



MEETING : LOCAL JOINT PANEL
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : WEDNESDAY 30 SEPTEMBER, 2015
TIME : 2.30 PM

MEMBERS OF THE PANEL

EMPLOYER'S SIDE:

Councillors E Buckmaster, L Haysey, A Jackson (Vice-Chairman) and G McAndrew

Substitutes:

G Cutting

STAFF SIDE - UNISON

Ms F Brown, Mr S Ellis and Mr A Stevenson (Chairman)

Substitutes: S Gray and J Francis

(Note: Substitution arrangements must be notified by the absent Member to Democratic Services 24 hours before the meeting)

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DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
 - must not participate in any discussion of the matter at the meeting;
 - must not participate in any vote taken on the matter at the meeting;
 - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
 - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
 - must leave the room while any discussion or voting takes place.

2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.

3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.

4. It is a criminal offence to:

- fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
- fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
- participate in any discussion or vote on a matter in which a Member has a DPI;
- knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

(Note: The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to 5 years.)

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AGENDA

1. Apologies

To receive apologies for absence.

2. Minutes (Pages 5 - 8)

To confirm the Minutes of the meeting held on 17 June 2015

3. Chairman's Announcements

4. Declarations of Interest

To receive any Member's Declarations of Interest.

5. Reports by Secretary to the Employer's Side

(A) Organisational Development Strategy 2015-2019_(Pages 9 - 34)

(B) Professional Career Vocational Study Policy_(Pages 35 - 50)

(C) Smoke-free Workplace Policy_(Pages 51 - 56)

6. Reports by Secretary to the Staff Side

There are no reports to consider.

7. Urgent Business

To consider such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.

MINUTES OF A MEETING OF THE
LOCAL JOINT PANEL HELD IN THE
COUNCIL CHAMBER, WALLFIELDS,
HERTFORD ON WEDNESDAY 17 JUNE
2015, AT 2.30 PM

PRESENT: **Employer's Side**

Councillors E Buckmaster, A Jackson and
G Cutting

Staff Side (UNISON)

Mr A Stevenson (Chairman) and Ms F Brown

ALSO PRESENT:

Councillors C Woodward

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Democratic Services Officer
Emma Freeman	- Head of Human Resources and Organisation Development

1 **POLICY FOR HANDLING PERSONAL DATA**

The Head of Information, Customer and Parking Services submitted a report setting out a new policy for handling personal data to ensure compliance with best practice and the Data Protection Act.

The Secretary to the Employer's Side explained that the new policy, as set out within Essential Reference Paper "B" would be applicable to employees, services and functions of the Council to ensure compliance with the requirements of the Data Protection Act.

In response to a query regarding training, the Secretary to the Employer's Side explained that staff received training, via an "e"-learning programme called "Bob's Business" which focused on specific areas of learning. The Digital and Information Manager was then able to track who had completed areas of learning.

In response to a query from Councillor A Jackson regarding rolling out the idea of "Bob's Business" "e"-learning to Members, the Secretary to the Employer's Side explained that the information was generic and that she would discuss the matter of extending Member training with the Scrutiny Officer and Head of Information, Parking and Customer Services.

Assurances were sought that there was consistency with Members' Data Policy and the revisions now proposed. The Secretary to the Employer's Side was confident that there would be consistency between the policies but undertook to discuss the matter further with the Head of Information, Parking and Customer Services and ask for an email to be sent to the Panel.

The Panel recommended approval of the report subject to confirmation that the revised policy was consistent with Members' Data Policy.

RECOMMENDED – that subject to confirmation that the revised policy, as now submitted, was consistent with the Members' Data Policy, the Policy for Handling Personal Data be approved.

2 **SHARED PARENTAL LEAVE - FAMILY FRIENDLY POLICIES**

The Secretary to the Employer's Side submitted a report on changes to a new policy on Shared Parental Leave and Family Friendly policies which encompassed a number of changes to employment law effective from 5 April 2015.

The Secretary to the Employer's Side reminded Members that the Human Resources Committee on 25 March 2015 had asked that Officers review fostering arrangements in other Authorities and report back to Members.

The Secretary to the Employer's Side explained that the policy now submitted had been updated to include the rights of employees who fell within the "Foster to Adopt" Scheme and as such were entitled to Adoption Leave, Shared Parental Leave and Paternity Leave.

The Panel recommended approval of the report.

RECOMMENDED – that the Shared Parental Leave - Family Friendly Policies, as now submitted be approved.

3 APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN

It was moved by Fiona Brown (UNISON) and seconded by Councillor A Jackson that Andrew Stevenson (UNISON) be appointed as Chairman for the civic year 2015/16.

After being put to the meeting and a vote taken, Andrew Stevenson was appointed Chairman of the Local Joint Panel for the civic year 2015/16.

It was moved by Councillor E Buckmaster and seconded by Councillor G Cutting that Councillor A Jackson be appointed Vice Chairman for the civic year 2015/16.

After being put to the meeting and a vote taken, Councillor A Jackson was appointed Vice Chairman of the Local Joint Panel for the civic year 2015/16.

RESOLVED – that Andrew Stevenson (UNISON) and Councillor A Jackson be appointed Chairman and Vice Chairman respectively, for the civic year 2015/16.

4 APOLOGIES

Apologies for absence were submitted from Councillor L Haysey and G McAndrew. It was noted that Councillor G Cutting was substituting for Councillor G McAndrew.

5 MINUTES

RESOLVED - that the Minutes of the meeting held on 11 March 2015 be approved as a correct record and signed by the Chairman.

The meeting closed at 2.45 pm

Chairman
Date

EAST HERTS COUNCIL

LOCAL JOINT PANEL – 30 SEPTEMBER 2015

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

ORGANISATIONAL DEVELOPMENT STRATEGY 2015 to 2019

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

Members are invited to consider the Organisational Development Strategy 2015 – 2019 as now submitted and to make a recommendation or not, to Human Resources Committee.

<u>RECOMMENDATION FOR LOCAL JOINT PANEL:</u>

That:

(A) the Organisational Development Strategy 2015 – 2019 be approved.

1.0 Background

- 1.1 The Council's People Strategy 2009 to 2012 provided a framework for the delivery of people management during that period.
- 1.2 The People Strategy 2009 to 2012 was extended to 2014 to support the development of the organisational development programme called 'Here to Help'. It was agreed that the People Strategy would be reviewed following the outcomes of the organisational development programme.
- 1.3 "Here to Help" commenced in January 2014 and is an ongoing organisational development programme, which allows employees to continually put forward their ideas, engage with managers and improve the overall way the council serves its residents.

