working with Wycombe District Council on coaching and mentoring in order to make savings through economies of scale. Concern was raised about the sickness levels still being too high. The HR Manager reported that these figures could be skewed as a phased return to work was still recorded as time off sick and the sickness policy should be amended to provide a clearer picture.

A Member asked whether the Council had a formal succession policy. The HR Manager reported that they did not although they expected to see this addressed in personal development plans. There was also a Workforce Planning Framework which included information on competencies and skills and the Service Planning process.

RESOLVED

That the report be noted.

The meeting terminated at 6.35 pm

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SUBJECT	Staffing Implications of the Customer Experience Programme
REPORT OF	Cllr Isobel Darby and Cllr Nick Naylor
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Nina Parker Hughes, Principal HR Adviser – Strategy
WARD/S AFFECTED	N/A

1. Purpose of Report

The full business case for the Customer Experience Programme was approved by the Joint Committee on 28th June 2018. This paper concerns the staffing implications of this Programme. (For further details of other aspects of the Programme, please consult the Joint Committee papers).

RECOMMENDATIONS:

1. **Approve the proposed Customer Service structure.**
2. **Note the proposed restructuring methodology.**
3. **To note that the Chief Executive has delegated authority to approve individual business cases with the proviso that fundamental changes and changes outside the budget come to the JSC for agreement.**
4. **To note that the JSC will be kept updated on the progress of the roll out of this programme and approval sought for changes proposed that come outside the Chief Executives delegated authority.**

2. Reasons for Recommendations

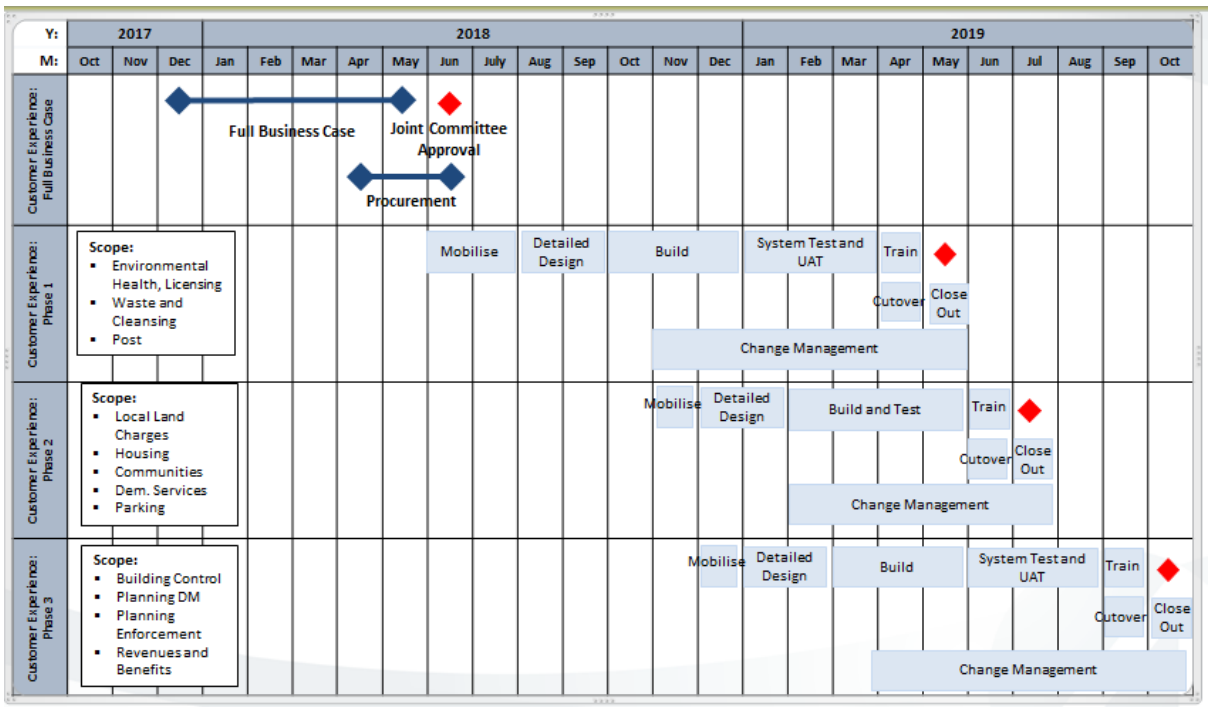
This course of action is recommended in order to provide a robust, fair yet 'light touch' approach to restructuring to enable the effective implementation of the Customer Experience programme.

3. Content of Report

3.1. The Strategy is about putting the customer at the centre of what we do by means of:

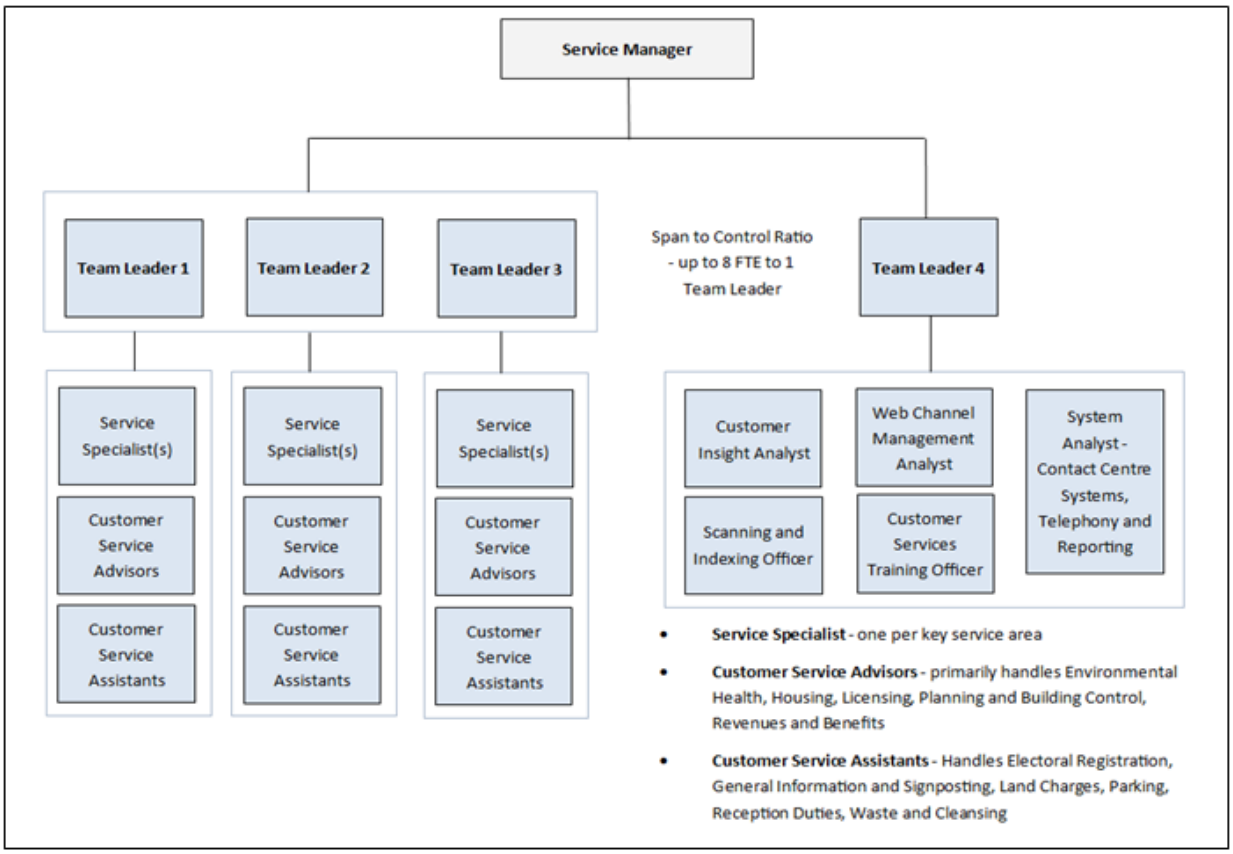
- Transformation of the organisation, moving and concentrating resource to the customer interface;
- Making best use of technology;
- Responding to changing customer expectations.

3.2. A phased approach to implementation is proposed, as follows:



3.3. **<u>Restructuring Implications for Customer Services</u>**

It is proposed that the Customer Service team will adopt the following structure:



3.4. The Outline Business Case and the Full Business Case identified the need for additional posts in Customer services to form the Support team. (Team 4 in the above structure). This team will be recruited to at the commencement of the programme and we will aim to recruit to this team internally. External recruitment will be pursued if this is not possible but we believe there is potentially the expertise within the Councils. The Support Team will initially manage the implementation and delivery of the programme. This means it will not be necessary to recruit or second an additional implementation team. The team will then be responsible for the administration of the Customer Services systems, analysis of data, customer insight, training and managing the website as an access channel making changes to content as applicable. The cost of the team during implementation has been included in the Full Business Case as capital costs attributed to the programme and the costs post implementation are as ongoing additional costs.

3.5. As we implement the Programme and move into a centralised Contact Centre it is proposed that over an 18 month period approximately 12.4 FTE will transfer from the service areas into the Contact Centre. This has been calculated to leave enough resilience within the service areas to deal with complicated case work and assist with channel shift and associated changes. This figure will be reviewed as we work through each phase and are able to analyse data to judge the impact of channel shift and the changes to the ways of working.

3.6. The model used works on a gradual take up of digital platforms, and aims for a 75% channel shift over five years from the commencement of the first phase in May 2019. This is accompanied by the reduction of FTE needed in the Contact Centre. The benefits through channel shift have been calculated as equivalent to £488,617.

3.7. **Restructuring Implications for Service Areas.**

Restructuring of the service areas will be phased to coincide with the centralisation process. We are mindful that we want to fill the additional Customer Service roles internally wherever possible, and that we will not be offering voluntary redundancies.

3.8. Functional Analysis has been undertaken within the service areas to identify and group activities undertaken. This informs the percentage of activity that could be transferred to Customer Services. This analysis has shown that customer facing activity makes up a small part of many jobs, but not a large part of very many. Consequently a simple transfer of staff to the Customer Service team will not always be feasible.

3.9. Therefore Management Team has agreed that all services with a customer facing role will have an amount equivalent to 6% of their salary budget transferred to the Customer Services budget. This will either be accompanied by the transfer of staff to Customer Services or a reduction in posts within the service area, depending on what is needed to deliver the service and the stage of the programme.

3.10. Additionally, Management Team has agreed that all services will have a Transformation Target equivalent to 3.75% of salary budget that may be achieved through headcount reduction or other efficiencies.

3.11. To reflect the changes brought about through centralisation and channel shift some job roles will have to be redesigned to reflect the fact that they no longer undertake certain customer facing activities. In some cases whole teams may need to be restructured. Consequently this comparatively wide-ranging restructuring activity needs to be led by Heads of Service.

3.12. This restructuring will not be like the Service Reviews where everyone had to apply for the roles they wanted in the new structure: wherever possible we will look to transfer or match employees directly into the new structure; if there are more employees in the pool than there are posts available then we will conduct ring-fenced interviews; if unsuccessful following a ring fenced interview an employee will be placed on the redeployment register, and we'll begin a Council-wide search for a suitable alternative role. If a role is identified they'll get a priority interview for that position. Only when this process has been exhausted will any redundancy be considered. This restructuring methodology is set out in detail in Appendix 1. By this method we will significantly reduce the possibility of redundancies.

With support from HR, Heads of Service will need to:

- Revise the job descriptions for each impacted team (potentially for the whole team)
- Review the structure of each impacted team
- Put affected staff 'at risk' of redundancy
- Develop a consultation pack
- Undertake consultations with staff – both group and individual, over a 30 day period
- Establish who can be transferred or matched into roles
- Undertake ring fenced interviews
- Recruit to any unfilled roles in the revised structure

A detailed timeline will be agreed with each Head of Service for each impacted team.

3.13. The Chief Executive has delegated authority to approve the revised team structure and job descriptions. Any fundamental changes and changes outside of budget will come to the Joint Staffing Committee for agreement.

3.14. For several months appointments to customer facing positions have been made on a temporary basis. This, in combination with normal staff turnover, will minimise the requirement for any compulsory redundancies. Therefore the business case only includes a small budget of £50,000 for redundancies.

4. Consultation

As each team is restructured, affected staff and UNISON will be consulted with for a period of at least 30 days.

5. Options

Consideration has been given to restructuring all teams simultaneously. This would maximise the range of opportunities available for affected staff. However it is very resource–intensive to facilitate and would result in some staff having to wait for over a year between being appointed to a new role and moving into that role.

6. **Corporate Implications**

6.1There are no financial implications beyond those set out it the Customer Experience Programme full business case.

