



**MEETING** : LOCAL JOINT PANEL  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : WEDNESDAY 30TH NOVEMBER, 2016  
**TIME** : 2.30 PM

**MEMBERS OF THE PANEL**

**EMPLOYER'S SIDE:**

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

*Substitutes:*

G Cutting

**STAFF SIDE - UNISON**

Ms F Brown, Mr A Stevenson (Vice-Chairman), Mr S Ellis and Ms C Wise

*Substitutes:* Ms J Bruce and Ms 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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If you think a meeting you plan to attend could be very busy, you can check if the extra space will be available by emailing [committee.services@eastherts.gov.uk](mailto:committee.services@eastherts.gov.uk) or calling the Council on 01279 655261 and asking to speak to Democratic Services.

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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 8 June 2016

### 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) Leadership Team Performance Report (Pages 9 - 22)

(B) Managing Performance (Pages 23 - 38)

(C) Lone Working Policy (Pages 39 - 52)

(D) Probation Policy (Pages 53 - 64)

### 6. Reports by Secretary to the Staff Side

There are no reports from the Secretary to the Staff Side.

### 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 8 JUNE 2016,  
AT 2.30 PM

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PRESENT:     **Employer's Side**

Councillor Eric Buckmaster (Chairman)  
Councillors A Jackson and G Cutting

**Staff Side (UNISON)**

Mr S Ellis and Mr A Stevenson

ALSO PRESENT:

Councillors C Woodward

OFFICERS IN ATTENDANCE:

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

1     **ABSENCE MANAGEMENT POLICY**

The Secretary to the Employer's Side submitted a report on proposed changes to a new **Absence Management Policy**. She summarised key changes which now allowed managers more discretion in dealing with absence issues at an earlier stage, including changes to the informal meeting process and those returning to work. It was noted that the revised report now incorporated stress management issues and guidance and also included new guidance on managing employees / family members with cancer and critical illnesses.

The Secretary to the Employer's Side explained that the Absence Management Policy had been amended following feedback from Heads of Service and staff. UNISON explained that they had been working closely with the Secretary to the Employer's Side and generally supported the revised absence Management Policy. UNISON requested that paragraph 15.2 be amended by the inclusion of the wording "HR will monitor vacancies over a period as identified within the Redeployment Policy". This was supported.

Councillor A Jackson commented on the positive short-term and long term absence figures referred to by the Secretary to the Employers Side in her introduction and agreed that the revised policy highlighted a more appropriate, supportive and caring role that the Council should take with regard to staff and their family member who may be suffering from a critical illness.

Councillor C Woodward sought and was provided with clarification in relation to staff involved with dismissal and the appeal process. He also suggested that paragraph 14.7 be amended by the deletion of "contractual sick pay" and the insertion of "sickness benefit" as this was more in keeping with HR employment practices. This was supported.

The Panel considered the arrangements regarding unauthorised absence and the timeframe around having to advise their manager of an absence. In view of flexible working arrangements, the Panel suggested that paragraph 3.1 be amended by the inclusion of "an hour before staff are due to start work" rather than the current "report for work by 10.00am".

The Panel recommended to Human Resources Committee, approval of the report, as amended and as now detailed.

**RECOMMENDED** – that the revised Absence Management Policy, as now amended, be approved.

## 2 APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN

It was moved by Councillor A Jackson and seconded by A Stevenson (UNISON) that Councillor E Buckmaster be appointed as Chairman for the civic year 2016/17. After being put to the meeting Councillor E Buckmaster was appointed Chairman of the Local Joint Panel for the civic year 2016/17.

It was moved and seconded by Councillor A Jackson that Mr A Stevenson (UNISON) be appointed Vice Chairman for the civic year 2016/17

After being put to the meeting, Mr A Stevenson was appointed Vice Chairman of the Local Joint Panel for the civic year 2016/17.