- 1.4 The purpose of 'Here to Help' is celebrating what is good, sharing good practice, making things better and unlocking barriers to better working. It is about giving employees greater opportunity to think about how we can improve the way we work together to deliver a high quality customer experience every time.
- 1.5 The Corporate Management Team in April 2015 approved the recommendation that the programme would be further developed in two streams.
- Business Improvement lead: Head of Business Development. Developing our capacity and efficiency as an organisation by focusing on service improvement projects and increasing the performance of services delivered by East Herts Council.
 - Organisational Development lead: Head of HR and OD. Embedding our values and positive behaviours and how we work together to continually improve service delivery to customers.

2.0 Report

- 2.1 The Organisational Development Strategy 2015 to 2019 has been developed to support and compliment the Council's values and priorities; we are here to help, we work together to support each other and we aim high to make a difference.
- 2.2 The Strategy has been developed in consultation with senior management, employees and Unison (See Essential Reference Paper B).
- 2.3 The OD Strategy supports the 2016/17 integrated finance and business planning process to baseline skills and experience in each service area, predicting future needs and quantifying the gaps to get there. Succession planning is a key vehicle in action planning to deliver the OD Strategy.

3.0 Implications/Consultations

- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	People – Fair and accessible services for those that use them and opportunities for everyone to contribute This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.
Consultation:	SMG, Unison, Health and Safety, Equality, Health and Wellbeing and all employees have been consulted on the OD Strategy
Legal:	<i>None</i>
Financial:	The OD Strategy will be delivered within service budgets The OD Strategy supports the 2016/17 integrated finance and business planning process to baseline skills and experience in each service area, predicting future needs and quantifying the gaps to get there. Succession planning is a key vehicle in action planning to deliver the OD Strategy.
Human Resource:	As detailed in the report
Risk Management:	As detailed in the report
Health and wellbeing – issues and impacts:	As detailed in the report

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Essential Reference Paper “B”

Organisational Development Strategy

2015 - 2019

*We are here to help, we work together to support each other
and we aim high to make a difference.*

Introduction

Local Authorities are facing unprecedented challenges; in particular around growing demand for services and pressure on budgets. There is an expectation from central government that the public sector will rise to those challenges and re-evaluate the opportunities for its role in service delivery.

We know that to succeed we need to focus on outcomes for residents. Simply put we must determine what is needed and secure the most effective value for money services whether through direct delivery or through partnerships.

Our mission then is to ensure our workforce can demonstrate the skills, knowledge and commitment to deliver the services required now and in the future: producing resident-focussed outcomes that represent value for money and locking into the synergies which can be gained by joining up with our public, private and voluntary partner providers.

To deliver against these outcomes requires that we attract and retain a high calibre, talented and engaged workforce. It means continuously developing our employees so they are equipped to be flexible, creative and multi-skilled. By building capacity within our workforce we will be better able to respond to the challenges we face and continue to be 'Here to help'.

In creating this strategy, we address both performance (delivery of objectives) and behaviour – *how* the objectives are achieved. We must pay attention to the tangible outcomes for our residents and also the softer issues which are demonstrated by the organisation's values and the behaviours expected from our employees as set out in the behavioural framework 'Here to Help'.

Our Vision

To improve the quality of people's lives and preserve all that is best in East Herts

Our Strategic Priorities

Being **Here to Help** is central to the Council's purpose and ethos:

- It is central to the services and support that we provide to residents and businesses and how we provide them
- It is the main driver that underlies the Community Leadership role of our elected Members
- It underpins the purpose of the **Here to Help** employee discussions and activities

We are committed to the communities we serve and delivering good quality services that reflect local priorities and resources.

Three **PRIORITIES** provide focus in those endeavours.

They are:

People – Fair and accessible services for those who use them and opportunities for everyone to contribute

Place – Safe and clean

Prosperity – Improving the economic and social opportunities available to our communities

Our Organisation

Our message to our residents and customers is that we are 'Here to help' and to make a difference. We want to deliver the outcomes that local residents, customers and communities want, so we will always endeavour to:

- Provide efficient and joined-up services, easily accessible to the customer

- Be a gateway for access. If customers need help and don't know who to ask, we will try to help them or put them in touch with someone else who can
- Provide excellent customer service ensuring that our customers get the services or support they need whether provided directly by us or through our partners
- Work in partnership with others across the district through the East Herts Local Strategic Partnership
- Create an environment where communities feel empowered and supported to provide their own solutions

We are also clear that we cannot achieve success without the performance and contribution of our workforce. These priorities therefore shape the people requirements for the Council and will determine the skills, talent, knowledge and behaviours needed from our employees.

Our Culture

Our culture focuses on the ethos of being 'Here to help'. This lies at the root of our organisational values and behaviours demonstrated by the actions of employees and Councillors.

Our values and behaviours are:

Here to help

- We are helpful and understanding
- We listen and explain
- We are knowledgeable and informative
- We make time for our customers
- We take ownership of an issue and we try to get it right first time

We work together

- We respect and value colleagues
- We work together as one team
- We recognise each other's skills and utilise them
- We offer help and support to each other

- We support colleagues to be flexible and resilient, able to respond to service changes and developments

We aim high to make a difference

- We go the extra mile
- We take a pride in what we do
- We continually look to improve our performance
- We are flexible in our approach
- We pride ourselves on providing excellent customer service

Our workforce

The data below gives a snapshot of the Council's workforce profile in 2014/15.

This is the platform the OD Strategy will build upon.

- 2,438 delegates attended or participated in some form of corporate training.
- 100% of performance reviews for 2014/15 were completed and 99.71% of objectives for 2015/16 were set.
- Here to help programme launched corporate values and behaviours and the Here to Help workshops raised 130 improvement ideas for corporate level actions. 50% of these ideas were implemented during 2014/15. 50% are in progress/under consideration.
- Absence levels were the lowest reported from 2010 to 2015. Total absence 4.51 days (target 6.5 days), short term absence 3.47 days (target 4.5 days) and long term absence 1.05 days (target 2 days).
- Turnover rate was 8.17% against a target of 10%. Voluntary leavers' rate was 5.92% against a target of 7%.
- Women make up 68.31% of the workforce, within senior management women account for 29.4% of employees against an indicator of 41.17%.
- The percentage of employees of Black and minority ethnic origin is 3.27% (below the indicator of 5.45%). The percentage of employees with a disability is 3.27% (below the indicator of 5.21%)

- Exit interview reports were positive with marked improvement for the rating of the Council as an employer (67%); feedback on line management (92%) and feedback on promotion opportunities (75%).
- The council needed to continue to support career development and succession planning.
- Workforce planning to be developed as part of the finance and service planning process in 2015/16.
- The council needed to continue to attract and support apprentices and volunteers into its workforce
- Wellbeing initiatives had started to be implemented to support the Health and Wellbeing workplan
- Investors in People Bronze standard was achieved in 2015.
- The Council joined the National Graduate Development Programme and recruited two graduates in 2014.