6.2 We will comply with all requirements of employment law when approaching any restructuring activity.

6.3 The success of this programme hinges on the successful integration of new IT systems and consequential channel shift and automation of activities.

7. Links to Council Policy Objectives

This supports the headline objective "Delivering cost-effective, customer-focused services"

8. Next Steps

The next step is to begin recruitment of the Customer Service Support team and to determine the revised job descriptions and structure of those service areas impacted by Phase 1 of the Customer Experience Programme.

Background Papers:	None.

CHILTERN AND SOUTH BUCKS DISTRICT COUNCILS'

WORKFORCE RESTRUCTURING METHODOLOGY

A. PRINCIPLES

Chiltern and South Bucks District Councils are committed to the principle of working with employees and UNISON in managing changes to their organisational structures and staffing requirements. They will seek to achieve agreement to change through constructive and open dialogue.

The councils accept that they have responsibilities to all employees to minimise uncertainty wherever possible and to maximise the choices and options available to employees when their jobs change or are removed from existing structures.

Employees who are displaced because their jobs have been changed or ceased to exist will be encouraged to cooperate fully with the councils in seeking to secure alternative employment through the redeployment process. In particular, employees will be expected to give reasonable consideration to any vacancies identified as potentially suitable and to actively participate in any selection interview where the opportunity is offered.

The councils will deal with the search for suitable alternative employment pro-actively and by offering support, and advice as appropriate to employees seeking alternative employment either within or outside of the councils.

This methodology is non-contractual and may be varied without notice.

1. CONSULTATION AND COMMUNICATION

1.1 CONSULTATION

The councils will:

- consult with employees and the recognised trade union, UNISON, at all relevant stages of this organisational change programme;
- comply with statutory consultation and notification requirements.
- ensure that timely access is given to all relevant information to enable meaningful consultation to take place;
- explain the purpose and the implications of any proposed change to employees and UNISON;
- listen to what employees and UNISON have to say and take their views fully into consideration.

In addition to undertaking collective consultation, the councils will also ensure that individual consultative meetings are offered to affected employees. Care will be taken to ensure that employees who are absent from the workplace, such as through sickness or maternity leave, are included in the consultation process.

All affected employees will be notified in writing that they are "at risk" of redundancy. The term "at risk" means that due to an organisational change or a restructure the employee's current position, is "at risk" of redundancy. This begins a period of consultation, and no decision will be made to make anyone redundant

until this consultation is complete. During the consultation process affected employees will be asked individually:

- to offer any suggestions they may have to avoid redundancy;
- to say if they think they have been wrongly or unfairly selected;
- suggest how they could be redeployed;
- put forward any other ideas they may have.

Once formally placed "at risk" reasonable employee requests for time off to look for a new job and/or enrol for relevant training will be considered sympathetically. Employees with two or more years of continuous service are legally entitled to paid time off equivalent to 40% of their normal working week for this purpose.

1.2 COMMUNICATION

The councils will:

- inform employees and UNISON of progress and intended timescales of each stage of this organisational change;
- review the progress of the change programme and ensure that employees and UNISON receive up to date information;
- inform employees and UNISON of any relevant issues that are likely to affect jobs and employment practices;
- inform employees and UNISON as soon as practicable of developing issues and plans that are likely to have a significant impact on jobs and/or service delivery.

B. SUPPORTING PROCEDURES

The councils will adopt the following procedures, which are set out below:

- Transfer, Matching and Appointment
- Redeployment Procedure

2. TRANSFER, MATCHING AND APPOINTMENT

This procedure will apply where the restructure requires employees to move from an existing post to a post in a new structure. The processes involved will normally include:

1. transfer,
2. matching,
3. appointment to posts through an internal recruitment process where transfer and matching are not appropriate.

2.1 ESTABLISHING POOLS FOR TRANSFER AND MATCHING

Where an existing structure is being replaced by a new structure, the relevant Heads of Service, in conjunction with HR, should compare the job descriptions of posts in the new structure with those of posts in the existing structure.

The aim of the exercise is to identify those posts in the existing structure that are the nearest equivalent to posts in the new structure. This is so that employees in these posts can be placed in appropriate pools to allow decisions on transfer and matching and assessment to be made.

The establishment of pools will use a 'top-down' approach, i.e. working from the highest level post down to the next highest and so on. As part of that process the status of employees on fixed term contracts will be considered on a case by case basis to determine whether they are to be included in the pools or whether there is objective justification for their exclusion. Generally, employees on fixed term contracts with less than two years' service will be excluded from the pool.

In identifying the posts that should be included in the pools at the appropriate levels, the substantive grades of the posts, excluding any temporary higher duty or secondment arrangements, will be the main indicator.

Once placed into the appropriate pools, individual employees and their trade union representatives will be consulted on any transfer and matching proposals.

2.2 TRANSFER OF POSTS TO NEW STRUCTURE

Employees who occupy posts that remain essentially unaffected by the restructuring in terms of duties and role will transfer directly to the new structure.

2.3 MATCHING TO NEW POSTS

Where the duties of a post in the new structure differ marginally to those of a post in the existing structure but, nevertheless, equate in all essential elements, the post holder will be matched into the new post provided that there are not more employees in the pool who are considered to be a match than there are posts.

It is unlikely that a match can be established if less than 75% of the essential elements of the employee's existing job outline equate with those contained in the job description of the post in the new structure.

Where an employee unreasonably rejects a role into which they have been matched the employee's contract of employment will come to an end and the employee will not be entitled to receive redundancy or pension benefits as they will effectively be deemed to have resigned. In determining whether or not an employee's rejection is reasonable in the circumstances, all relevant factors, including the employee's personal circumstances will be taken fully into account.

Where it has not been possible to match an employee directly into a post because more than one employee is a potential match for that post, a ring-fenced interview and assessment process will be conducted to determine who should be appointed to the post in question. Any employees on the redeployment list who meet the essential criteria for a post will also be included in the ring-fenced interview and assessment process.

2.4 RING-FENCED APPOINTMENT

The key element of the ring-fenced appointment process will be a face-to-face interview supplemented by the use of competency and job related forms of assessment and selection techniques as appropriate.

Interview and assessment (other than for posts of Head of Service and above) will normally be conducted by a panel of at least two people, chaired by the Manager of the restructured service. In the case of Heads of Service and above, the councils' procedure for the appointment of senior officers will apply.

Employees will complete a Skills and Experience Profile which will include details of the skills, competencies, qualifications and experience (including any current or previous acting-up experience) in advance of the interview. Line Managers will ensure that appropriate advice and support is made available to assist employees in completing a Skills and Experience Profile and preparing for interview and assessment.

The panel should ensure that full consideration is given to all aspects of the employee's past skills and experience with the councils and should be mindful that the aim of the process is to determine, taking all relevant factors into account, who best fits the requirements of the post.

2.5 EMPLOYEES NOT MATCHED OR APPOINTED FOLLOWING RING-FENCED INTERVIEWS

Where an employee cannot be matched or is not appointed to a post following a ring-fenced interview process they will be given 12 weeks' notice of redundancy. During this notice period they will be placed on the redeployment list and a council-wide search for suitable alternative employment will be undertaken.

Employees on the redeployment list will be entitled to priority interviews (where they meet the essential criteria for the post) for any vacancies that remain unfilled at the same or lower tiers in the new structure once the transfer and matching process has been completed in respect of other employees at those tiers.

2.6 APPOINTMENT TO POSTS THROUGH INTERNAL RECRUITMENT PROCESS

Appointment to posts in the new structure will be made through the councils' internal recruitment procedures and advertised council wide where:

a) matching is inappropriate because the essential elements of the posts in the new structure differ significantly from those of the posts in the existing structure; and/or,

b) where the post is of such a senior level (i.e. Head of Service or above) that the council's procedures require appointment to the post to be made through the councils' procedure for the appointment of senior officers.

Prior to advertising any new posts, consideration will be given to whether any employees on the redeployment list meet the criteria for priority interview.

In the case of an employee who has a disability, consideration will be given to the possibility of making such reasonable adjustments to or relaxing particular requirements of the post in the structure that might otherwise affect the employee's ability to meet the person specification.

3. REDEPLOYMENT PROCEDURE

The purpose of this procedure is to provide a means of identifying wherever possible, suitable alternative employment for employees who have been displaced from their jobs as a consequence of:

a) the outcome of the transfer, matching and appointment process, or

b) the discontinuation of a discrete service function, or

c) the need to reduce numbers of employees in one or more service areas.

3.1 DISPLACED EMPLOYEES

A displaced employee will continue to work during their 12 week notice period, whilst a search for suitable alternative employment is undertaken. During this 12 week period, the employee will retain all the contractual terms and conditions of their original post.

3.2 IDENTIFICATION OF SUITABLE ALTERNATIVE EMPLOYMENT

A search for suitable alternative employment will be undertaken across both councils. This will include issuing copies of the councils' vacancy bulletins to the employee concerned to ensure that he/she is kept aware of any suitable vacancies that arise.

The service will also undertake regular reviews with the employee concerned to ensure that he/she is kept informed of any developments or progress in the search for suitable alternative employment. A named person, usually the Line Manager, will be identified to keep in touch with the employee.

'Suitable alternative employment' may involve working at other locations and /or undertaking different types of work but within the scope of the employee's general capabilities, skills and experience. Consideration will be given to the employee's personal circumstances.

In determining whether a vacant post constitutes suitable alternative employment, an initial comparison will be made of the employee's skills and competencies against the requirements set out in the person specification for the vacant post. To facilitate this comparison, the employee will complete a Skills and Experience Profile.

A vacancy will be considered to be potentially suitable where the comparison between the profile and the person specification indicates that the employee either fully meets the minimum criteria for the post or could be expected to do so after a reasonable period of appropriate training. Wherever possible, an attempt will be made to identify a vacancy at a grade no lower than the grade of the post from which the employee has been displaced. However this will not preclude consideration of a post one grade lower, if in all other respects the councils and the employee are satisfied that it constitutes suitable and acceptable alternative employment in the circumstances. In this situation salary protection may apply - see paragraph 3.7.

A "reasonable period of training" means training that would enable the employee to become fully effective in the post within a period of time that would not cause undue operational difficulties, usually 4 weeks. In this regard, where it is considered that an employee has a reasonable prospect of successful redeployment to the new post and this is supported by a clear business case, the period of retraining may be extended up to a maximum of 3 months.

A temporary post may constitute suitable alternative employment where an employee chooses to accept such a post. If however, the temporary contract is not extended or the employee is unsuccessful in securing another post before the end of the contract, the employee will be served with the appropriate notice of termination of employment and will receive redundancy pay on termination.

3.3 MONITORING OF COUNCIL-WIDE VACANCIES

When a vacancy becomes available for filling in any Service area, the recruiting manager, in conjunction with their Head of Service, must consider in the first instance, the possibility of recruitment from those employees whose details are held on the redeployment list.

HR will ensure that vacancy advertising requests are not actioned unless the Head of Service has confirmed in writing that there are no potentially suitable candidates on the redeployment list who could be considered for filling the vacancy.

Where either a Head of Service or member of HR identifies a vacancy that could be potentially suitable for a displaced employee, the arrangements for priority interviewing set out below will apply.

3.4 PRIORITY INTERVIEW

Where an initial comparison indicates that a potential match exists and the grade of the vacant post is the same or lower than that of the post from which the employee has been displaced, the employee will be given a priority interview. In these circumstances, the employee will only be in competition with other employees seeking alternative employment who also potentially match the requirements of the vacant post(s) concerned.

In the case of an employee who has a disability, consideration will be given to the possibility of making such reasonable adjustments to or relaxing particular requirements of the vacant post that might otherwise affect the employee's ability to meet the person specification.

A priority interview will normally be conducted by a panel consisting of at least two people. In the case of Heads of Service and above, the councils' procedure for the appointment of senior officers will apply.

The purpose of the priority interview is to:

a) confirm that an employee either fully meets the minimum criteria for the vacant post or could be expected to do so after a reasonable period of training, and

b) give the employee the opportunity to assess whether or not the post constitutes suitable alternative employment.

Where an employee is unsuccessful following a priority interview, the chair of the interview panel will provide reasons relating to the person specification and the job outline of the vacant post, as to why the employee has not been offered the post.

In the event that the written reasons are not considered to justify the rejection of the employee, the relevant Head of Service may, in these circumstances, require that the employee be offered the post.

3.5 GUARANTEED INTERVIEW

If an employee indicates to HR that they wish to apply for a higher graded post as advertised in the councils' vacancy bulletin, provided that the employee meets the minimum criteria set for the post, a guaranteed interview will be offered. In keeping with the councils' commitment to equal opportunities, the employee will need to compete with any other short-listed candidate(s) through the councils' normal recruitment and selection procedures.