RESOLVED – that Councillor E Buckmaster and Mr A Stevenson be appointed Chairman and Vice Chairman respectively for the civic year 2016/17.

## 3 TERMS OF REFERENCE

Members noted the Terms of Reference for the Local Joint Panel.

RESOLVED – that the Terms of Reference be noted.

## 4 APOLOGIES

Apologies for absence were received from Councillors 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 16 March 2016 be confirmed as a correct record and signed by the Chairman.

## 6 CHAIRMAN'S ANNOUNCEMENTS

The Chairman stated that there were no reports from the Secretary to the Staff Side.

The meeting closed at 3.00 pm

Chairman .....
Date .....



## EAST HERTS COUNCIL

LOCAL JOINT PANEL – 30 NOVEMBER 2016

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

LEADERSHIP TEAM 360 PERFORMANCE REVIEW AND RELATED  
PAY SCHEME

WARD(S) AFFECTED: NONE

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### **Purpose/Summary of Report**

- Members are invited to approve the Leadership team 360 performance review process and performance related pay scheme

### **RECOMMENDATIONS FOR LOCAL JOINT PANEL:**

**That: Human Resources Committee be advised that:**

(A)	the Leadership team 360 performance review process be approved; and
(B)	the Leadership team performance related pay scheme is approved.

#### 1.0 Background

- 1.1 To support the senior management restructure, new pay scales were approved for Grade 13 (Heads of service) by Human Resources (HR) Committee in January 2016. The pay scales are based on market data and the council's imperative to remain competitive for senior management in the market. Additional scale points were created to allow the progression through the scales for Heads of Service. Progression through the proposed pay range and scale points would be based on performance (measured through a performance review process) rather than by annual increments.

- 1.2 It was proposed that the process would be designed by the Head of Human Resources and Organisational Development (HR & OD) in consultation with the Leadership team and Unison.
- 1.3 A new employee performance development review scheme (PDR) was approved by HR Committee in July 2016 which supports the council's values and behaviours. The new process moves to one formal review per year and more emphasis on 121s. Importance has been given to identifying development needs, recognising career aspirations and focusing on self-review.
- 1.4 The council's values and behaviours document supports the PDR process and is split into three sections employee; manager and senior manager's behaviours. Giving examples of above and beyond; expected practice and needs development for each value – Here to help, We work together and We aim high.
- 2.0 Report
- 2.1 The proposed 360 performance process and performance related pay scheme supports and builds on the council's new PDR process and values and behaviours for senior managers (please see **Essential Reference Paper 'B'**).
- 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 ( <i>delete as appropriate</i> ):	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives  Priority 3 – Enable a flourishing local economy
Consultation:	This report has been approved by the Leadership team on 3 October and 7 November. Unison have been consulted and feedback included in the design of the review.
Legal:	None
Financial:	The leadership team 360 performance review supports the performance related pay scheme for heads of service.
Human Resource:	The proposed performance review process supports the councils PDR process and is designed using the senior managers values and behaviours document
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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# Leadership Team 360 Performance Review Process and Performance Related Pay Scheme

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## Background

The Leadership team on 3 October 2016 approved the PDR process for Heads of Service and Directors; to be based on 360 performance review and approved the performance related pay scheme. This will support the performance related pay scheme for Heads of Service.

Heads of Service do not have direct reporting lines under the new leadership team design; therefore there is not the usual manager/employee reporting line to assess performance. Chief Executive/Directors provide a mentoring role to Heads.

On 7 November 2016 the Leadership team approved the draft performance review process and form.

## Performance development scheme

A new performance development review scheme was launched in April 2016 supporting the council's values and behaviours. The new process moves to one formal review per year and more emphasis on 121s. Importance has been given to identifying development needs, recognising career aspirations and focusing on self-review.

A values and behaviours document supports the PDR process and is split into three sections employee; manager and senior manager's behaviours. Giving examples of above and beyond; expected practice and needs development for each value – Here to help; We work together and We aim high.