What change is predicted?

Both national and local factors are altering the context and environment of local government; driving change and therefore the need to focus more on organisational development. These include:

- Customers' needs and expectations are changing. Customers have told us they want to be able to do business with us at a time and in a way that is convenient to them.
- Increasing demand on our services by customers due to economic downturn, welfare reforms, a shifting age profile and additional public health duties.
- The predicted growth in population and housing in and around East Herts bringing significant environmental impact and increasing demand for services.

- The drive to delivery effective value for money outcomes whether through direct delivery or through partners.
- Funding pressures facing Local Government – effects on the local economy and the Council’s support for residents in an increasingly demanding time.
- Strong expectation from central government about the public sector and its role in service delivery through the Devolution Agenda.
- A drive to deliver customer focused services by maintaining and developing a well managed and accountable organisation.
- The improvement in outcomes for customers set out in Service Plans.
- Improving our services and developing our culture through the delivery of the Here to Help programme.
- The use of new technologies to improve productivity in the way we work with each other and with our partners.
- There is a greater expectation on service quality and speed of delivery with customers’ behaviours changing as to how they access and use services along with the ever shifting regional and national agendas to consider.
- The imperative to get the most from our business processes to ensure it supports the Council’s priorities and ways of working.
- Changes in how people wish to work, focusing on giving employees the tools they need and the flexibility to work in the most efficient and creative way.

- Workforce planning, the increased risk to local government from the loss of skills in the ageing and changing workforce.
- Time for new and radical thinking in terms of embracing new models of service delivery including the commercialisation of local authority activity.

What does this mean for organisational development?

The Council's Organisational Development strategy is underpinned by the Here to Help programme. Employees during 2014 were engaged in the development of the Council's service action plans, values and behaviours. The Here to Help programme is about celebrating what is good, sharing good practice, making things better and unlocking barriers. It is about giving employees the opportunity to think about how we can improve the way we work together to deliver a high quality customer experience every time and how they can play their part in that.

In developing the Organisational Development Strategy we listened to employees about the key people requirements for success in making the Council a great place to work and meeting the pressures for change. We also looked at what our partners and peers were doing in Organisational development. We of course looked at the experts from CIPD, PPMA, EELGA and various other networks in HR and OD. Employees gave us their views through the Here to Help programme, staff surveys, liP review, pulse surveys, 1-1's with CMT, Heads of Service, UNISON, Here to Help Staff Forum and members of the Local Joint Panel and HR Committee. This is what employees collectively told us:

- Our goal is to embed the Council's values and behaviours in everything we do.
- Delivering excellent customer service is everyone's business.

- Ensuring our workforce has the skills, knowledge and commitment to deliver the services now and in the future.
- We need to ensure our workforce reflects the diversity of the local community at all levels. That we get the most from our talent and source it from a diverse field.
- We need to develop our leaders and managers as more effective people managers.
- Embrace the digital wave, using the tools available to us to enhance the work we do and allow us to connect, learn and share.
- We need to work with partners to achieve our ambitions, supporting employees to develop networks, peer groups, mentoring, coaching and sharing knowledge.
- We need to empower employees to be more efficient, creative, to challenge ways of working and drive down costs wherever possible.
- We need to be much smarter at workforce planning – predicting our people requirements.
- We need to engage and motivate our workforce and celebrate our successes.
- We want to become a learning organisation through increasing opportunities for development and investing in ourselves.
- We need a flexible, adaptive workforce able to drive change.
- We need to improve our communications with employees and engage them fully in the changing business.

- Challenge bureaucracy and give employees the organisational space to generate and share ideas.
- We need to work harder at delivering consistent people management practices within a framework of robust employment policies.
- We need to ensure key talent is sourced, developed and retained.
- We need to develop an organisational culture of continuous improvement where employees are engaged and empowered to make a difference every day. Allowing us to maximise employees' performance, promoting innovation, team working, encouraging positive behaviours and supporting employees to work in a more commercial way.
- We need to develop a reward strategy that reinforces high performance, motivation, including encouraging a total rewards approach.
- We need to ensure the health and wellbeing of our employees.

OD Strategy 2015-2019

The Strategy is the Council's framework for the delivery of people management over the next four years. The Strategy sets out clearly our approach to workforce development, recognising and articulating the essential requirements for ensuring that our workforce is appropriately trained and supported to deliver excellent services. Developing our workforce is essential to building our reputation as an employer and a service provider. Investing in our employees improves performance and secures a workforce for the future.

We must work to become an employer of choice, for example, by developing further flexible working opportunities for our workforce, and planning our workforce for the future through "Growing Our Own". Talent management and succession planning will be critical to our ongoing success and to ensuring that we meet the current and future demands of our service users.

Graduates/Apprenticeships or other new entrancy routes will assist in fulfilling future roles as well as delivering on the Council's corporate parenting obligations.

All of these opportunities will require a creative and innovative approach to ensure we deliver on future people management and workforce planning demands.

This Strategy sets out a framework to ensure that the people resource we have as a Council is aligned to the delivery of the outcomes as set out within our Corporate Strategic Plan and that we are prepared to meet the challenges of service delivery in the future.

It sets out an ambitious series of outcomes which will achieve a comprehensive, corporate approach to managing and developing our employees across all Council services, tailored to service requirements, flexible to change and accessible to all.

The Organisational Development Strategy has been developed in consultation with services across the Council and with our Trades Union colleagues and takes account of the feedback provided.

We have identified 6 key themes that will enable us to deliver the overarching outcome that:

We are here to help, we work together to support each other and we aim high to make a difference.

These themes are:

- 1. Supporting transformational change and innovation**
- 2. Sustaining and improving a skilled, flexible and motivated workforce**
- 3. Building strong leadership and management**
- 4. Planning for the future workforce and being an employer of choice**
- 5. Promoting positive performance**
- 6. Promoting equality and diversity**

Theme 1 - Supporting Transformational Change and Innovation

Outcomes – What we plan to achieve

We will create a culture where we become even more responsive to our residents and customers, through being here to help. We will create more capacity through improving our productivity.

Actions - We will deliver this by:

- Encouraging a culture of empowerment with delegated decision making and innovation to the most appropriate level
- Promoting a programme of learning and development to support transformational change, commercialisation and innovation
- Streamlining and automating processes for both the external and internal customer

- Ensuring our values and behaviours are embedded and at the heart of the way we operate
- Working with our current and future partners to improve how we deliver our services
- Becoming more business like in our approach.
- Knowing who our customer is and maximising the value of the work we do
- Giving back to our communities through volunteering and enhanced partnership working.