3.6 OFFER OF SUITABLE ALTERNATIVE EMPLOYMENT

An employee who demonstrates at a priority interview that he/she fully meets the minimum criteria for the vacant post, or would be likely to do so after a reasonable period of training, will be offered the post subject to successful completion of a 4 week trial period. The trial period enables the employee to assess whether or not the post is suitable and also enables the prospective employing service to assess the suitability of the

employee. The trial period may be extended beyond 4 weeks, by agreement, for the purposes of re-training only (except in the case of absence during the trial period) but may not exceed 12 weeks.

During the trial period an employee will receive regular feedback about their performance in the role.

3.61 SUCCESSFUL TRIAL PERIOD

Successful completion of a trial period means that both the employee and the councils are satisfied that the employee's formal appointment to the post should be confirmed.

3.62 UNSUCCESSFUL TRIAL PERIOD

Where it is reasonable for the service to conclude that an employee has not met the required performance standards during or by the end of a trial period, the employee will not be appointed to the post. In these circumstances, the employee will continue to be employed in an agreed capacity for the remainder of the 12 week notice period during which the search for suitable alternative employment will continue. If the 12 week notice period has expired by the end of the trial period the employee will be made redundant when the trial period ends.

3.63 REJECTION OF OFFER

There is no limit to the number of potential vacancies that an employee may be offered during the search for alternative employment. However, if an employee rejects an offer there is no guarantee that a further vacancy may become available during the remainder of the search period.

Where an employee either before, during or after the trial period unreasonably rejects an offer of suitable alternative employment, the employee's contract of employment will come to an end and the employee will not be entitled to receive redundancy or pension benefits as they will effectively be deemed to have resigned. In determining whether or not an employee's rejection is reasonable in the circumstances, all relevant factors, including the employee's personal circumstances will be taken fully into account.

3.7 SALARY PROTECTION

Salary protection of up to one grade applies in the following circumstances:

a) where a displaced employee accepts an offer of suitable alternative employment in a lower graded post;

b) where an organisational restructuring results in the basic grade of an employee's post being evaluated at a lower level.

Where salary protection applies, it will apply for 24 months. At the end of the 24 month period, the salary and contractual terms and conditions will revert to those of the new post.

3.8 BUDGETARY IMPLICATIONS

Where an employee is offered alternative employment in another Service, the costs of employment will transfer with the employee, including any excess travelling expenses.

If the trial period is unsuccessful and the employee is made redundant, the cost of this would remain with the original employing Service.

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SUBJECT	Investors in People (IIP) Re-accreditation
REPORT OF	Bob Smith, Chief Executive
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Louise Cole, HR Manager, lcole@chiltern.gov.uk, louise.cole@southbucks.gov.uk, 01494 732015
WARD/S AFFECTED	All

1. Purpose of Report

To consider if the Committee wishes to apply for re-accreditation of the Investors in People Standard (IIP) for South Bucks District Council and Chiltern District Council or whether to take an alternative approach to independently assessing the leadership and management practices in the Councils, to explore alternative awards we could enter to promote the Councils work and receive recognition and to invest the budget directly in to staff development.

If it decided to seek re-accreditation to consider if the two Councils would re-apply separately or at the same time as a combined accreditation process.

RECOMMENDATIONS:

1. That we do not undertake further IIP accreditation for CDC and SBDC and instead:-

- **we arrange an independent assessment of the leadership and management practices in the Councils through an alternative method such as a reciprocal peer review arrangement with Wycombe District Council and Aylesbury Vale District Council or through the South East Employers or another independent expert.**
- **we explore options to enter in to a business award to seek recognition and promotion for the work the Councils undertake.**
- **the budget set aside for IIP accreditation is invested directly in to corporate wide staff development initiatives such as a "Change Ready" programme, the continued roll out of the Management Development Programme, health and well-being initiatives, raising customer service standards training.**

2. To delegate authority to the Chief Executive to arrange the three alternatives outlined above in recommendation 1 in discussion with the HR Manager and redeploy the existing IIP budget accordingly.

3. Should the Committee decide to re-apply for IIP accreditation to reach agreement on whether the Councils would undertake this separately or together.

3. Reasons for Recommendations

It is recommended that the Councils do not renew IIP accreditation. The IIP accreditation process changed in 2017 and as a result the cost of IIP accreditation has risen substantially and the process of accreditation has become significantly more time-consuming and involved for senior management and staff such that it no longer represents best value in the view of officers.

It is recognised, however, that there is great value in the Councils taking a critical look at their leadership and management practices and comparing these with best practice and identifying areas to improve. It is recommended, however, that this can be achieved at a lower cost or zero cost by arranging an alternative form of assessment from an independent expert such as South East Employers, the LGA or through a reciprocal peer review arrangement with WDC and AVDC.

Historically the IIP Standard was seen as a well-known mark of excellence. Our perception is that the IIP Standard may not now carry the same prestige. We do feel however that excellent work takes place in the Councils and we could do more to promote this work and receive recognition for it. Therefore it is recommended that we explore awards we might enter in to in 2019.

If IIP accreditation is not renewed the budget could be invested directly in to employee and leadership development e.g. funding the on-going roll out of the Management Development Programme, introducing a "Change Ready" Programme, developing health and well-being initiatives, introduce customer service improvement workshops.

4. Content of Report

4.1 CDC and SBDC have both been awarded Bronze level IIP accreditation. These expire in December 2018 and August 2019 respectively. The renewal process for CDC is due to commence in September 2018 and for SBDC in June 2019. If it is decided to renew both together this would commence in September 2018.

4.2 The estimated cost of renewal is £10,400 for CDC (previous assessment was £4k), £7,800 for SBDC (previous assessment was £3.5k) and £13,050 for CDC and SBDC together.

4.3 In addition to the direct financial costs the revised process requires significant indirect costs in terms of senior management, staff and HR team time.

4.4 In 2017 IIP made some key changes to their assessment processes and standards. The new scheme undertakes a detailed analysis against nine themes:-

- Leading and inspiring people
- Living the organisation's values and behaviours
- Empowering and involving people
- Managing performance
- Recognising and rewarding high performance
- Structuring work
- Building Capability

- Delivering continuous improvement
- Creating sustainable success

4.5 The awards given are now called Accredited, Silver, Gold and Platinum. The process has four stages:-

- Stage One is called Discovery where the organisation will generate its own self-assessment report online and outline its ambition and purpose.
- Stage Two is an on line assessment where all employees are asked a set of 40 online questions to quickly collect data and test alignment against the Standard against the 9 key themes.
- In Stage Three employees are interviewed and questioned at a deeper level on the key themes emerging from the online assessment.
- In Stage Four the accreditation level is awarded and feedback given.

A year after accreditation a "context meeting" is held. Two years after this a "full assessment" meeting takes place and in the third year the process of renewal starts again.

4.6 Given the rise in costs and also the more lengthy and time consuming accreditation process it is recommended that we do not seek to renew IIP accreditation. Instead it is recommended that:-

- We arrange an alternative means of independent assessment to take place in 2019 at a significantly lower cost or zero cost;
- We seek recognition for our leadership and management practices through entering in to an award;
- We invest the budget put aside for re-accreditation directly in employees' development. All employee development is linked to performance and service improvements.

4.7 Alternative Forms of Assessment: It is recognised that there is great value in the Councils taking a critical look at their leadership and management practices and comparing these with best practice and identifying areas to improve. It is recommended however that this can be achieved at a lower or zero cost by arranging an alternative form of expert assessment. This might be arranged via South East Employers or the LGA or via a reciprocal peer review arrangement with WDC and AVDC.

4.8 Recognition Awards: Historically the IIP Standard was seen as a well-known mark of excellence. It is therefore recommended that we explore awards we might enter in to in 2019 as an alternative means of recognising our achievements. Options for awards would include:-

- Thames Valley Chamber of Commerce Business Awards for Commitment to People Development or their Health and Well-Being Award.
- The MJ Award for Workforce Transformation.
- The Chartered Institute of Personnel and Development (CIPD) Award for Best Employee Engagement Initiative or Best Health and Well-Being Initiative.

4.9 Invest directly in to employee development: If IIP accreditation is not renewed the budget could be reinvested in to the corporate development budget to support employee and leadership development. There are a number of initiatives which we would like to undertake and fund by this means. One would be the on-going roll out of the Management Development Programme which has proved to be a very successful scheme. We would also like, over the next 18 months, to offer a "Change Ready" Programme for staff to support them in embracing and leading on change. Other initiatives could be to continue to promote health and well-being and undertake some work with employees on raising customer service standards.

5. Consultation

Not Applicable

6. Options *(if any)*

As outlined in the recommendations.

7. Corporate Implications

The estimated cost of renewal is £10,400 for CDC, £7,800 for SBDC and £13,050 for CDC and SBDC together. A provision of £18,200 has been made in the HR budget which if not used for IIP re-accreditation could be re-invested as set out in this report.

8. Links to Council Policy Objectives

Effective leadership and management practices are critical to the delivery of services to our customers and the success of both Councils.

9. Next Steps

To take agreed action on IIP accreditation or the alternative options.

Background Papers:	None

SUBJECT:	Human Resources Update
REPORT OF:	Bob Smith, Chief Executive
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Louise Cole, HR Manager, lcole@chiltern.gov.uk, louise.cole@southbucks.gov.uk, 01494 732015
WARD/S AFFECTED	All

1. Purpose of Report

To update the Committee on:

- Staff turnover and sickness absence within the Councils
- Key HR projects

RECOMMENDATIONS

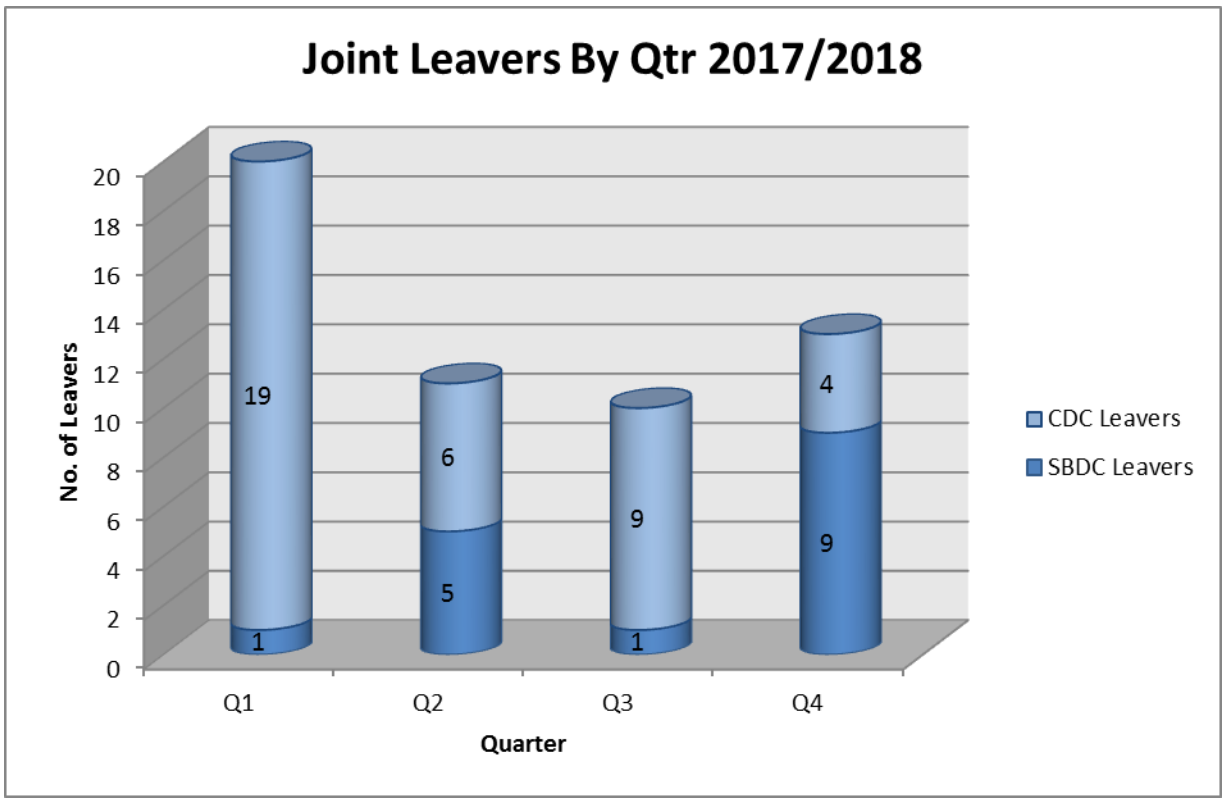
1. The Joint Staffing Committee is asked to note the report.

2. Content of Report

2.1 Leavers Figures 2017/18

2.1.1. The chart below shows the number of leavers in the year 2017/2018 by Qtrs. Please note the high Chiltern figure for Qtr1 reflects 10 cleaners TUPE transferred to Derwent FM. These figures also include staff who have retired.