## Process

The performance review process for Heads of Service and Directors has been designed on the council's PDR process and its values and behaviours for senior managers. It supports the outcomes of the council's three priorities and the successful delivery of the corporate strategic plan.

The process should be completed **January to March 2017**.

**Step 1:** Self-review – allowing the individual to comment on their own performance and contribution in achievement of the council's priorities; underpinned by outcomes. Including achievement of objectives and how they feel they have demonstrated the council's values and behaviours to be completed by 31 January 2017.

**Step 2:** 360 performance review forms to be completed by 17 February 2017.

**Step 3:** Review meeting – held with CE and mentor (Leader if a Director) to discuss performance, behaviours, progress, contribution, development against corporate priorities and previously set objectives, workload, volume. To discuss feedback received from 360 performance review to be completed in February/March 2017.

**Step 4:** Review meeting – to set new objectives 2017/18, identifying learning and development needs and to discuss career aspirations to be completed by 31 March 2017.

**Step 5:** Performance related pay – the performance rating given at the PDR process will directly relate to whether an increment will be applied annually using the approved five-box grid. For 2017 this would be confirmed in writing in April 2017.

## 360 performance review

The 360 degree performance review form has been designed to assess how the individual demonstrates and role models the council's values and behaviours.

Step 1: Seven forms will be completed for each individual as below:

- Self (self-assessment)
- Mentor
- LT colleague x 2
- Direct report x 2
- Other (Portfolio holder/partners e.g. shared services)

The form is split into sections and an overall average rating will be given for each.

e.g.

Here to Help  
5 questions

3.9 overall average rating (5 high, 0 low)  
score divided by self-assessment, mentor, colleague, direct report and other.

S	M	C	C	D	D	O
3	5	4	3	4	3	5

An open text box also allows further feedback to be given under each section which will be fed back to individuals.

At the end of the questionnaire there is additional space for any further comments to be made.

The council is open and transparent and therefore feedback given will not be anonymised but given in a constructive, valuable way that supports the individual to improve their performance and aim high.

Each section's overall average rating will be totalled and a final rating given. This will contribute to the performance rating given at the PDR review meeting.

Exceptional Performance	5
Exceeding Expectations	4
Meeting Expectations	3
Opportunity for Improvement	2
Immediate Improvement required	1/0

**The final performance rating received will be based both on the PDR review and the 360 performance review rating.**

## Performance Related Pay Scheme

The proposed performance related pay scheme supports and builds on the new performance review scheme and values and behaviours for senior managers.

The framework of the scheme is a five-box grid containing three layers which indicate possible performance levels which reflect our new performance review scheme; ensuring consistency and transparency.

<b>Senior managers behaviours</b>	<b>Performance ratings</b>	
Above and beyond	Exceeding Expectations 1 increment	Exceptional Performance 2 increments
Expected practice	Meeting Expectations No change	
Needs development	Opportunity for improvement No change + improvement plan	Immediate improvement required -1 increment + improvement plan

### Key to five-box grid

Grade 13 has ten scale points: 55 to 64

Increment – The employee progresses through the grade by moving up one scale point. If the employee is at the top of the grade the scale point remains the same.





# 1) Here to help



The behaviours defined under this value are:

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

Please think about whether the individual reflects these behaviours when completing the statements.

Please select one option to describe the following statements:

3. Takes time out to get to know their customers and listens to their needs and wants

- Seldom    Sometimes    Mostly    Always    Don't Know

4. Champions customer focus throughout the organisation

- Seldom    Sometimes    Mostly    Always    Don't Know

5. Aligns strategy to show genuine care for their customers

- Seldom    Sometimes    Mostly    Always    Don't Know

6. Role models the importance of trust, integrity and honesty across the organisation

- Seldom    Sometimes    Mostly    Always    Don't Know

7. Role models genuine customer service

- Seldom    Sometimes    Mostly    Always    Don't Know

8. Please use this space to add any further comment about 'Here to help':

## 2) We work together

logo

The behaviours defined under this value are:

- 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

Please think about whether the individual reflects these behaviours when completing the statements.