Theme 2 – Sustaining a Skilled, Flexible and Motivated Workforce

Outcomes – What we plan to achieve

Our workforce will be trained, qualified and experienced, to deliver quality services which meet current and anticipated service needs.

Actions – The key areas we will focus on:

- Reviewing and strengthening our 121 and Performance Development Review (PDR) process to ensure all employees have relevant performance development plans in place and an opportunity to access development opportunities.
- Reviewing and improving our employee engagement, communication and reward/recognition arrangements including celebrating success
- Valuing, recognising and rewarding our workforce. Exploring how we can get more from our reward and benefit packages that give choice to our workforce and support work life balance
- Strengthening the connection between training needs identified through PDRs and training programmes and outcomes
- Developing a culture of lifelong learning with an emphasis on work based learning
- Investing in ourselves through a wide range of learning tools - access to online learning resources including e-learning, webinars and a range of books.

- Ensuring that the learning and development resources that we use are consistent, high quality, transferable and meet the future needs of the organisation
- Working closely with our partners to maximise opportunities for shared learning and development
- Exploring further new ways of working and learning, using technology to ensure flexible and effective practices
- Developing talent for the future through “Growing Our Own”
- Supporting and enabling secondments, job shadowing and networking opportunities
- Cross service working to increase knowledge of what others do, working better together and improving our services

Theme 3 - Building Leadership and Management Capacity

Outcomes – What we plan to achieve

Our managers will lead, motivate, energise, and encourage innovation and will be viewed as role models, be highly effective, supportive and approachable.

Actions – The key areas we will focus on:

- Developing our ‘future leaders’ with the right skills and knowledge and experiences so they are well equipped to become the leaders of the future
- Developing a leadership and management development framework
- Developing our approach to mentoring and coaching
- Encouraging our managers and employees to build upon their professional networks and fulfilling their continual professional development requirements
- Giving our managers and employees the opportunities and space to be creative
- Develop our managers to model the values and behaviours of the Council

Theme 4 – Planning for the Workforce of the Future and being the Employer of Choice

Outcomes – What we plan to achieve

Our workforce will have the skills, abilities and confidence to meet the needs of services for the future and will embrace new ways of working

Actions – The key areas we will focus on:

- Build on our Investors in People Standard, raising the profile of East Herts as an employer of choice
- Adopting innovative ways of recruiting new talent
- Developing our approach to talent management
- Creating employment and training opportunities for people in the community by exploring graduate and training schemes and developing apprenticeships
- Ensuring effective workforce and succession planning processes and policies are in place by continuing to provide frameworks for the up-skilling/re-skilling of employees
- Ensuring skills and abilities are identified to meet the needs of services for the future and that they are incorporated into learning and development plans
- Encouraging and supporting employees to work flexibly to support the business need
- Providing and developing employee engagement opportunities for improving service delivery and organisation performance, celebrating our successes – Here to Help programme

Theme 5 – Promoting Positive Performance

Outcomes – What we plan to achieve

Our managers will have the skills, abilities and confidence to manage and promote the expected standard of performance.

Actions – The key areas we will focus on:

- Implementing a new HR and Payroll system, to provide accurate, easily accessible management information and launch self service to support the work of our services
- Developing and refining the current suite of management information measures to ensure they add value and evaluate outcomes
- Providing regular, accurate monthly management information on a service by service basis
- Develop staff forum group to support employee engagement
- Assisting managers to identify above and below target levels and improve poor levels of performance
- Ensuring our communications are clear, consistent and two way so that employees are engaged in what we do
- Ensuring our policies and processes are constructed fairly and applied consistently
- Enhanced Engagement with our trade union and employee forums

Theme 6 – Promoting Equality, Diversity, Health and Wellbeing

Outcomes – What we plan to achieve

We will enhance our work with community partners to promote equality, diversity, health and wellbeing; and ensure our employees, customers and partners are treated fairly and with respect at all times.

Actions – The key areas we will focus on:

- Working with the Employee Equality Forum to ensure we promote equality and diversity in our processes
- Delivering our Equality and Diversity outcomes
- Gathering and using employee information to promote equality of opportunity
- Promoting equality of opportunity and diversity in employment and training

- Actively promoting and encouraging healthy lifestyles and wellbeing programmes for the workforce, supporting the Health and Wellbeing workplan.
- Working in partnership with Health and Safety to support the commitment, achievement and evaluation of the Corporate Health and Safety plan.

How will the impact of the OD Strategy be measured?

We will set challenging targets annually. Our performance in achieving our strategic objectives will be closely monitored and measured against those targets.

Our targets will be measured through our outcomes and successes supported by the Here to Help programme; integrated finance and service planning process; workforce planning; people management information statistics; achievement of action plans; improvement in the employee and pulse surveys measures; achievement of external standards, recognition, awards e.g. Investors in People, through HR quarterly performance reports and most important by employees – what you tell us.

Progress on meeting these will be measured and reported to the Corporate Management Team and HR Committee annually to demonstrate the difference being made to the Council as a result of implementation of the OD strategy.

How will we keep the OD Strategy relevant?

Any strategy needs to be kept relevant by continuously assessing it against changing requirements and expectations within the Council and in the light of external drivers. We need managers, trade unions and employees to play their full role by commenting on and identifying any gaps that emerge over time.

Please contact the Head of HR and OD with any views or any questions about the content or applications of our OD Strategy.

References

Annual Report 2013/14

Corporate Equality Policy 2012 to 2015

Corporate Strategic Plan 2015/16 – 2018/19

Customer Services Strategy 2014 to 2019

Great Workplaces Special Report 2014

Health and Wellbeing Strategy 2013 to 2018

Here to Help programme – including action plans, pulse surveys, bite size training and workshop outputs

ICT Strategy 2014 to 2018

Integrated Finance and Service Planning Process

Internal Communications Strategy 2015 to 2018

Investor in People 18 month interaction visit January 2014

Investor in People Review 2015 Medium Term Financial Plan - 18 February 2015

Pay Policy Statement 2015/16

Staff Survey July 2014

The Business Workforce Dialogue PPMA and IES 2013

The Chancellor's Autumn Statement 2014

Workforce Planning 2015

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EAST HERTS COUNCIL

LOCAL JOINT PANEL - 30 SEPTEMBER 2015

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

PROFESSIONAL CAREER AND VOCATIONAL STUDY POLICY

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

Members are invited to consider the Professional Career and Vocational Study Policy and to make a recommendation or not, to Human Resources Committee.