Going forward the year 2018/2019 figures will be reported on jointly.



2.1.2 An analysis of the reasons for leaving show that staff have left for a variety of reasons and there does not seem to be an underlying trend. It should be noted, however, that there were higher levels of staff leaving in planning than in other areas in Qtr4. A recruitment drive in planning has led to the successful filling of almost all vacancies. Work is now underway to agree a medium and long term recruitment and retention plan for the service area.

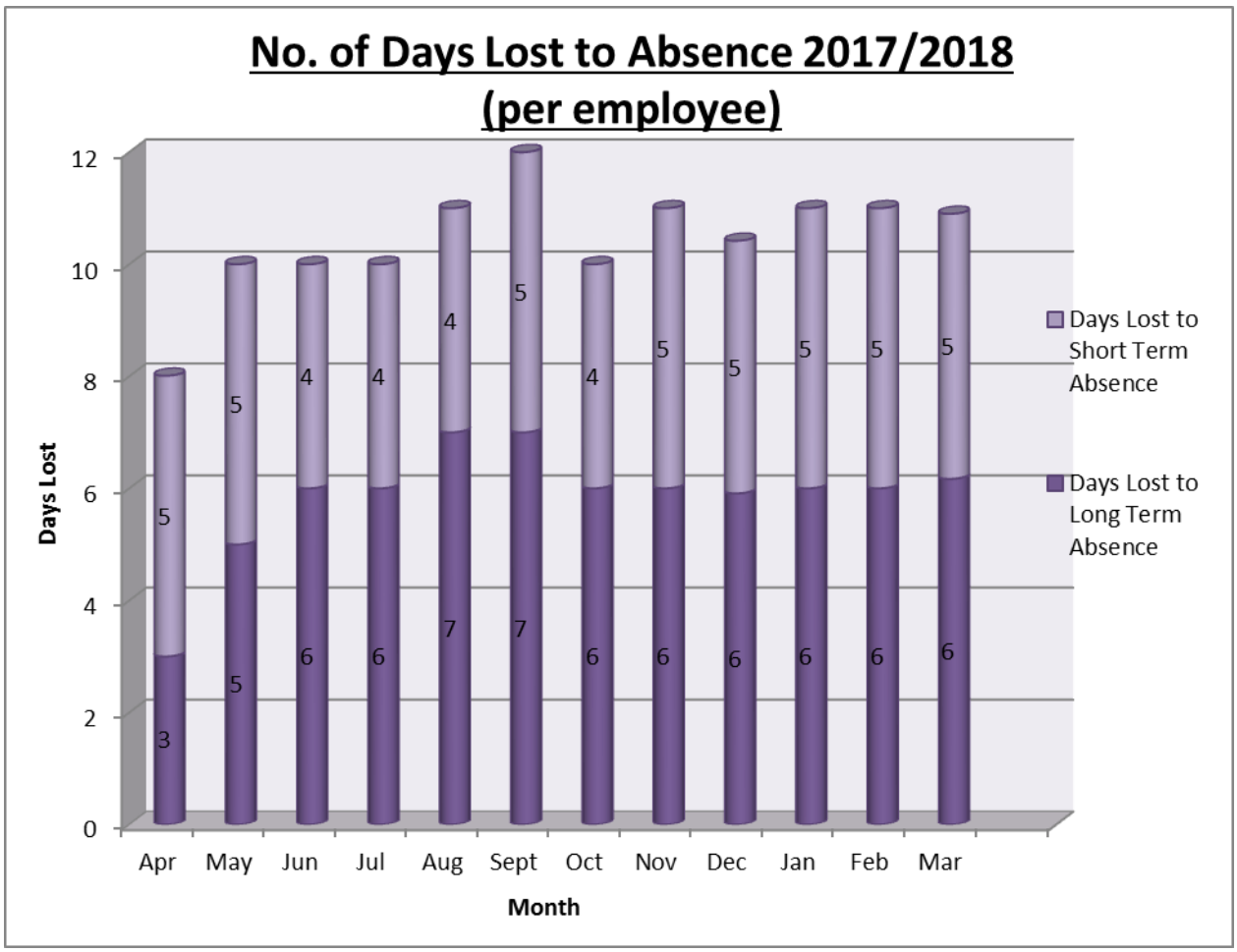
2.2 Recruitment Figures

2.2.1 Turnover rates are more meaningful if considered against the statistics of recruitment. Please see below the number of roles advertised for the year 2017/2018, the number filled and the average time to hire.

	No. of Positions	No. Filled	Average Time to Hire
Qtr 1	13	13	31 days
Qtr 2	16	15	40 days
Qtr3	19	17	30 days
Qtr 4	20	20	32 days

2.3 Sickness Absence Figures 2017/18

2.3.1 The table below shows a breakdown of the number of days lost due to absence per employee per month for the year 2017/2018 broken down into long term and short term sickness.



2.3.2 The Councils have a key performance indicator for absence which is a maximum ceiling of 10 days per employee. In 2017/18 this was exceeded which was largely due to an increase in a small number of employees on long term sick absences. But this was also affected by the Council's practice to record staff as absent when undertaking phased returns to work. This practice has now been ended.

2.3.3 Short term absence is defined as "up to and including 20 working days absence" and long term absence is "over 20 working days absence".

2.3.4 Indications are that sickness absence figures for 2018/19 have fallen. At the time of writing this report complete sickness absence data for Qtr. 1 was not available but I can report that in April 2018 and in May 2018 the number of days absent per employee, across the two Councils, was as follows:-

	April	May
Short-term	2.76	2.70
Long-term	3.00	3.60

2.3.5 In the last 6 months the HR team and line managers have made a concerted effort to manage sickness absence to ensure a robust and consistent approach is taken. Sickness absence monitoring has become a regular part of day to day management practice which

will help ensure that the approach taken is sustained over time. This includes the following:-

- The HR Advisers are holding regular meetings with line managers and Heads of Service to support them in monitoring absence and taking the appropriate action to follow the Sickness Absence Policy and to ensure staff are aware of the support available to help them achieve good attendance;

- HR Advisers are running workshops on "Promoting a Positive Attendance Culture" which all team leaders, supervisors and managers are required to attend. To date 70 line managers have signed up and feedback from these has been positive. One of the key objectives of the workshops is to inform managers of the steps in the policy they must take e.g.:-

    - conduct return to work interviews after every absence,
    - hold informal absence meetings when staff hit absence trigger points
    - move to the formal stages of the policy if attendance is not sustained or improved
    - agree attendance targets and monitoring periods.

- HR Advisers provide regular reports to Management Team on all sickness absence cases (informal and formal) so that these can be monitored at a senior level;

- Absence management is becoming a regular item on all managers/team leaders meetings;

- All managers and staff have been invited to attend a workshop on mental wellness run by MIND and this includes an introduction to the use of Wellness Action Plans.

2.3.6 At the same time as ensuring sickness absence is appropriately monitored and managed the Councils continue to put support in place for staff to help them maintain their own good health and well-being. This includes:-

- the use of occupational health services to get timely advice on how we can assist employees in returning to work.
- Undertaking risk assessments.
- Providing an Employee Assistance Programme.
- A range of health and well-being initiatives as part of the Health and Well-Being Statement and Action Plan e.g. MIND workshops.

2.4 CURRENT PROJECTS

2.4.1 Organisational Development: Values and Behaviour Framework

In the last 18 months our UGR Champions have been instrumental in running a range of activities aimed to reinforce our values and behaviours in our day to day working lives. For 18/19 they plan to create greater momentum and focus on their work by:-

- having a champion recruitment drive to fill the gaps where staff have left;
- running UGR awareness training for new staff;
- introducing more cross-team initiatives;
- focusing on the "customer focused" value.

The UGR champions reported that they continue to be enthusiastic about their role and are particularly keen to ensure that in the future they have a strong role to play in supporting in any future cultural change programme resulting from any Unitary decision.

2.4.2 Collaborative Working with the District Councils

We continue to meet regularly with our HR counterparts at Wycombe and Aylesbury Vale District Councils. We have developed a strong collaborative network and see the benefits of that in terms of sharing knowledge and policies and procedures e.g. GDPR plans, and also working together on projects e.g. shared coaching and mentoring across WDC and SBDC and CDC.

Our HR team had recently shared our plans to develop a "Change Ready Programme" for staff. Whilst there is uncertainty about what the changes will look like in Bucks irrespective of this change will always be part of our working lives and it is important that staff are able to cope successfully with change and indeed maximise the opportunities it can bring.

We have agreed with our district colleagues to start by running some half day workshops for staff across all the districts which will look at being "change ready". These will start in the autumn and staff will be able to attend the workshop at the district office most convenient to them.

2.4.3 Health and Well-Being

In May the Chief Executive launched our Health and Well Being Statement and annual action plan (see Appendix 1 and 2). This outlines our commitments as an employer to take a proactive approach to promoting and enhancing the health and wellbeing of our staff. The launch coincided with Mental Health Awareness Week and each day of that week we promoted different health and wellbeing initiatives e.g. the Cycle to Work scheme, the choir, "It starts with you" workshops delivered by MIND and mental health and debt. At the end of May half of the staff in the Council had signed up to the MIND workshops.

We have now set up a Health and Wellbeing forum which will:-

- Annually review the Council's Health and Wellbeing Statement and agree an action plan to support this, ensuring this is focused on the right areas and is sufficiently challenging to deliver tangible and sustainable health improvements.
- Decide how we are going to evaluate the success of any new health or wellbeing before it is introduced. Effective measures will help identify what is, or isn't, working.
- Review progress against the action plan.
- On an agreed cycle, review Council data such as rates and reasons for sickness absence, Occupational Health referrals, participation in Council health and wellbeing activities etc. and identify any areas or staff groups that may need more targeted health and wellbeing interventions.

2.4.4 **Apprenticeships**

We were expecting new degree-level apprenticeships in Town Planning to be available from September and anticipated recruiting new staff into this apprenticeship programme. However in May the government's Institute for Apprenticeships (IfA) has, rather surprisingly, rejected the final stage of the proposed RTPI apprenticeship plan. Therefore it is likely that there will be a delay in the launch of this apprenticeship scheme.
We are also eagerly awaiting the launch of the Level 4 Revenues and Welfare Benefits apprenticeship, which is expected to be available from late July. This apprenticeship should take around 18 months to complete. It is proposed to recruit new staff into the Revenues & Benefits team through this route.

We have had one existing member of staff begin an apprenticeship Finance, but unfortunately he has accepted a promotion at another Council so will soon be leaving our employment. We continue to explore opportunities to offer employee development through means of apprenticeship programmes.

2.4.5 **Implementation of the Customer Experience Strategy**

Please see separate item on the agenda for an update on the Customer Experience Strategy.

2.4.6 **Recruitment and Retention Plan – Planning and Economic Development**

The new Head of Planning and Economic Development starts his role in July and we will work with him to finalise a recruitment and retention plan. Although at the moment we have very few vacancies in the service area we do need to focus on the long term and consider how to retain staff and how to ensure we have staff with the skills and experience required for future service needs.

2.4.7 **Staff Survey**

Heads of Services have developed action plans for each of their areas. Overall the staff survey results were very positive and the focus has been on continuing to do what we do well and promote that better as well as looking at areas of improvement.

The staff survey working group is meeting up this summer. One idea it will be asked to look at will be to consider introducing a "Making a Difference Award".

2.4.8 **Management Development Programme**

The 2nd cohort of team leaders and supervisors are now half way through this course. The 1st cohort received their certificate at a celebratory event in May. To build on their skills and knowledge further development is being offered to these managers and they are also encouraged to continue to meet in their action learning sets to ensure they continue to develop and share their learning.

3. **Consultation**

N/A

4. **Options**

N/A

5. **Corporate Implications**

Good management of resources including employees leads to efficient and effective use of council finances and improved delivery of council services.

6. **Links to Council Policy Objectives**

Monitoring staff turnover, recruitment and sickness absences and ensuring all Council policies, procedures and practices are current, underpin the delivery of the Council's aims and management principles and ensure legislative compliance and best practice.

7.Next Step

Continue to monitor and update Committee Members on a quarterly basis.

Background Papers:	None.

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Appendix 1 – HR Update.

Dear Colleagues,

I am pleased to be launching our Employee Health and Wellbeing Statement. This Statement outlines our commitments as an employer to take a proactive approach to promoting and enhancing the health and wellbeing of our staff. I would encourage you to read this statement and have a look at the associated resources and initiatives on the intranet.