Please select one option to describe the following statements:

9. Other senior managers look to them for direction and advice

Seldom    Sometimes    Mostly    Always    Don't Know

10. Offers leadership and encouragement to everyone

Seldom    Sometimes    Mostly    Always    Don't Know

11. Works collectively with other senior managers to achieve the best results

Seldom    Sometimes    Mostly    Always    Don't Know

12. Informs, communicates and engages at all levels

Seldom    Sometimes    Mostly    Always    Don't Know

13. Is recognised as being approachable by all, regardless of level

Seldom    Sometimes    Mostly    Always    Don't Know

14. Please use this space to add any further comment about 'We work together':

### 3) We aim high



The behaviours defined under this value are:

- 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

Please think about whether the individual reflects these behaviours when completing the statements.

Please select one option to describe the following statements:

15. Develops effective performance management strategies

- Seldom    Sometimes    Mostly    Always    Don't Know

16. Is constantly looking for ways to drive the organisation forward, encouraging input from everyone

- Seldom    Sometimes    Mostly    Always    Don't Know

17. Always ensures buy in from their team when change is implemented

- Seldom    Sometimes    Mostly    Always    Don't Know

18. Challenges existing strategies, coaching continuous improvement and service excellence

- Seldom    Sometimes    Mostly    Always    Don't Know

19. Seeks out opportunities for innovation and has the courage to take risks and change how things are done

- Seldom    Sometimes    Mostly    Always    Don't Know

20. Please use this space to add any further comment about 'We aim high':

#### 4) Walk Tall – 21<sup>st</sup> century public servant

The '21<sup>st</sup> century public servants' reflects the direction the council wishes to adopt for its employees.

- Entrepreneur
- Storyteller
- Resource weaver
- Networker
- Fixer
- Developer
- Defender
- Balancer

Please think about whether the individual reflects the characteristics when completing the statements.

Please select one option to describe the following statements:

21. **Is loyal to their locality** (has a strong sense of place and care about it, they understand what local people or communities need, they see things from their perspective, they think about people and the place rather than focusing on services, a kind of civic pride plus)

Seldom    Sometimes    Mostly    Always    Don't Know

22. **Has a public service ethos as well as commercial awareness** (they are passionate about serving the public, they make sure the public gets value for money and they are able to balance this when generating income, they create social value)

Seldom    Sometimes    Mostly    Always    Don't Know

23. **Builds knowledge across sectors and services** (they work with private, public or voluntary sectors, or different parts of the organisation. This helps them to be more effective in their work and meet complex outcomes for citizens)

Seldom    Sometimes    Mostly    Always    Don't Know

24. **Reflects on practice and learns from others** (they make time to reflect on how they can learn from their own experience and from others, they are able to apply new ideas and don't fake resilience)

Seldom    Sometimes    Mostly    Always    Don't Know

25. **Thinks creatively about ongoing austerity** (they recognise the challenging financial picture and accept constant change, they solve problems with imagination, they are creative and bold, they can bring together/recombine or search out new resources)

Seldom    Sometimes    Mostly    Always    Don't Know

26. **Takes the initiative, acts as a municipal entrepreneur** (they are passionate about serving the public, they make sure the public gets value for money and they are able to balance this when generating income, they create social value)

Seldom    Sometimes    Mostly    Always    Don't Know

27. **Embraces distributed and collaborative leadership** (they are a strong team player who encourages a sense of common purpose, they trust and empower people to act independently, they support leaders at all levels and across organisations for the benefit of the area/place where they work)

Seldom    Sometimes    Mostly    Always    Don't Know

28. **Needs flexible, supportive organisations** (they make sure that hierarchy or processes don't get in the way of being effective, they use new ways of working, are more agile, flexible and use new technology)