RECOMMENDATION FOR LOCAL JOINT PANEL:

That:

(A)	the Professional Career and Vocational Study Policy be approved .
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1.0 Background

1.1 The Professional Career & Vocational Study Policy was last updated in October 2008.

1.2 In 2014 the corporate training budgets were reviewed to ensure all employees have equal access to training and development across the Council.

2.0 Report

2.1 On the 28 October 2014 Corporate Management Team (CMT) agreed the Professional Training budget would be managed centrally by Human Resources as part of the Professional Career and Vocational Study Policy, to ensure the policy is consistently

implemented across the Council.

- 2.2 The policy has been updated to reflect current practice and incorporate the revised budget allocations for 2015/16.
- 2.3 The key change to the policy relates to the procedure for application. Applications will now be received by Human Resources and considered by CMT for approval once a year. This is to ensure that all applications for sponsorship funding can be considered equally and fairly across the services.
- 2.4 Human Resources will manage the professional training budget to ensure appropriate funding is available.
- 2.5 The Professional Career & Vocational Study Policy supports the Organisational Development Strategy 2015 – 2018.
- 3.0 Recommendations
- 3.1 The revised Professional Career & Vocational Study Policy is approved.
- 4.0 Implications/Consultations
- 4.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers - none

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives <i>(delete as appropriate):</i>	People This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.
Consultation:	Consultation on the policy has been carried out with SMG and Unison.
Legal:	N/A
Financial:	The Professional Training budget - managed centrally by Human Resources 2015/16
Human Resource:	N/A
Risk Management:	N/A
Health and Wellbeing:	N/A

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East Herts Council

Professional Career & Vocational Study Policy

Policy Statement

Policy Statement No 33 (Issue No 2)

October 2015

Policy owner: Human Resources
Date of last review: October 2008
Date of next review: October 2018

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1.0 Introduction

- 1.1 The policy is designed to provide a consistent approach that can be applied to applications for sponsorship for professional, career and vocational learning leading to formal qualifications.
- 1.2 All employees will receive fair and equal opportunity in the provision of learning and development across the council.
- 1.3 The funding for sponsorship of professional, career and vocational learning is managed centrally by Human Resources.
- 1.4 The Council's Organisational Development Strategy sets out the Council's commitment to the development of its employees through learning, professional and personal development. This policy only applies to employees who wish to develop their knowledge, skills and career through a formal qualification. Employees are encouraged to read the Learning and Development Policy for other methods of learning and development opportunities that are available to them.

2.0 Criteria for approval

- 2.1 The following criteria must be taken into consideration when approving a request for sponsorship of professional, career or vocational study:

Council/Service

- Relevance and value to the Council's vision, priorities and values.
- Supports the Council's Organisational Development Strategy and succession plans.
- The cost of the course must not be excessive in relation to its apparent value.
- The length of the course of training or study.
- The Head of Service agrees to the development opportunity.

Employee

- Relevance and value to the employees job role, personal objectives and responsibilities.
- The course of study is identified as learning and development need or career development from the employees PDR, through one to ones or it is a requirement of their employment.
- The applicant is dedicated to the learning and development opportunity.
- There is evidence of previous evaluation of the employees learning and development, which was a benefit to both the Council and the employee.
- Ability of the employee to undertake and complete the course of training or study.

3.0 Sponsorship

- 3.1 Applications for funding are available to employees on the successful completion of their probationary period unless it is a requirement of their recruitment e.g. a trainee position.
- 3.2 Commitment to support an employee will be reviewed annually to consider financial resources and organisational objectives.
- 3.3 Funding for career development that is unrelated to the person's service area but benefits another service will be considered but the funding is not guaranteed. Succession planning and budgets will be considered.
- 3.4 Funding will be available for the first four years of a formal qualification only.

4.0 Exceptional Circumstances

- 4.1 There may be situations where applications for external training may not meet the identified criteria. Where an employee who falls outside the policy guidelines wishes to be considered for support, managers must seek approval from their Director and HR.

4.2 Criteria that might support successful applications in these cases could include:

- Employees who has shown a commitment to the development of others.
- Employees have demonstrated commitment to their own learning and development; and career in the past.
- Employees who are required on occasion to “act up” to a post that benefits from or requires a specific qualification.
- The learning and development is part of a succession and development programme for the team or service.

5.0 Financial support

5.1 Part or full sponsorship of the registration, course and examination fees may be available to employees subject to the terms of this policy.

5.2 A maximum of £50 towards the cost of books and/or materials will be made on receipt of purchase per academic year.

5.3 The actual sponsorship available will be determined by the relevance of the learning and development to the employee’s current role; employee’s training and development needs identified in their performance review; career development; the Council’s priorities and to the availability of funds as identified in the Corporate Professional training budget.

6.0 Leave

6.1 Morning/afternoon or day release may be granted dependant on the impact on the employee’s role, the service and Council.

6.2 One day study leave and one day examination leave will be granted per examination paper. No more than 5 days may be granted for study and exam leave in any 12 month period.

6.3 Study leave for non-exam based courses should be allowed at the manager’s discretion up to a maximum of 3 days in each 12 month period.

6.4 Exam and study leave should be booked as special leave and recorded with the manager.

7.0 Procedure for application

7.1 Employees wishing to pursue professional, career or vocational study must first discuss the proposed course of study with their manager.

7.2 Once the learning opportunity has been highlighted the employee should research the course details, dates and cost implications e.g. course fees, exam fees, books, travel etc.

7.3 The employee should complete an Application for Professional, Career, Vocational Study form, addressing the following questions:

- What they wish to study and the qualification they are aiming to achieve.
- What benefits the course will have on their objectives and personal development.
- How the course will support their career development.
- How does the course support the Council's priorities and values?
- How does the course support succession planning in their service and/or the Council. How long the course of study lasts/where will they be studying.
- What assistance are they looking for in terms of financial support and time off, including a breakdown of the course costs and fees for each year, material, travel expenses, residential, etc

7.4 The application should include a copy of the syllabus and/or detailed information about the course.

7.5 The application must be completed by the employee and then sent to the manager/Head of Service to enable them to add any additional information to support the business case. Once signed the application should be sent to the Head of Human Resources and Organisational Development.

7.6 Applications are to be received by Human Resources and considered by CMT for approval once a year. This is to ensure

that all applications for sponsorship funding can be considered equally and fairly. Applications must be received by 1 April each calendar year.