There is a complex relationship between wellbeing and mental health and therefore our wellbeing initiatives are concerned with being emotionally healthy as well as being physically healthy. We want our staff to feel able to cope with normal stresses and live a fulfilled life both at home and work. We have a wide range of initiatives in place to help people to achieve this, and you can find details of these, plus links to wider sources of information, on the intranet – click on this icon on the homepage or visit http://sharedintranet/Health-and-Wellbeing to find out more.

There is too much on offer for me to mention everything here, but there are some initiatives that I'd particularly like to highlight:

- Line managers are often the first point of contact when an employee experiences a health or wellbeing concern. However, we know that a significant group think that talking to their team members about their wellbeing is a good idea, but don't really know where to start. They worry about saying the wrong thing, crossing boundaries, and don't really know what a good wellbeing conversation would look like. Therefore we're introducing the Wellness Action Plan (WAP) approach and delivering training to all Managers and Supervisors to help to improve the quality of conversations happening around the organisation. Indeed, I'm going on this training myself later this month.

- We recognise that **you** are the expert on your health and wellbeing, and so we've invited MIND to run workshops for all staff, "It Starts With You". As well as raising awareness and understanding of mental health issues, these workshops will explore what helps us build our personal resilience and make improvements to our wellbeing, using the 5 Ways to Wellbeing model. You'll get more information about these sessions soon.

- National statistics show that 1 in 6.8 people experience mental health problems in the workplace (14.7%), and evidence suggests that 12.7% of all sickness absence days in the UK can be attributed to mental health conditions. By reducing stigma through understanding, we hope to break down barriers to the support that our employees may need to stay well, recover, or manage their symptoms - to thrive in work and life. If you feel it would be helpful to have a confidential conversation about how you are feeling, our Employee Assistance Programme telephone support line is available 24 hours per day or you can talk to a Mental Health First Aider.

- If you're interested in improving your fitness by cycling to work we have a scheme that enables you to save up to 42% on the cost of a bike and accessories. In a study published in

the BMJ last year, researchers at Glasgow University found regular cycling cut the incidence of cancer and heart disease by 45% and 46% respectively. There'll be a 'pop up shop' in KGV Reception on Thursday 17th May where you can find out more about the bikes that are available through this scheme.

- Finally, as the weather improves why not try making your next meeting a walking meeting? This has been piloted very successfully in the Community Safety team and is a great opportunity to fit some physical activity into your day.

We're setting up a Workplace Health and Wellbeing Forum so if you're interested in helping us to make our wellbeing offering to staff even better please get in touch with Nina in HR (nparkerhughes@chiltern.gov.uk) to find out how you could get involved.

Best regards, Bob

Bob Smith
Chief Executive
Chiltern and South Bucks District Councils

Appendix2

CHILTERN AND SOUTH BUCKS DISTRICT COUNCILS'

EMPLOYEE HEALTH AND WELLBEING STATEMENT

INTRODUCTION

Chiltern and South Bucks District Councils recognise that our employees play a vital role in achieving our vision of enhancing the districts as desirable places to live, work and visit. Our employees have a direct impact on the quality of service we deliver. We are clear that when our staff are feeling well and satisfied with their work, the experience we deliver to our communities improves.

Through this statement we will provide a framework for Chiltern and South Bucks District Councils to take a proactive and engaging approach to enhancing the health and wellbeing of our staff. This will be achieved through wellbeing initiatives, employee support mechanisms and joint working with staff, their representatives and local partners to identify and address areas for improvement.

Wellbeing creates workplaces which support health and happiness so that people can flourish and reach their potential. It involves the creation of an environment that actively promotes a state of contentment, benefitting both employees and the organisation.

We already have many effective policies, procedures and initiatives in place to support employee health and wellbeing at Chiltern and South Bucks District Councils. We will continue our regular review of these to ensure that they support this statement and will continue to develop new initiatives where necessary.

Chiltern and South Bucks District Councils recognise that our employees come from a range of backgrounds with different cultures, beliefs and abilities. We will ensure that any initiatives suggested or implemented take into account these differences so that we do not knowingly preclude any particular group from participating. This is enshrined in our organisational behaviours under the 'courteous' value.

We will also ensure that though a variety of means we provide information and support to our employees to increase their awareness of the importance of ensuring their own health and wellbeing.

WHAT IS HEALTH AND WELLBEING?

"Health and Wellbeing is about being emotionally healthy as well as physically healthy. It's feeling able to cope with normal stresses, and living a fulfilled life. It can be affected by things like worries about money, work, your home, the people around you and the environment you live in. Your wellbeing is also affected by whether or not you feel in control of your life, feeling involved with people and communities and feelings of anxiety and isolation."

Source: National Institute for Health and Clinical Excellence (NICE) 10

AIMS

This statement aims to set out how we will:

1. Create a safe and healthy working environment;
2. Improve employees' physical and emotional wellbeing;

3. Encourage and support employees to develop and maintain a healthy lifestyle;

4. Support people with manageable health problems or disabilities to remain in work or return to work after a period of absence;

5. Improve staff satisfaction, recruitment and retention.

CURRENT HEALTH AND WELLBEING ACTIVITY IN THE COUNCILS

The Councils follow the ACAS Health and Wellbeing Guidance and already offer a comprehensive range of health and wellbeing activities and initiatives. They are summarised below using the NICE Guidance headings:

MANAGING LONG-TERM SICKNESS ABSENCE AND INCAPACITY FOR WORK

- Chiltern and South Bucks District Councils have a robust sickness absence policy to support those with short and long term health issues and continue to periodically run associated training for managers.
- We continue to work closely with our Occupational Health providers to support staff in returning to work after a period of absence.
- We have compulsory e-learning for all staff regarding workplace ergonomics and our Corporate Resilience Officer can undertake ergonomic assessments.
- We offer all staff a free, annual flu-preventative vaccination.
- Every two years, £17.50 can be claimed for the cost of an eye test and £45 towards the cost of glasses required for DSE use.
- Health and Safety training forms part of our employee induction programme and we undertake comprehensive risk assessments and follow rigorous accident reporting procedures. Managers undertake the IOSH Managing Safely qualification and senior managers undertake the IOSH Leading Safely qualification.
- We have ten qualified first aiders in post across the Councils.

PROMOTING PHYSICAL ACTIVITY IN THE WORKPLACE

Chiltern and South Bucks District Councils offer a wide range of physical activities for staff to take part in:

- We continue to offer staff the opportunity to swim for £1 or access a gym or fitness class for £2 through our partnership with GLL.
- At the South Buckinghamshire Golf Course staff can play for £10 per person, and can save 10% off golf lessons.
- We have introduced Walking Meetings to promote the integration of gentle physical activity.
- We will continue to support a range of employee–led initiatives to improve wellbeing such as lunch time walks.
- We offer lunch time exercise classes, such as Yoga and Pilates.
- We offer a salary sacrifice scheme to enable staff to purchase cycles in a tax efficient manner.
- Through our intranet, staff news and annual Wellbeing Month we will continue to offer prompts to "try something different" as a means of health education and to improve wellbeing.

PROMOTING MENTAL WELLBEING THROUGH PRODUCTIVE AND HEALTHY WORKING CONDITIONS

- Under the Sickness Absence Policy, all absence attributed to stress where occupational stress is indicated to be a contributing factor on the 'fit note' (provided by the G.P.) will be referred to OH as a matter of course after one calendar week of continuous sickness absence.
- We will continue to fund an employee assistance programme (EAP) which offers telephone based counselling and legal advice to all staff, and face to face counselling service as required.
- Four members of staff are trained as mental health first aiders. This is a training program that teaches how to help a person who is developing a mental health problem, experiencing a worsening of an existing mental health problem or is experiencing a mental health crisis. Like traditional first aid, Mental Health First Aid does not teach people to treat or diagnose mental health or substance use conditions. Instead, the training teaches people how to offer initial support until appropriate professional help is received or until the crisis resolves.
- Staff are signposted to a range of mental health support services via the intranet, including the Richmond Fellowship employment support services that can be accessed via Bucks Healthy Minds. This service supports people to return to employment or stay in work.
- Workshops on Personal Resilience have been held in house, and can be accessed on an on-going basis through our partnership with Bucks County Council.
- Learning and development initiatives are put on for staff as requested, for example mindfulness programmes.
- A flexitime scheme, agile working options, generous holiday allowances and the option to purchase additional leave by means of a salary sacrifice scheme all support people to achieve a work life balance, including having time available to undertake physical activity.

WORKPLACE INTERVENTIONS TO PROMOTE SMOKING CESSATION

- Chiltern and South Bucks District Councils continue to periodically run proactive smoking cessation campaigns including the provision of nicotine replacement patches.
- The Smoking Policy prohibits smoking and the use of electronic cigarettes on Council premises.

PROMOTING AND CREATING BUILT OR NATURAL ENVIRONMENTS THAT ENCOURAGE AND SUPPORT PHYSICAL ACTIVITY

- The Councils provide shower facilities at both Capswood and KGV.
- There are suitable and secure facilities for cyclists at both Capswood and KGV.

FINANCIAL WELLBEING

In addition, to following the NICE guidance, we know* that poor financial well-being impacts on health in terms of poor psychological well-being, higher stress and anxiety levels, and lower levels of good health. In turn, this affects productivity in terms of poorer job performance, short-term decision-making, reduced ability to concentrate, lower productivity and absenteeism.

We want to make financial wellbeing an integral part of creating a healthy workplace. In order to achieve this:

- The Councils provide access to a Credit Union for all employees.
- The Councils provide a market-leading pension scheme.
- The Councils provide car purchase loans.
- The Councils offer salary sacrifice schemes to enable the purchase of child care vouchers and bicycles in a tax efficient manner.
- A wide range of discount schemes are available to staff.

** Source: Employee financial well-being: why it's important, Chartered Institute of Personnel and Development (CIPD), 2017*

STAFF ENGAGEMENT

Staff engagement is critical to ensuring that both the range of initiatives and the way in which they are provided are seen as credible, supportive and addressing staff concerns.

Our shared values and behavioural standards will underpin this approach. In taking forward our action plan we will be mindful that our values and behaviours will be adhered to through our commitment to behaving collaboratively with one another. In addition it is important that opportunities are made, such as during one-to-one meetings to reinforce this message.

Our network of UGR Champions ensure that our organisational values and behaviours are kept alive and consistently applied throughout the organisation and offer staff the opportunity to challenge poor practice.

We recognise a trade union, UNISON, and work closely with representatives on all staffing related issues.

IMPLEMENTATION

A strategic approach is required to embed health and wellbeing into the organisation and to build upon the excellent work that is already in place.

The approach will combine:

REACTIVE ACTIVITY - TO HELP SUPPORT THOSE STAFF WITH ILL-HEALTH TO RETURN TO WORK AS QUICKLY AS POSSIBLE

Through ongoing training and timely HR support we will ensure managers and employees are aware of their responsibilities to return to work as soon as possible in a structured, supportive way, in particular ensuring that contact is maintained throughout the period of ill health, advice is sought in a timely manner and that Managers promote an attendance culture by conducting return to work interviews consistently.

We will ensure Occupational Health and other support services as previously detailed are easily and promptly available to managers and staff for support throughout the period of ill health.

PREVENTATIVE ACTIVITY – TO REDUCE ILL HEALTH AND POOR WELLBEING

We will promote the opportunities for exercise, healthy eating, smoking cessation, and access to our employee assistance programme.

Our wide range of financial wellness initiatives are detailed on the staff intranet.

We will train Managers to promote positive workplace mental wellbeing by taking a holistic approach to managing employees and to help staff to stay in work using the Wellness Action Plan tool.

We will train staff in the '5 ways to wellbeing' and Wellness Action Plan tool to support them in taking ownership of their wellbeing.

We will provide and promote health and well-being activities to help staff help themselves to be fit, happy and healthy.

Our jobs are thoughtfully designed to avoid stress and physical injury.

Flexible working practices and agile working opportunities support people to maintain a healthy work-life balance.

EVALUATIVE ACTIVITY – THAT WILL HELP MONITOR PROGRESS

Managers have direct access to sickness absence details for their team and are encouraged to review this information regularly in order to ensure that they take action where sickness absence is not on trajectory to meet the Councils' sickness target.

The HR team will continue to monitor sickness absence and will report this information in regular updates to Management Team and the Joint Staffing Committee.

The annual staff survey will be used as a mechanism for monitoring our performance against the HSE stress management standards.

The Workplace Health and Wellbeing Forum will evaluate progress against the action plan.

The following are also vital to the strategic approach:

LEADERSHIP AND MANAGEMENT PRACTICE

We look to our Senior Managers to lead by example in their approach to health and wellbeing.

In line with our Values and Behaviours, the Councils have introduced a Leadership and Management Charter to provide leaders and managers with guidance and support as to their key role as a manager and the responsibilities that also brings. These include 'leading and managing in a fair, supportive, inclusive and consistent manner, wherever and whenever our staff work'.