Seldom    Sometimes    Mostly    Always    Don't Know

29. Please use this space to add any further comment about '21<sup>st</sup> century public servant':

## 5) Summary

30. Please use this space to add any further comments regarding how the individual demonstrates the council's values and behaviours and/or the characteristics of the 21<sup>st</sup> century public servant

Please send the completed form to Emma Freeman, Head of HR and OD by **17 February 2017**

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## EAST HERTS COUNCIL

LOCAL JOINT PANEL – 30 NOVEMBER 2016

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

MANAGING PERFORMANCE POLICY

WARD(S) AFFECTED: NONE

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### **Purpose/Summary of Report**

- Members are invited to approve the revised Managing Performance Policy and to make a recommendation or not to Human resources Committee

### **RECOMMENDATIONS FOR LOCAL JOINT PANEL:**

**That: Human Resources Committee be advised that:**

(A)	the revised Managing Performance Policy be approved.
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### Background

1.1 The Managing Performance Policy was last reviewed in 2009. The council's programme of policy review is after three years or sooner in line with legislation and best practice.

2.0 Report

#### **Key Changes in the Policy**

2.1 The policy has been updated to be consistent with the new Absence Management Policy so it now has an informal stage (with the verbal warning removed) followed by two formal stages (with first and final written warnings) before a capability hearing is held.

2.2 Feedback was also sought from managers who had managed

complex performance cases and as a result of their feedback sections were added regarding support for managers and holding case reviews at the end of the process.

2.3 The revised Absence Management Policy can be found at **Essential Reference Paper 'B'**.

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 ( <i>delete as appropriate</i> ):	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives
Consultation:	Unison and the Leadership Team have been consulted on the revised Managing Performance Policy.
Legal:	None
Financial:	None
Human Resource:	As detailed in the report.
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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# **East Herts Council**

## **Managing Performance Policy**

### **Policy Statement**

#### **Policy Statement No 2 (Issue No 3) January 2017**

**Policy owner:** Human Resources  
**Date of last review:** June 2009  
**Date of next review:** January 2020

**Contents**

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**MANAGING PERFORMANCE POLICY**

**Policy Statement No 2 (Issue No 3) January 2017**

**1.0 Introduction** 

1.1 The objectives of this policy are to:

- Improve and maintain the standard of work performance of an employee
- Ensure that all employees are treated in a fair, consistent, supportive and understanding manner in relation to performance issues
- Support managers to ensure high standards of work performance by all employees
- Support employees in demonstrating the council's values and behaviours.
- Contribute towards the improvement of the performance and effectiveness of the council.

1.2 This policy supports effective day-to-day management of performance issues. Managers should identify and resolve issues at the earliest possible stage through 121s and PDRs. It is expected that the majority of performance related issues will be resolved informally.

1.3 This policy applies to all employees except those at Chief Officer level and above (where procedures set out in the Constitution are used) and employees who are still in their probationary period (see Probation Policy).

**2.0 When to Use This Policy**

2.1 Any performance issues should first be dealt with informally through normal day-to-day performance management. However, where this has not produced a satisfactory and sustainable improvement, and the employee's performance still fails to meet the required standards or behaviours, there are three possible routes a manager can take (these are not mutually exclusive):

**Capability**

2.2 If an employee cannot achieve a satisfactory level of performance, this should be dealt with under this policy.

**Conduct**

- 2.3 If an employee has failed to achieve a satisfactory level of performance through carelessness, negligence or refusing to carry out the duties of their post, this should be dealt with under the Disciplinary policy.

**Ill-Health**

- 2.4 If an employee cannot achieve a satisfactory level of performance due to ill-health and/or absence from work, this should be dealt with under the Absence Management policy. Employees who have a disability covered by the Equality Act 2010 should be given reasonable adjustments; however they are responsible for meeting the same performance standards as any other employee.

**3.0 Responsibilities**

- 3.1 Managing performance is the responsibility of both managers and employees.