- 7.7 Applications made following 1 April may be considered by CMT if funding for the year is still available. If funding is not available in that financial year then the application will be submitted in the following year subject to agreement with the employee and manager.
- 7.8 On receipt of the completed application form Human Resources will discuss the application with both the employee and manager/Head of Service ensuring the policy has been complied with and the employee understands the commitment and contract they are agreeing to.
- 7.9 The Head of HR and OD will submit the applications to CMT for approval following the 1st April. Upon decision the Head of HR and OD will confirm both with the employee and the manager/head of service the outcome of the application.
- 7.10 If the application is approved the employee will be sent a Professional, Career, Vocational Funding Agreement by Human Resources, to be completed by the employee and signed. A copy must be sent to HR.
- 7.11 Upon receipt of the agreement Human Resources will notify the employee and manager that the process has been completed and the employee can proceed with the booking.
- 7.12 Confirmation of the employee's acceptance on to the course should be sent to Human Resources to hold on file.
- 7.13 If the application is unsuccessful, Human Resources will work together with both the employee and manager to explore other learning and development opportunities that are available to the employee.
- 7.14 Applications can be resubmitted in the next period or year, should the reasons for the decline of application have changed.

8.0 Conditions of Sponsorship

- 8.1 Signing the Professional, Career, Vocational Funding Agreement commits the employee to the full repayment of fees and expenses if the employee withdraws from a course, fails to

attend the course, fails to pass an exam without good reason or shows unsatisfactory progress.

8.2 The employee is responsible for the payment of exam and college year resits.

8.3 If an employee leaves East Herts Council within two years of completing a course, a repayment of a proportion of the fees and expenses is payable depending on the number of months worked after completing the course.

8.4 For example, if the fees and expenses total £1,000, the total is divided by 24 months, £41.67. This figure is then multiplied by the remaining months of the two year deadline. If an employee leaves 13 months after completion of their course then they would need to repay 11 months of the proportional costs, in this scenario £458.37.

9.0 Notification of contract termination or course withdrawal

9.1 Notification of withdrawal from a course, failure to pass an exam, failure to sit an exam or leaving the Council within two years of completion of a course must be given in writing to the manager with a copy to the Head of Service and the Head of HR and OD.

9.2 If the employee leaves they must tick the Training Fees box in the Recovery Information section, when completing the Leaver Notification form.

10.0 Policy Review and Amendment

10.1 This Policy shall be reviewed after three years or sooner if necessary and thereafter when changes in guidelines or new information useful to the execution of the policy are made in order to reflect the best level of support and management.



Professional Training Budget – Funding Request

Directorate:

Service:

Employee:

Post:

Qualification/Course details:

Course applied for:

Level of qualification:

Duration of study:

Details of attendance (e.g. day release, work based assessment):

Commencement date:

Financial Support required:

Registration fees per year: £

Tuition fees per year: £

Exam fees: £

Books/materials: £

Approximate travel expenses per year: £

Other expenses: £

Total funding required: £

(Please indicate in the table below the funding required for each business year for the duration of the course)

Name of funding	Business year	Total amount

Supporting statement by employee

Please include the following information to support your application:

- What are the benefits the course will have on your objectives and personal development?
- How will the course support your career development?
- How does the course support the Council's priorities and values?
- How does the course support succession planning in your service and/or the Council?

Business case to support the funding request (to be completed by manager/Head of Service)

Please include the following information to support the application:

- How does the course support the Council's priorities and values?
- What benefits will the course have on the service objectives?
- Is this development opportunity a requirement of the post?
- How does the course support the employees learning and development?
- How will the course support the employee's individual objectives?
- How does the course support the Council's Organisational Development Strategy and succession plans?
- What is the impact of the employee attending this course on the service delivery and employee's ability to complete their objectives?

Signed Employee:

Date:

Signed Manager:

Date:

Signed Head of Service:

Date:

Is a Copy of syllabus/other relevant course information attached? YES/NO

Has the employee read the Professional, Career and Vocational Study Policy and agrees to the terms of the policy and understands that if funding is granted the employee will have to repay the fees should they leave the Council within two years? YES/NO

Has the employee been made aware that if the Professional, Career, Vocational Funding Agreement is not signed; no fees or expenses related to the application will be paid? YES/NO



Professional, Career, Vocational Funding Agreement

Name of Employee:

Date:

Conditions of agreement:

- I hereby agreed to the financial terms and conditions of study as outlined in my Application for Professional, Career, Vocational Study.
- Signing this agreement commits the above to the full repayment of fees and expenses if an employee withdraws from a course, fails to sit/pass an exam without good reason or shows unsatisfactory progress.
- If I leave East Herts Council within the two years following the completion of the course I agree to repay my fees as per the Professional, Career and Vocational Study Policy.
- I am aware that if the Professional, Career, Vocational Funding Agreement is not signed, no fees or expenses related to the application will be paid.
- I agree that notification of withdrawal from the course, failure to sit/pass an exam or leaving the Council within two years of completion of a course must be given in writing to the Manager with a copy to Human Resources.
- If I leave I agree to tick the Training Fees box in the Recovery Information section, when completing the Leaver Notification form.
- I am responsible for the payment of exam and college year resits.

Signed Employee:

Date:

Signed Manager:

Date:

Signed Head of Service:

Date:

Signed Head of HR and OD:

Date:

A copy of this agreement must be sent to HR

EAST HERTS COUNCIL

LOCAL JOINT PANEL – 30 SEPTEMBER 2015

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

SMOKE-FREE WORKPLACE POLICY

WARD(S) AFFECTED: NONE

Purpose/Summary of Report

Members are invited to consider the Smoke Free Workplace Policy and to make a recommendation or not, to Human Resources Committee.

<u>RECOMMENDATION FOR LOCAL JOINT PANEL:</u>	
That:	
(A)	the revised Smoke-free Workplace Policy be approved.

1.0 Background

1.1 The revised Smoke-Free Workplace policy was considered at Local Joint Panel (LJP) on 11 March 2015. The policy had been updated to support the Council's Health and Wellbeing Strategy 2013-18 and supported feedback received through managers and the Here to Help programme. A number of key changes were proposed which effectively introduced a totally smoke free environment within the Council's premises from 1 January 2016.

1.2 At LJP, the Secretary to the Staff Side queried the enforceability of a total ban and how this might, from a wider perspective, create problems for managers. The Secretary to the Staff side suggested that a more positive approach to encourage employees not to smoke was less adversarial and more supportive.