This is underpinned in our appraisal process, under which Managers are expected to have at least one performance objective around performance, finance and/or people management

OCCUPATIONAL HEALTH

The Occupational Health Service is integral to our approach to health and wellbeing. We will continue to work closely with our Occupational Health providers to support staff in returning to work after a period of absence.

REPORTING OF SICKNESS ABSENCE AND WELLBEING

Sickness absence rates and reasons will continue to be reported Management Team and the Joint Staffing Committee by means of regular HR updates.

In service areas where sickness is outside the trajectory to meet the target, The HR team will work with the Head of Service to develop action plans to address this; these plans will recognise where support is required for staff that have a disability or suffer from mental health issues.

The HR database, iTrent, can be interrogated by line managers to help them identify when staff reach 'trigger points' as outlined within the Sickness Absence Policy. Managers can directly input and access employee absence data for their teams.

EQUALITY AND DIVERSITY

The support available for staff that have a disability or suffer from mental health issues is particularly highlighted through the provision of the EAP and Mental Health First Aiders. In addition, the recognition that all health and wellbeing initiatives should be accessible to all staff regardless of working patterns is implicit throughout this statement and accords with our organisational values and behaviours.

Appendix2

APPENDIX 1

2017 HEALTH AND WELLBEING STATUS

While it is very important that we engage with our employees in order to establish what specific health they needs may have we also have a number of key health and wellbeing indicators available. We will use the following data to help inform our initial action plan.

JOINT WORKFORCE DATA FROM THE HR DATABASE (ITRENT)

	April – October 2017 (Annualised)
Average days sickness absence per FTE	10.8
Number of employees absent for 20 days or more	7
Number of employees absent for less than 20 days	46
Number of staff absent due to workplace accident/injury	0
Number of employees referred to Occupational Health	18

EMPLOYEE RESPONSES TO STAFF SURVEY

A number of the staff survey questions were set up with the HSE Stress Management Standards in mind, to enable the Councils to get a measure against each of the six key areas that can lead to workplace stress. The six areas include:

- Change
- Support
- Role
- Relationship
- Demands
- Control

	% Employees who responded positively			
	2014	**2015**	**2016**	**2017**
CHANGE: Change is how organisational change (large or small) is managed and communicated in the organisation.	67%	77%	83%	76%
SUPPORT: Support is about the encouragement and	79%	87%	87%	87%

resources provided by the organisation, line management and colleagues.				
ROLE: It is important that staff understand their roles within the organisation and for the organisation to ensure that they do not have conflicting roles.	79%	87%	87%	87%
RELATIONSHIP: Relationships include promoting positive working to avoid conflicts and dealing with unacceptable behaviour.	81%	86%	86%	86%
DEMANDS: Demands include issues such as workloads, work patterns and the work environment.	71%	83%	89%	85%
CONTROL: Control is about how much say the person has in the way they do their work.	77%	85%	88%	88%

DEMOGRAPHIC PROFILE OF EMPLOYEES

The demographic profile of our employees can also provide some useful pointers to their health needs:

AGE

In 2017 the average age of our employees was 44.7 years old and the age profile of our workforce is as follows:

Aged <20 years	1.0%
Aged 21-30 years	17.4%
Aged 31-40 years	17.6%
Aged 41-50 years	24.4%
Aged 51-60 years	26.2%
Aged 60+ years	12.7%

GENDER

In 2017 the gender composition of our workforce was 62.8% female; 37.2% male.

BUCKINGHAMSHIRE WIDE DATA

The health and wellbeing of our employees can be linked to a certain degree to the general health and wellbeing issues of the people of Chiltern and South Buckinghamshire and surrounding areas.

HEALTHY EATING

It is estimated that over a quarter of a million adults (62.6% of the adult population) in Buckinghamshire population are overweight or obese, although this is a little below the national and regional averages. There are no local data on tooth decay among adults, but national and regional estimates suggest that around 30% of the adult population are affected by tooth decay. The proportion of adults in Buckinghamshire who reported consuming five or more portions of fruit and vegetables a day is higher than the national average, but this is still only 30.8% of the population.

This suggests that our wellbeing initiatives should include the promotion of healthy eating.

PHYSICAL ACTIVITY

There is compelling evidence that regular physical activity can reduce the risk of ill health, and also improve mental wellbeing and community cohesion. Latest research indicates that sedentary lifestyles damage health, and that even individuals who currently meet recommended levels of physical activity may be susceptible to the adverse effects of prolonged episodes of sedentary behaviour.

Over 60% of adults in Buckinghamshire meet activity guidelines, higher than the national and regional levels, but over 20% are inactive and there are still large numbers who do not undertake enough physical activity to benefit their health and wellbeing. Levels of activity are highest among young adults and among men, and lowest among the over 65s. There is some evidence of increases in physical activity among adults in Buckinghamshire, which is a positive finding compared with national trends.

This suggests that our wellbeing initiatives should include the promotion of increased physical activity.

SMOKING

In 2014, 15.1% of all adults aged 18 and over in Buckinghamshire smoked - statistically significantly lower than the national average of 18% and also lower than the South East average of 16.6%. Buckinghamshire is therefore already below the government target to reach a smoking prevalence of 18.5% nationally by the end of 2015, however this 15.1% still equates to approximately 59,280 adult smokers in Buckinghamshire.

Rates of adults smoking in Buckinghamshire declined from 16.2% in 2010 to 13.9% in 2012, but have increased slightly since then. However, smoking prevalence in Buckinghamshire has remained significantly below the England rate throughout 2010 to 2014. National rates have fallen from 26% in 2002 to 19% in 2015.

This suggests that smoking prevention is not a priority for us.

ALCOHOL MISUSE

Alcohol problems are widespread, but there are no local data on levels of consumption among adults in Buckinghamshire. Previous synthetic estimates based on 2009 data suggested the prevalence of different levels of risky drinking were not significantly different in Buckinghamshire from England or the South East. Estimates from national surveys suggest that around one in five adults in Buckinghamshire are consuming alcohol at levels that are a risk to their health, which is estimated to be 96,913 adults aged 16 and over10, which is made up of:

- 27, 421 higher risk drinkers (6.5%) (>35 units for women or >50 units for men per week)
- 69,492 increasing risk drinkers (16.5%) (>14 and ≤35 units for women, or >21 and ≤50 units for men per week)

In addition, there are an estimated:

- 264,528 lower risk drinkers (62.9%) (≤14 units for women or ≤21 units for men per week)
- 59,633 abstainers (14.1%)

This suggests that our wellbeing initiatives should include alcohol awareness.

DRUGS

There are no local data on the actual prevalence of substance misuse. Prevalence estimates for 2011/12 (the most recent currently available) for opiate, crack and injecting drug use in Buckinghamshire suggested that there were around 1,248 opiate users aged 15-64 in Buckinghamshire, a rate of 3.83 per 1,000 of the population which is lower than the South East (4.99 per 1000) and England (7.32 per 1,000)5,6. There were estimated to be around 862 crack users and 238 injecting drug users in Buckinghamshire; the prevalence rates of both these were also markedly below the national rates.

This suggests that education around drugs is not a priority for us.

Source: Buckinghamshire Strategic Needs Review

APPENDIX 2

FUTURE HEALTH AND WELLBEING ACTIVITY IN THE COUNCILS - 2018 ACTION PLAN

1. WORKPLACE HEALTH & WELLBEING FORUM

A Workplace Health and Wellbeing Forum will be established and will assume responsibility for developing a detailed action plan and managing progress against this action plan. Progress will be reported to Management Team and the Joint Staffing Committee on a regular basis.

SPECIFIC RESPONSIBILITIES OF THIS FORUM

- Annually review the Council's Health and Wellbeing Statement and agree an action plan to support this, ensuring this is focused on the right areas and is sufficiently challenging to deliver tangible and sustainable health improvements.
- Decide how we are going to evaluate the success of any new health or wellbeing before it is introduced. Effective measures will help identify what is, or isn't, working.
- Review progress against the action plan.
- On an agreed cycle, review Council data such as rates and reasons for sickness absence, Occupational Health referrals, use of Employee Assistance scheme, participation in Council health and wellbeing activities etc. and identify any areas or staff groups that may need more targeted health and wellbeing interventions.

2. HEALTH MANAGER

In conjunction with our Occupational Health provider in Autumn 2018 we will introduce "Health Manager" which is an interactive online and mobile behaviour change platform packed with information resources, health programmes, lifestyle assessment and log book to motivate employees towards pursuing their health and wellbeing goals.

Statistical data provided by employee usage of this system can identify the specific wellbeing needs of our workforce which can be incorporated into the action plan development to enable targeted wellbeing interventions that address our priorities.

3. TRAINING

We will work in partnership with the mental health charity MIND to offer all Managers, Supervisors and employees training to help them recognise mental health problems within their teams and offer appropriate support, specifically by:

- Promoting positive workplace mental wellbeing, by taking a holistic approach to managing employees;
- Recognising the early signs of stress and distress in the workplace;
- Feeling more knowledgeable about mental health conditions in the workplace;
- Developing practical strategies to support staff who experience mental health problems to stay in work using the Wellness Action Plan tool.

We will work in partnership with charity Richmond Fellowship to offer Mangers the opportunity to attend workshops to work through case studies in order to develop confidence in managing people with common mental health problems with a view to reducing the stigma associated with these conditions.

A range of relevant e-learning will be launched during spring 2018 and made available to all staff.

4. CYCLE PURCHASE SCHEME

We will continue to offer a salary sacrifice scheme to allow an affordable route to purchase pedal cycles having relaunched this scheme with a new provider in January 2018. The change in provider facilitates much more proactive marketing of the scheme.

5. "STEP INTO SPRING" PROMOTION

Presenting the Wellbeing Statement and promoting the revised cycle purchase scheme, publicising walking meetings and offering mental health awareness workshops to all staff will provide the opportunity to run a 'step into spring' promotion in May. Alongside these new initiatives, awareness of existing initiatives will also be raised. This will complement our annual Wellbeing Month.

6. MENTAL HEALTH AWARENESS

We will keep our mental health situation under review and continue to seek opportunities to raise awareness of mental health among staff. By reducing stigma through understanding, we hope to break down barriers to the support that people may need to stay well, recover, or manage their symptoms - to thrive in learning, work and life.

We will introduce Wellness Action Plans (WAPs) as a practical way of helping employees to support their own mental health at work.

7. CONTINUE EXISTING ACTIVITIES

Existing health and wellbeing activities will be continued, including the Wellbeing Month.

SUBJECT	Staff Social Media Policy
REPORT OF	Councillor Nick Naylor/Councillor Isobel Darby
RESPONSIBLE OFFICER	Bob Smith, Chief Executive
REPORT AUTHOR	Connie Primmer, cprimmer@chiltern.gov.uk 01494 586505
WARD/S AFFECTED	All

1. Purpose of Report

The current social media policies for staff was published in 2014 and since then social media has developed, making the policies out of date and less relevant to the current social media landscape. The policies have been rewritten and a new guidance document with advice and tips on best use of social media has been produced. Members are asked to review the policies and guidance and approve them.

RECOMMENDATIONS:

1. The social media policy for staff contained in Appendix A is approved.

2. The social media guidance contained in Appendix B is approved.

2. Reasons for Recommendations

The proposed new social media policy and guidance is intended to set out the principles which members of staff are expected to follow when using social media, encourage and enable them to use social media effectively and with confidence, whilst serving to highlight areas in which conflicts can arise.

The policy also outlines the circumstances in which use of social media may be monitored and the action which may be taken in respect of breaches of policy.

The policy summarises the corporate social media accounts currently in use at Chiltern and South Bucks District Councils and the management of these.

The social media policies have been developed following research into other councils' policies and feedback from the LGA Peer Challenge Review.

3. Consultation

The staff social media policy was presented at a Management Team and Unison meeting and feedback from the meeting was incorporated into the policy.

4. Options *(if any)*

Members have the option of not approving the social media policy, which will result in the policy from 2014 remaining in place. Members can also propose amendments to the policy.

5. Corporate Implications

7.1 Financial: There are no financial implications
7.2 Legal: Legal have reviewed the document and provided feedback which has been incorporated into the final version.

8. Links to Council Policy Objectives

Social media is a cost-effective method of communicating with customers in order to provide them with information about services.

It offers customers an immediate and direct way to contact the council and is a means of responding to customers' concerns, complaints and positive feedback.

It is also an important method in managing the councils' reputation and celebrating success.

This policy supplements the Joint Chiltern and South Bucks Councils ICT Security Policy, Harmonised Code of Conduct and Disciplinary Procedure.

9. Next Steps

If the recommendations are agreed, the policy will be launched to all staff.
It will be published on the intranet and circulated via email.
Social media training for staff who use social media in their roles will provided by the Communications, Performance and Policy Team. The social media guidance will be reviewed and updated regularly by the Communications Team as social media channels continue to evolve.