All employees have a responsibility to:

- Take full accountability for their own performance and behaviour
- Make sure they understand what is expected of them
- Perform to a satisfactory level in line with council objectives, values and behaviours
- Commit to improve where concerns over performance have been raised
- Work with managers to address any underlying issues which may be affecting performance
- Take ownership of their personal learning and development needs and meeting the council's values and behaviours

Managers are expected to:

- Have completed the managing performance training events arranged by HR and any refresher training as appropriate or recommended.
- Seek advice and guidance from HR on the interpretation and implementation of this policy and adhere to advice given
- Try to rectify any performance issues as early as possible with the aim of resolving them at an informal level

- Ensure that employees are aware of the performance standards, values and behaviours expected and support employees in achieving them
- Monitor the performance of staff and ensure that 121 and PDR meetings are carried out in order to identify any issues
- Set realistic and measurable standards of performance for the job and share these with the employee
- Ensure that employees are made aware of the consequences of failing to meet the required performance standards
- Ensure that any employees rated as Immediate Improvement required under the PDR process, their performance is being formally managed under this policy.

### **4.0 Informal Stage**

#### **Dealing with poor performance**

- 4.1 If a manager has concerns about an employee's performance, they should keep detailed notes of each supervision session or 121 meeting and follow up each session with a list of agreed actions. Any concerns should also be raised and recorded as part of the PDR process. The informal stage also gives the manager an opportunity to investigate the root causes of poor performance and to address any issues as soon as they arise. Causes could include, for example, lack of skills, inadequate training or lack of resources.
- 4.2 The manager should:
- Give the employee factual examples of their unsatisfactory performance
  - Ask the employee for an explanation
  - Where the reason is a lack of the required skills, check to see whether the employee has received training, and if not, the employee should be given training and reasonable time to improve
  - Provide any coaching or additional support needed to help the employee to achieve their objectives
  - Make the employee aware that if their performance does not improve, it could result in formal action
  - Set targets (please see PDR and Values and Behaviours Guidelines)
  - Agree a timescale with the employee to improve their performance and set a review date
  - Ensure the issues are raised and recorded as part of the PDR process and an appropriate rating should be given accordingly.

4.3 Employees must be informed that in the event of insufficient improvement the formal procedure will be commenced.

**5.0 Formal Stage**

**First performance review meeting**

5.1 If the employee's performance has not improved, despite being addressed through the informal stage, the manager will first seek advice from HR as to whether further action is warranted. If so, the manager will invite the employee to attend a first performance review meeting. This will be confirmed in writing giving 5 working days' notice and informing the employee of their right to be accompanied by a colleague or trade union representative.

5.2 The manager should be accompanied at the first performance review meeting by an HR Officer. It is their role to advise on procedure, ensure consistency and equity of treatment and ensure that the letter setting out the decision of the meeting is sent to the employee. The HR Officer may also take notes at the meeting unless the manager decides that an additional note-taker should be present.

5.3 At the meeting, the manager and employee should discuss the performance shortfall, identify any contributory factors, the required improvement and any support required. The manager should issue a **First Written Warning** at this meeting. A letter should be sent to the employee within 5 working days confirming the outcome of the meeting. At the end of the meeting or shortly afterwards, a performance improvement plan (PIP) should be completed (see Appendix A). This should be signed by the employee, and a first review period should be set (please see section 7 regarding setting review periods). This should include all areas for improvement to allow the employees to focus on all areas of poor performance or behaviour.

5.4 During the review period the manager must continually monitor the employee's performance and hold regular progress meetings with the employee. Any appropriate mechanisms to improve performance should be put in place as necessary.

5.5 If at the end of the review period the employee has reached a sustained acceptable level of improvement, monitoring should revert back to informal arrangements. This will be confirmed to the



employee in writing. Where the required standard has not been met, a second performance review meeting will be arranged.