1.3 The Chairman suggested that the matter be deferred to enable the Secretary to the Employer's Side to:

- review the implications of a total no smoking ban;
 - consider ways in which smokers could be encouraged not to smoke; and
 - consider how the Council could influence service providers i.e. contractors in enforcing a total ban.
- 1.4 Further work has been completed following the suggestions above.
- 1.5 The implications of a total smoking ban have been reviewed. Reviewing a map showing the Council's boundaries at the Wallfields site has revealed that a total smoking ban on the Council's premises would mean that the nearest place that employees could go to smoke is on Pegs Lane. If employees smoked here, they would be in full view of the Bentley House Nursing Care Home and any passing traffic (pedestrian and vehicles) on this busy route. There would also be potential problems in disposing of cigarette butts here. These would have reputational issues for the Council.
- 1.6 A further implication of a total smoking ban at the Wallfields site is that employees are likely to take longer smoking breaks as they would have to walk further outside of the Council's premises. This would be a particular problem for front line employees where cover for those wishing to take a smoking break has to be provided.
- 1.7 Further consideration has been given to how the Council could encourage smokers not to smoke. In addition to the sources of information and advice already included in the policy, the Council could link in with National Initiatives such as No Smoking Day by displaying promotional leaflets and posters in its offices. It could encourage smokers to support each other to quit and set themselves challenges. It could also further promote Health and Wellbeing initiatives such as Step Jockey and the World Towers Challenge.
- 1.8 When contractors visit any of the Council's premises they are given a copy of the 'Contractor's Health and Safety Information' document dated June 2014. This document includes a paragraph which states that smoking is only permitted in the designated smoking areas. There are no reported issues of contractors not following this procedure.
- 1.9 Staff at the Buntingford depot, which is managed by Veolia, abide by Veolia's health and safety procedures which includes the

stipulation that smoking is only permitted in the designated area.

2.0 Report

2.1 **Key Changes**

2.2 All references to employees not being able to smoke anywhere on the Council's premises have been removed from the Policy however a sentence has been added that the Council is working towards a totally smoke-free environment by 1 January 2017.

Please see **Essential Reference Paper 'B'** for the revised Smoke-free Workplace Policy

3.0 Implications/Consultations

3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	People – Fair and accessible services for those that use them and opportunities for everyone to contribute This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.
Consultation:	SMG, the Environmental Health Officer and Unison have been consulted on the revised policy.
Legal:	None
Financial:	None
Human Resource:	As detailed in the policy
Risk Management:	None
Health and wellbeing – issues and impacts:	This policy aims to support the Council's Health and Wellbeing Strategy 2013-18 which states that smoking is still the single biggest killer with all the health problems it causes. It encourages staff to seek help with quitting smoking and lists the various support available. As detailed in the policy.

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Essential Reference Paper "B"

East Herts Council

Smoke Free Workplace

Policy Statement

Policy Statement No 31 (Issue No 2)

July 2015

Policy Owner: Human Resources

Date of last review: September 2007

Date of next review: July 2018

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1.0 Introduction

- 1.1 East Herts Council recognises that the health, safety and welfare of its employees and those visiting the Council's premises (e.g. members of the public, guests and visitors) are of prime importance. The Council has therefore developed and enforces a Smoke Free Workplace policy, conforming to the requirements of the smoke-free legislation (Health Act 2006).
- 1.2 This policy supports the Council's Health and Wellbeing Strategy 2013-2018 which states that 'Smoking is still the single biggest killer with all the health problems it causes'.
- 1.3 One of the priorities in the Health and Wellbeing Strategy focuses on 'creating health and work together' and recognises that an environment in which health and work flourish is good for individual and corporate health. This can be achieved through promoting work places as healthy environments through increased physical activity, healthy eating, alcohol and smoking awareness and good mental health and wellbeing.

2.0 Aims and Scope of the Policy

- 2.1 To provide a smoke-free environment for people to work in, thus reducing risks to health associated with tobacco smoke inhalation and vapour from electronic cigarettes.
- 2.2 To ensure that all employees (e.g. managers, smokers, non-smokers and visitors to the Council) have a clear understanding of their responsibilities.
- 2.3 To ensure that the Council complies with any health and safety or other legislation.
- 2.4 To encourage employees to seek advice on giving up smoking.
- 2.5 This policy also applies to the smoking of electronic cigarettes (E-cigarettes) or similar synthetic smoking substitutes or devices.
- 2.6 This policy applies to all employees, agency workers, visitors, contractors and other persons who enter Council premises or use a Council owned work vehicle.

- 2.7 Homeworkers are not required to refrain from smoking during the course of work that is carried out for the Council in their home, unless they invite others into an area of their home for work purposes.
- 2.8 Employees are reminded that it is a criminal offence to smoke in smoke-free areas, with a fixed penalty of £50 or prosecution and a fine up to £200.

3.0 Working towards a totally smoke-free environment

- 3.1 Smoking is not permitted on the Council's premises, except in certain designated outside areas. These are shown in Appendices A to D.
- 3.2 The Council is working towards a totally smoke-free environment by 1 January 2017.
- 3.3 Smoking is not permitted in any Council owned work vehicle regardless of whether it is driven or used by a single employee.

Smoking is not permitted in personally owned vehicles when carrying colleagues, and elected members.

4.0 Responsibility of Employees

- 4.1 Employees must only smoke in the designated areas identified in Appendices A to D.
- 4.2 Employees must dispose of smoking materials responsibly and with consideration for the environment and non-smokers.
- 4.3 Employees should take not more than one smoke break in the morning and one smoke break in the afternoon and should ensure that when they take a smoke break it does not affect the needs of the service. Breaks that are longer than 10 minutes must be recorded on their flexi timesheets.
- 4.4 Employees who are required to wear a uniform in public whilst undertaking the business of the Council (e.g. in public open spaces, interacting with or highly visible to the public) are prohibited from smoking whilst they are working. They may however smoke in their

official breaks as long as they do so inconspicuously and cover up their East Herts logos.

4.5 Employees who use electronic cigarettes or similar synthetic smoking substitutes or devices must also comply with paragraphs 4.1 to 4.6.

4.6 Failure to comply with this policy may result in disciplinary action being taken under the Council's Disciplinary Procedure.

5.0 Responsibility of Managers

5.1 Managers must ensure they read and understand the requirements of this policy and ensure that their teams are fully briefed.

5.2 Managers must remind employees that smoke breaks should be recorded on their flexi timesheet. Managers should discuss excessive time away from the workplace with the employee.

5.3 Managers must take appropriate action where an employee does not comply with the policy. Should there be a persistent refusal to comply with the policy disciplinary action in accordance with the Council's disciplinary procedure may be invoked.

6.0 Responsibility of Human Resources

6.1 The Human Resources team are available to provide support and advice to employees and managers and to ensure consistency of application of this policy across the Council.

7.0 Sources of Information and Advice

7.1 The Council recognises the difficulty that employees may face when wishing to give up smoking.

7.2 The Council will provide a group Smoking Cessation programme subject to demand, which is run by the Hertfordshire Stop Smoking Service. It is a programme for groups of 10-15 employees and takes 1 hour per week over 7 weeks. For further information, please visit the Health and Wellbeing Benefits pages on the intranet:

<http://www.eastherts.gov.uk/intranet/index.jsp?articleid=14590>

If you are interested in attending one of these groups or to find out when the next programme commences, please contact a member of the HR team.