Background Papers:	None, other than those referred to in the report.

Chiltern and South Bucks District Councils Social Media Policy for staff

1. What is social media?

1.1 'Social media' is the term used for online websites and applications that enable users to create and share content. Users can interact with each other in various ways and build online networks which encourage participation, dialogue and involvement.

1.2 There are many social media sites but some of the most popular examples are Facebook, Twitter, YouTube, Instagram and LinkedIn.

1.3 Social media is an incredibly valuable tool for communicating with people directly and instantly. Rather than waiting for a resident or group to approach the Councils, social media offers the opportunity to connect with the community proactively, listen to what people are saying and engage with them on an equal footing, focusing on two-way communications rather than simply delivering messages via press releases and newsletters.

1.4 Social media provides further opportunities to communicate with residents, which can lead to:

- Better informed residents
- Greater involvement with residents
- A new dialogue between residents and the Councils
- Better knowledge of our customers and communities
- Easier access to hard to reach groups like the younger population of Chiltern and South Bucks

1.5 To add to this, social media is:

- Real-time; you could send a message and potentially contact thousands in seconds
- Engaging
- Direct; delivered straight to a person's phone or computer
- Free
- Paperless

1.6 There are many benefits to using social media both professionally and personally and the Councils recognise the added value that social media brings to our ability to communicate. We therefore encourage staff to appropriately engage with social media but to be aware that its use also carries some risks.

2. What is this policy about?

2.1 This policy sets out the principles and standards which Chiltern and South Bucks staff are expected to observe when using social media, the circumstances in which staff use of social media may be monitored and the action which may be taken in respect of breaches of this policy.

2.2 The policy applies to individuals working at all levels and grades, including consultants and contractors, homeworkers, part-time and fixed-term employees, casual agency staff and volunteers, who are collectively referred to as staff in this policy.

2.3 Social media provides a number of benefits in which Chiltern and South Bucks District Councils staff may wish to participate. However, when someone identifies their association with Chiltern and South Bucks District Councils and/or discusses their work, they are expected to behave appropriately when using social media, and in ways that are consistent with both the Councils' values and policies.

2.4 The intention of this policy is not to stop Chiltern and South Bucks staff from conducting legitimate activities on social media. Rather, this policy is intended to help staff make appropriate decisions about the use of social media and serves to highlight areas in which conflicts can arise.

2.5 It is important that staff are aware that whilst the law regarding social media is an evolving area, the law does apply and if staff use social media in a manner which could be deemed unlawful, the Councils would not be able to defend staff members' actions as it would be considered their personal responsibility.

2.6 Breach of this policy may be dealt with under the Councils' Disciplinary Procedure. This applies whether the equipment being used when the policy is breached is Council owned or personal property. Contravention of the advice within this policy could result in civil action or even prosecution.

2.7 This policy supplements the Joint Chiltern and South Bucks District Councils ICT Security Policy which can be found on the intranet.

3. Social media use at Chiltern and South Bucks District Councils

3.1 The Joint Communications, Performance and Policy Team is responsible for publishing content on the corporate Chiltern and South Bucks social media accounts.

3.2 Currently we have Twitter, Facebook, LinkedIn and Instagram accounts.

3.3 These are managed by the Joint Communications, Performance and Policy Team and the passwords are changed regularly for security.

3.4 A small number of departments within the Councils have their own social media accounts which they are responsible for. These are Community Safety, Building Control and Democratic Services.

3.5 Passwords for these accounts must be shared with the Joint Communications, Performance and Policy Team and changed regularly.

3.6 All requests for new Chiltern and South Bucks District Councils official accounts must go to the Joint Communications, Performance and Policy Team.

3.7 Before an account or page is requested, the level of engagement that will be required, the resources that may be needed to achieve it and over what timeframe needs to be agreed with the relevant senior manager (principal officer or head of service).

3.8 All staff required to use social media on behalf of Chiltern and South Bucks District Councils as part of their job role will be offered training by the Joint Communications, Performance and Policy team and managers should ensure that all staff who may be using social media for the Councils receive this training.

4. Some basic principles are covered below:

4.1 Before uploading Chiltern and South Bucks District Councils material onto a social networking site, you should make sure that you are aware of, and comfortable with, the site's own terms and conditions.

4.2 When forwarding or sharing online messages, care should be taken that it does not appear that Chiltern and South Bucks District Councils are endorsing a particular opinion.

4.3 When using the councils' social media accounts staff should not express personal or political views.

4.4 Staff should be sensitive to the minimum age requirements on different social networking sites. This is often set at age 13.

4.5 Advertisements on Chiltern and South Bucks District Councils-branded social networking pages should be monitored to check that they are appropriate.

4.6 The closure or mothballing of a site should be carefully managed to ensure that it does not remain Chiltern and South Bucks District Councils-branded but neglected.

5. Consideration towards other members of staff when using social networking sites

5.1 Social media sites allow photographs, videos and comments to be shared with thousands of other users. However, it may not be appropriate to share work-related information in this way.

5.2 For example, there may be an expectation that photographs taken at a private Chiltern or South Bucks event may not appear publicly online, both from those present and perhaps those not at the event. Staff should be considerate to their colleagues in such circumstances and should not post information when they have been asked not to. They should also remove information about a colleague if that colleague asks them to do so, immediately.

6. Personal use of social media

6.1 It is acknowledged that staff members may have their own personal social media accounts.

6.2 We respect the desire to use social media for personal communication and expression, and ask staff to exercise simple good judgement and common sense around how personal comments or activities online could reflect on the Councils.

6.3 The views and opinions you express in personal use of social media are of course your own but should not bring the Councils into disrepute.

6.4 The same standards of behaviour and conduct apply online as would be expected offline. The Chiltern and South Bucks District Councils' Employees Code of Conduct applies.

6.5 Staff should be aware that through the open nature of such sites, it is possible for third parties to collate vast amounts of information.

6.6 The public must be able to trust the integrity of the services at Chiltern and South Bucks District Councils. Our residents need to be confident that the outside activities of our staff do not undermine the Councils' reputations and that decisions are not perceived to be influenced by any commercial or personal interests.

6.7 It is good practice to ensure any private opinions you may broadcast on social media channels are not made in your official capacity as a CDC or SBDC employee and so do not risk being a breach of your terms of employment.

6.8 If you publish content to any third party website not owned by the Councils, and it has something to do with the work you do or services associated with the Councils, or your account makes clear you are a Council member of staff, we suggest using the following disclaimer: "The views expressed here are my own and do not necessarily represent the views of Chiltern and South Bucks District Councils".

6.9 If a staff member is contacted by the press about posts on their social networking site that relate to Chiltern and South Bucks District Councils they should talk to their senior manager (principal officer or head of service) before responding. The Joint Communications, Performance and Policy Team must be consulted with regard to all press contact.

6.10 When staff are using personal social media accounts they are free to engage in political activity unless their post is politically restricted e.g. communications officers. However, when they identify themselves as a Chiltern and South Bucks staff member on these sites they must state that their views are their own (see 6.8 above).

6.11 Unless there are specific concerns about the nature of their role staff members are free to talk about their jobs online. Staff members should discuss any potential conflicts of interest with their senior manager.

6.13 Staff must not reveal confidential information about Chiltern and South Bucks District Councils including internal policy and discussions.

6.14 Personal blogs, websites and social media must not be used to attack or abuse colleagues. Staff members should respect the privacy and the feelings of others at all times. Best practice would be to not mention or refer to a Member or member of staff of either Council in any capacity.

6.15 If a staff member is offered payment to produce social media post for a third party this could constitute a conflict of interest and must be discussed with their senior manager (principal officer or head of service).

6.17 Any potential conflicts of interest regarding a staff member's use of social media should be discussed with their line manager and/or the Chief Executive.

7.0 Social media and the law

7.1 Staff are personally responsible for the material they broadcast via their own social media accounts or websites.

7.2 This includes if anything is published that breaks the law such as defamatory statements or anything which is in contempt of court, breach of copyright or political comment and electioneering.

7.3 If you would like to further guidance on this, please see the Chiltern and South Bucks District Councils' Guide to Social Media.

8. Open Access Online Encyclopaedias (most common is Wikipedia)

8.1 In the course of Chiltern and South Bucks District Councils work, staff may find errors in online encyclopaedias. If you edit online encyclopaedias using Council equipment the source of the correction will be recorded as a Chiltern and South Bucks District Councils IP addresses. The intervention may therefore look as if it comes from the Chiltern and South Bucks District Councils themselves. Staff should therefore act in a manner that does not bring the Councils into disrepute and should not post derogatory or offensive comments on any online encyclopaedias.

8.2 When correcting errors about the Councils, staff should be transparent about who they are. They should never remove criticism of Chiltern and South Bucks District Councils. Staff should not remove derogatory or offensive comments but must report them to the Joint Communications, Performance and Policy team for them to take action.

8.3 Before editing an online encyclopaedia entry about Chiltern and South Bucks District Councils, or any entry which might be deemed a conflict of interest, Chiltern and South Bucks District Council staff should consult the house rules of the site concerned and, if necessary, ask permission from the relevant wikieditor. They may also need to seek advice from the Joint Communications, Performance and Policy team.

9. Monitoring use of social media

9.1 Staff should be aware that any use of social media websites (whether or not accessed for work purposes) may be monitored and, where breaches of this policy are found, action may be taken under the Chiltern and South Bucks District Councils' Disciplinary Policy and Procedure.

9.2 Misuse of social media can, in certain circumstances, constitute a criminal offence or otherwise give rise to legal liability against the member of staff and the Councils. It may also cause embarrassment to us and our customers/residents.

9.3 In particular uploading, posting or forwarding a link to any of the following types of material on social media, whether in a professional or personal capacity, could amount to disciplinary action under the staff disciplinary policy(this list is not exhaustive):

a) pornographic material (writing, films, pictures, video clips)

b) a defamatory statement about any person or organisation

c) material which is offensive, obscene, criminal discriminatory, derogatory or may cause embarrassment to the Councils, their customers/residents or their staff

d) confidential information about the Councils or any of its staff or customers/residents (which staff do not have express authority to disseminate)

e) any other statement which is likely to create any liability (whether criminal or civil, and whether for the member of staff or the Councils); or

f) material in breach of copyright or other intellectual property rights, or which invades the privacy of any person

Any such action will be addressed under the Chiltern and South Bucks District Councils' Disciplinary Policy and Procedure.

9.4 Where evidence of misuse is found a more detailed investigation may be undertaken in accordance with the Chiltern and South Bucks District Councils' Disciplinary Policy and Procedure. This may involve the examination and disclosure of monitoring records to those nominated to undertake the investigation and any witnesses involved in the investigation. If necessary such information may be handed to the police in connection with a criminal investigation.

9.5 If a member of staff notices any use of social media by other staff or councillors in breach of this policy they should report it to the Chief Executive/Leader of the Council or the Joint Communications, Performance and Policy Team.

9.6 In addition the Joint Communications, Performance and Policy Team will monitor social media comments about the Councils.

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Social Media Guide

CHILTERN District Council

SOUTH BUCKS District Council

Stronger in partnership

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Introduction

This guide will provide an introduction to social media with advice and tips on how best to use it to benefit you and your community.

It will provide a brief overview of the main social media platforms, and a more in-depth look at how to use Facebook and Twitter.

If you would like any advice or help with setting up a social media account, speak to the Joint Communications, Performance and Policy Team.

Facebook

What is it?

Facebook is the best known social network with more than 1.44 billion monthly active users worldwide and over 31 million in the UK alone.

Who uses it?

The majority of the UK population; 60% of people in the UK have a Facebook account. In the UK, 49% of Facebook users are male and 51% are female.

The biggest user group is aged 25 to 34, followed by ages 35 to 44, but the growing user groups are aged 45 to 54 and aged 55 to 64. Latest research shows younger people are using Facebook less, with almost 1 million 12 to 24 year olds leaving the site in the past year.

This year (2018) it's estimated there will be 6.4 million over 55 year olds regularly using Facebook.

Best types of posts

- opinions
- jokes
- news
- polls
- photos and videos
- links to articles
- sharing other accounts' posts

... anything goes

Boost Post | Publish

www.facebook.com/chilterndistrictcouncil

www.facebook.com/southbucksdistrictcouncil

Twitter

What is it?

Twitter is a micro-blogging site for people to communicate through the exchange of quick, frequent messages. People post tweets, which may contain photos, videos, links, and text. These messages are posted to your profile, sent to your followers, and are searchable on Twitter and through search engines.

Who uses it?

Twitter users are predominantly male and mostly 18 – 29 year olds. 53% of Twitter users never post any updates. There are 317 million unique monthly uses in the UK.