**Second performance review meeting**

- 5.6 At the end of the first review period, if the targets or standards set out in the PIP are not met or sustained, a second performance review meeting will be arranged with the employee, their manager, head of service and with HR support. This will be confirmed in writing giving 5 working days' notice and informing the employee of their right to be accompanied by a colleague or trade union representative.
- 5.7 The head of service at the meeting will hear the case, supported by HR. The manager will also attend the meeting to present the management case detailing the performance issues, the required improvement and what training and support has been provided.
- 5.8 At this meeting, the PIP should be reviewed, discussing where the performance shortfalls remain, what improvements are required and by when. The head of service should issue a **Final Written Warning** at this meeting. A letter confirming the outcome of the meeting and the details of the warning should be sent to the employee within 5 working days of the meeting. The PIP should be updated and signed by the employee, and a second review period set.
- 5.9 During the review period the manager must continually monitor the employee's performance and hold regular progress meetings with the employee. Any appropriate mechanisms to improve performance should be put in place as necessary.
- 5.10 If at the end of the review period the employee has reached a sustained acceptable level of improvement, the manager should meet with the employee and confirm this in writing.
- 5.11 If, following the second review period, the targets or standards set out in the PIP are still not met or sustained, the head of service should meet with the employee to advise them that they will be invited to attend a performance capability hearing.
- 5.12 Redeployment may be considered if both parties are willing to pursue this option at this stage. HR will support this process.

**6.0 Performance capability hearing**

- 6.1 Where the PIP set out in the second review period is still not met or sustained, the employee will be asked to attend a capability review hearing.
- 6.2 The capability review hearing should be convened by a director. If the employee is a head of service, a director who has not been previously involved will conduct the hearing. The employee must be given 10 working days' notice in writing of the date of the hearing and should be advised that they have the right to be accompanied by a work colleague or a trade union representative. The employee will also receive a copy of the management case with this letter.
- 6.3 The director at the meeting will hear the case, supported by HR. The manager should also attend the meeting to present the management case detailing the performance issues, the required improvement and what training and support has been provided.
- 6.4 The performance capability hearing will involve a reassessment of how the employee's performance has been supported by the service and whether there are any further actions that the council can take to assist the employee in continuing their employment or whether employment should be terminated due to the employee's inability to undertake their duties effectively.
- 6.5 The capability review hearing may result in one of the following outcomes:
- Further support with a date set for review
  - Dismissal on the grounds of capability with redeployment rights where appropriate (and no salary/grade protection). The Head of HR and OD must be consulted on any decision to dismiss.
  - Removal of warnings - e.g. where the employee has been treated unfairly or the performance standards were excessively high.
- 6.6 The employee will be informed of the decision in writing within 3 working days of the capability review hearing. If the outcome is dismissal, the employee must be informed of their right of appeal.

**7.0 Setting review periods**

## ESSENTIAL REFERENCE PAPER 'B'

- 7.1 The aim of the performance review period is to allow an employee a set period of time to address the performance issues identified at the performance review meeting and to reach the targets or objectives outlined in the PIP.
- 7.2 The length of the review period will vary from case to case and will be based on:
- the nature and complexity of the work; and
  - training requirements or other measures agreed
- 7.3 As a guide, a period of between one and three months would be the expected norm for each separate review period. The review period should allow the employee a reasonable period of time to both improve and reach the standard and then maintain the standard. Managers also need to bear in mind the type of job. Jobs in which errors can be easily identified would warrant a shorter period of time than jobs where complex decisions or judgments are required.
- 7.5 In exceptional circumstances a shorter review period may be appropriate i.e. where an employee's performance has been persistently below the required standard and all reasonable supports have been given to the employee with no demonstrable improvement as a result.
- 7.6 Managers should consult Human Resources where they are unsure about the appropriate length of the review period.