7.3 Details of other organisations and services offering information and advice on giving up smoking can be obtained from the following:

7.3.1 Environmental Health Promotion Officer, Environmental Health Service.

7.3.2 Hertfordshire Stop Smoking Services by telephoning 0800 389 3998 or visiting their website below. They provide employee or group support in your local area

www.hertsdirect.org/services/healthsoc/healthherts/;

7.3.3 Your GP who can talk to you about the NHS Stop Smoking Support available or your local Pharmacist to arrange a consultation session to see what products and advice are available to support you in your attempt to quit.

7.3.4 The employee assistance programme, Capita, who can be contacted on 0800 316 9337.

8.0 Policy Review and Amendment

8.1 This Policy shall be reviewed after three years or sooner in line with legislation and best practice to reflect the best possible level of support and management.

Appendix A

Designated Smoking Areas

Charringtons House

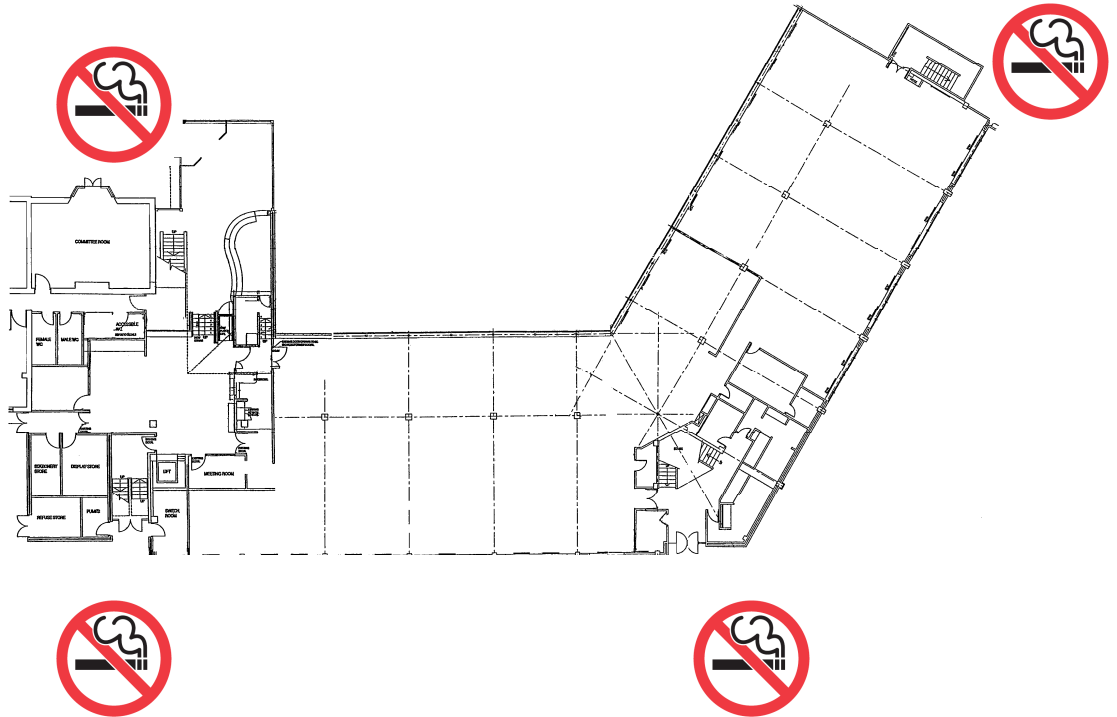


Smoking is not permitted in staff and public entrances

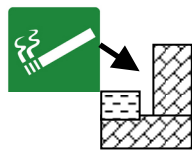
Appendix B

Designated Smoking Areas

Wallfields



Smoking Area Canopy



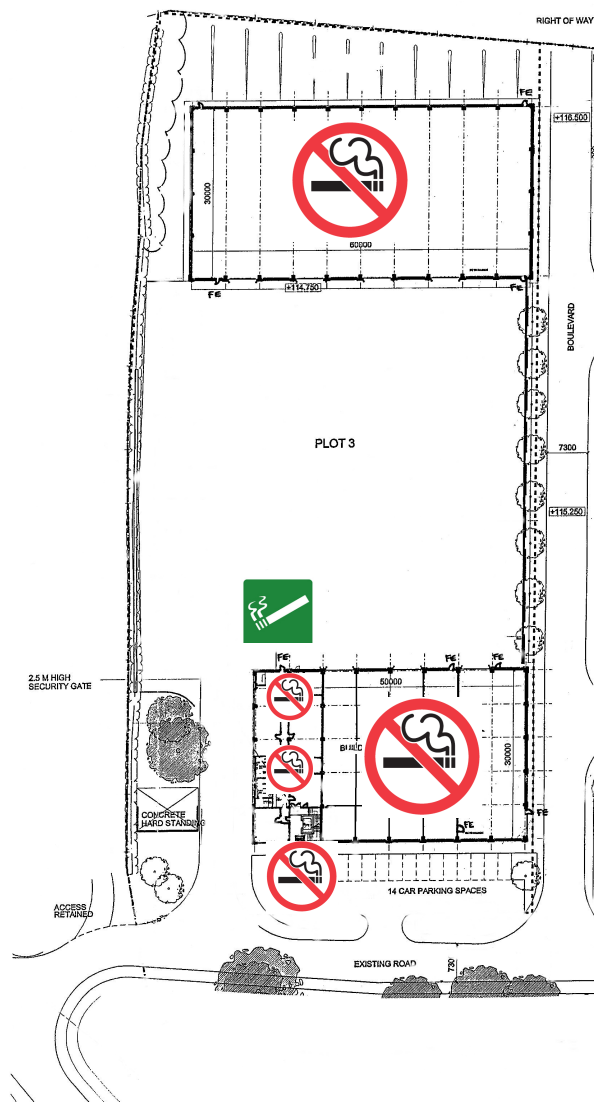
Smoking is not permitted in doorways or building recesses, staff and public entrances.

Appendix C

Designated Smoking Areas

The designated area is currently situated at the rear corner of the building. Smoking is not permitted at the front of the building, workshop or recycling shed .

Buntingford Service Centre



Appendix D

Hertford Theatre

Smoking is permitted outside at the rear of the building

Note

Artistic Integrity

The Smoke-free (Exemptions and Vehicles) Regulations 2007

PART 2

Exemptions

Performers

6. Where the artistic integrity of a performance makes it appropriate for a person who is taking part in that performance to smoke, the part of the premises in which that person performs is not smoke-free in relation to that person during their performance.