Best types of posts

Tweets with images receive 18% more clicks than tweets without images. Images that include links are 86% more likely to be retweeted.

147 Tweet

@ChilternCouncil

@SouthBucksDC

Instagram

What is it?

Instagram is a photo and video-sharing social media network that allows users to share content either publicly or privately to pre-approved followers.

Who uses it?

There's a 50/50 split in terms of gender and 90% of Instagram users are under the age of 35.

Best types of posts

It's all about images on Instagram, but you don't have to be a professional photographer. Any interesting or striking images, graphics or inspirational quotes work well and light-hearted content tends to be most popular. Use hashtags to increase the number of people who see and like your posts.

@chilternsouthbucks

Snapchat

What is it?

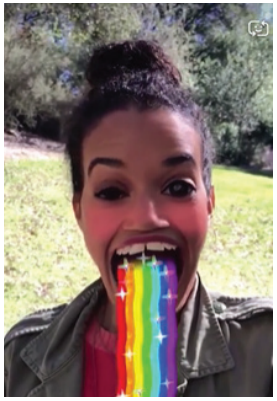
A video and photo sharing application. Content disappears from the application either immediately or after 24 hours.

Who uses it?

Snapchat users tend to be younger people; more than half of UK Snapchat users are under 35, while 71% of British Snapchat users are under the age of 45. The core user base is women; 55% of British adults who access the app are female.

Best types of posts

Fun, light-hearted images and videos, often using novelty filters.



YouTube

What is it?

A video blogging site. YouTube has 1 billion unique monthly users and as of November 2016, YouTube surpassed Facebook as the social network with the farthest reach in the UK. Every minute, 2 million videos are viewed. In the US, YouTube reaches a bigger audience than some television networks.

Who uses it?

Users are predominantly male rather than female. The age range is 18 to 49.

Best types of posts

Videos...about absolutely anything. From music videos to funny clips, staged and directed or raw and unedited, short or long, covering any topic.

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LinkedIn

What is it?

A professional network for business connections.

Who uses it?

Businesses, professionals, employers, employees and job-seekers. Users are fairly evenly split in terms of gender but there are slightly more men than women. LinkedIn users are typically slightly less likely to use other social networks.

Best types of posts

Longer-reads with graphics and photos – but videos work less well. Focus on work-related, professional content rather than personal.

Like Comment Share

Chiltern & South Bucks District Councils

Glossary of terms

These are some terms and phrases you'll come across if you use social media.

Platform or channel – this is another name for a social media site.

Content, post or update – this is something you've written or a picture or video that you've added to your profile or page.

Follower – this is someone who has opted to get updates from you.

Follow – this is when you choose to get updates from somebody else's social media.

GIF – A GIF is a format of image but nowadays, animated GIFs are one of the most common image formats online. You can find GIFs to use on websites such as Giphy.

Hashtag – this is a way of connecting your content to a topic and making it easy for people to find it even if they don't follow you. For example **#Buckinghamshire #community** or **#localgovernment**. It can also be a useful way to quickly see what people are saying about that topic.

Like on Facebook – this is done by clicking a 'like' button on Facebook which is the thumbs up image usually found under a post, a picture or a video. You are telling people that you like or agree with what you've read, seen or watched.

Like on Twitter – this is the action when you click the 'heart' button on Twitter. It allows you to refer back to a particular tweet later. Other people can see what you've 'liked' too.

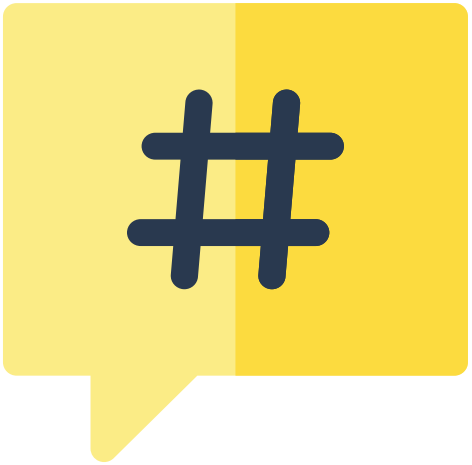
Meme – Memes tend to be static images that make a humorous topical or pop culture reference.

Share – by sharing, you allow your followers to see something you've seen and think is worth them seeing too.

Retweet or RT – this is the act of sharing something you've seen to your Twitter followers.

Stream or timeline – this is the list of updates that you receive from people you follow.

Selfie – a picture of yourself taken by yourself, or if it's a group shot, taken by one of the other subjects in the picture.



General social media tips

- Be human
- Show your personality
- Talk about where you are and what you're doing and share interesting stories
- Post regularly – weekly updates of your activities as a councillor, updates on policies and actions of interest to your community are a good place to start
- Posting about issues which you would like feedback on and notices of events and public meetings are also good
- Make it easy for people to find you online by mentioning your location frequently which will then be picked up in searches
- You may also want to include your social media details in your email signature
- Avoid posting when incapacitated or otherwise tired and emotional
- Don't argue with someone who is argumentative; some people like to row online for the sake of it
- Respect other people's privacy – don't share things online without their permission
- Don't feel you have to answer all times of the day
- It's a two-way conversation so don't just broadcast messages
- Respond to comments and have conversations with people – but be aware that everyone can see the conversation

- Check all posts for spelling, grammar and typos. Look up Donald Trump's 'covfefe' gaffe for inspiration.

- Keep your communications clear, positive, polite and professional

- Share photos, videos and other media as appropriate. Posts with media content tend to work better than words alone as people respond well to photos and videos

- Consider whether to have separate personal and professional accounts but be aware that the lines can be blurred and unless your personal account is private, it's unlikely to be thought of as separate

- Everything online is potentially permanent – even if you delete a post immediately, someone could have taken a screen shot

- Watch and learn from other councillors who are using social media

- Enjoy it!

Personal safety and security

Check your privacy settings so that you understand who can see what you publish and who can view your personal information.

Be aware that anyone who knows your name or username can search for you online so make sure you are happy with what people can see when they find you. Facebook, Instagram and Twitter all offer clear advice on their sites.

Minimise security risks by using strong passwords for social media accounts and changing them regularly. Protect your devices with a pin to restrict access and prevent misuse. Be mindful that some social media sites are sometimes used to distribute malicious software or code.

Don't let anyone else access your social media accounts.

If you have your location settings switched on for your phone or computer, be aware that posting on social media will mean anyone in the world can see where you are. You might prefer to save photos and publish them online later rather than 'live' if you don't want to broadcast your whereabouts.

You may wish to state that your account is not monitored 24/7, so that people don't except an instant response from you and anyone seeking urgent help can be signposted elsewhere.

Trolls - Trolling is a form of bullying where people abuse and aggressively poke fun at an individual or an organisation. The likelihood is that this won't happen, but if it does the best response is to ignore them. The internet phrase is 'do not feed the troll.' Trolls love attention and they hate being ignored. So ignore them.

Spam / viruses - Being hacked is quite rare and there are ways you can protect yourself. As with email, if you are sent a link and it looks suspect don't open it. Just delete it. Change your password on a regular basis and don't tick the 'remember me' box when you are using a public computer.
Law

See the Chiltern and South Bucks District Councils' Social Media Policy for more information about how to avoid getting into trouble with the law when using social media.

Facebook tips

There are numerous ways you can use Facebook in your role as a Member – chose what works best for you.

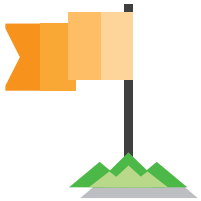
A Facebook account

You will need an account in order to use Facebook. This is your own profile with your name and details. Go to Facebook.com and click 'sign up' to start.

Anyone can see what you post, even people not signed up to Facebook, until you change the privacy settings.

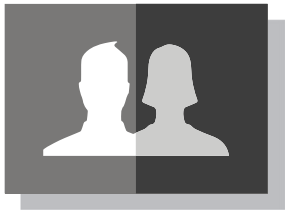
When you change your privacy settings you can control who can see what on your account.

People will request to be your Facebook friend and if you accept them, they will be able to see your restricted content and you will be able to see theirs.



A Facebook Page

A page is for a business, organisation or individual who wants to connect more widely across Facebook. Anyone can see what you post on a page and people can 'like' and then follow what you post.



A Facebook Group

A place where like-minded people can meet and chat, for example a community group for village residents or an action group for members of a campaign. If you set one up you can make a group open or closed and decide who becomes a member.

You can set up a Facebook account and then create pages and groups. Or you may prefer just to use your account and not have a page or group.

Videos work well on Facebook, especially live videos. People spend three times longer watching a live video than they do a recorded video.

You can edit Facebook posts as many times as you want.

The 'lifespan' of a typical Facebook post is less than three hours. This means you will get the majority of your reaction to the post within the first three hours.

For regular use of your Facebook page, posting three or four times a week is a good level to aim for, but do whatever feels best for you. You might find that you want to post a couple of times a day, or less often.

Twitter tips

Get started by setting up an account – visit Twitter.com and click 'sign up'. Twitter will take you through a step by step guide to the process.

Make sure you upload a profile picture – accounts with no photo tend to look like spam or untrustworthy.

Start by following people; friends, celebrities, news sources and anyone whose tweets you enjoy. When you follow people on Twitter, their tweets instantly show up in your timeline.

Similarly, your tweets will show up in the timelines of people who follow you.

Tweets have a limit of 280 characters. If you want to post more than one Tweet and link them together, you can do this by 'replying' to your original tweet. This will then show up as a 'thread'.

You can't edit Tweets. If you make a mistake, you can either delete it and re-post, or admit your mistake.

Your tweets have a higher chance of being retweeted if you ask for them to be, by writing 'please retweet' or 'please share'.

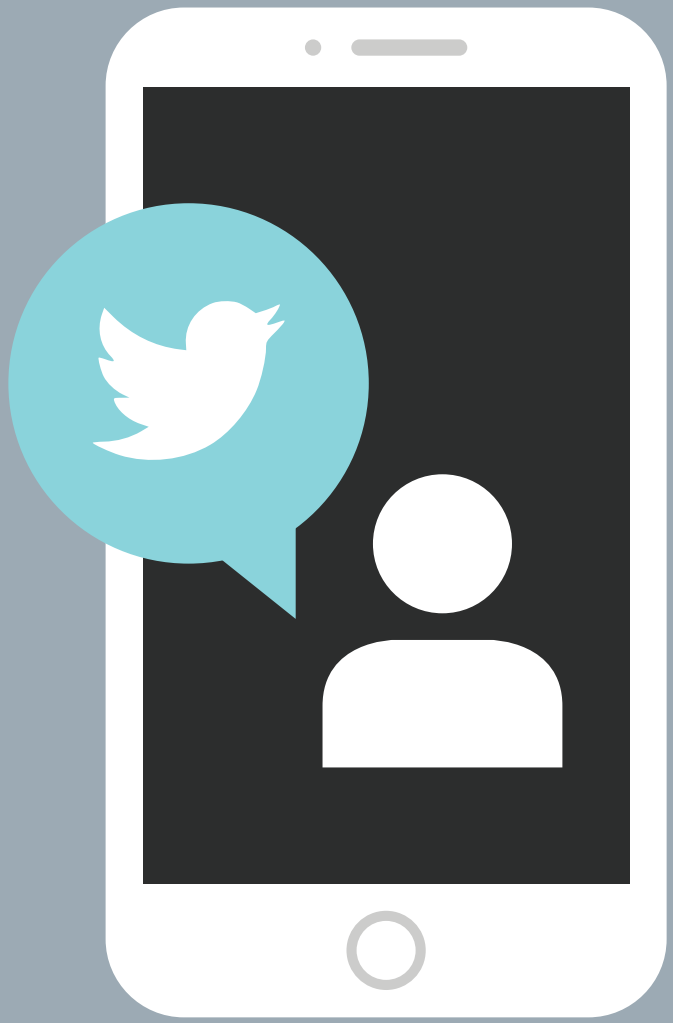
To start a conversation with another person or organisation, use their Twitter name or handle – such as @ChilternCouncil.

You can include the handle anywhere in the tweet. If you start a tweet with the Twitter handle, only the account or accounts you are addressing will normally see the tweet in their timeline, but it will still be public.

Share interesting and relevant tweets you may have seen. For example, posts from a local charity or news that is relevant to your followers.

A hashtag is a word or phrase that starts with the # symbol. It can be a way to connect you to a conversation around an issue, place or event being discussed online. When you click on a hashtag it allows you to search all tweets that are contributing to the discussion.

It's not entirely necessary to use a 'hashtag' any more, as Twitter automatically picks up words and phrases and groups them together. However, it's still the best way to join a conversation and many people use them for style.



If you have any comments about the social media guide or wish to set up an account for your team, please contact the Communications, Performance and Policy Team:

communications@chiltern.gov.uk

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