### **8.0 Warnings**

- 8.1 Where a warning has been issued it should be placed on the employee's personal file as follows:
- First written warning – 6 months  
Final written warning – 12 months
- 8.2 Where a final written warning is issued, if the employee is in receipt of the local award payment, this will be suspended. Human Resources should be consulted.
- 8.3 If the employee's performance deteriorates less than a year after a warning is issued, the manager can re-start the procedure at the next level (e.g. if a first performance review meeting has already

been held and a First Written Warning issued, the manager can start at the second performance review meeting).

**9.0 Other considerations**

**Serious incapability**

9.1 Under normal circumstances, a performance capability hearing should not be conducted without first issuing the employee with warnings and giving them an opportunity to improve their performance with appropriate support. However, in exceptional cases, where one performance error has serious consequences (e.g. if it results in the health and safety of service users or other employees being put in jeopardy), this policy will not apply. Instead the process for gross misconduct, as outlined in the Disciplinary policy, should be used. Where serious incapability is suspected, Human Resources must be contacted for advice before proceeding.

**Overlap with other procedures**

9.2 If conduct, disciplinary, absence and/or performance problems overlap, the manager must deal with all issues. In some cases where there is overlap between procedures, one meeting can be held to cover two processes, e.g. a performance review meeting can incorporate an ill-health review meeting, and sanctions can be issued under both policies. Any further action to address the issues (if there is no overlap) should be dealt with separately under the appropriate policy and procedure. Grievance issues may also be dealt with at the same time as performance issues, but a separate meeting should be used for this (see Grievance Procedure). Further advice is available from Human Resources.

9.3 If an employee has a medical problem which is covered by the Equality Act 2010, it may be necessary to make reasonable adjustments to their job. See the Absence Management policy for more information.

**10.0 Support for managers**

10.1 Managing performance issues can be a difficult and time consuming process for managers. Managers should speak to their manager and HR Officer for support and guidance.

**11.0 Appeal**

11.1 All employees have the right to appeal against any formal action of this procedure in accordance with the Council's Appeals Policy.

**12.0 Policy review**

12.1 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**

**Performance Improvement Plan**

*To be completed and signed by the manager and employee as part of the Managing Performance Policy*

Name: ..... Directorate : ..... Service ..... Review Period (1<sup>st</sup>/2<sup>nd</sup>/3<sup>rd</sup>)..... Date.....

Performance standard/values and behaviours not being met	Objectives/targets required to meet the standard	Support and training to be given to assist reaching the standard	Evidence required to demonstrate the standard is met	Target/deadline for standard to be met and reviewed

*I agree to the content of this document, the actions that are required of me and the objectives as set out in the PDR objectives form (please note the actions required by the manager will be to ensure the appropriate support is given to the employee)*

Signed (Manager) ..... Signed (Employee) .....

## EAST HERTS COUNCIL

LOCAL JOINT PANEL – 30 NOVEMBER 2016

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

LONE WORKING POLICY

WARD(S) AFFECTED: NONE

---

### **Purpose/Summary of Report**

- Members are invited to approve the revised Lone Working Policy and to make a recommendation or not to Human resources Committee

### **RECOMMENDATIONS FOR LOCAL JOINT PANEL:**

**That: Human Resources Committee be advised that:**

(A)	The revised Lone Working Policy be approved.
-----	--

### Background

1.1 The Lone Working Policy was last reviewed in 2015. The council's programme of policy review is after three years or sooner this policy was brought forward due to the implementation of the new lone worker support service.

2.0 Report

#### **Key Changes in the Policy**

2.1 The policy has been updated to be consistent with the introduction of the new Lone Working processes and devices.

2.2 Feedback was sought from managers, Unison and officers who manage lone workers. This policy has been developed as a result of their feedback and current working practices.

- 2.3 The revised Lone Working Policy can be found at **Essential Reference Paper 'B'**.
- 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 <i>(delete as appropriate)</i> :	Priority 2 – Enhance the quality of people's lives
Consultation:	Unison and the Leadership Team have been consulted on the revised Lone Working Policy.
Legal:	None
Financial:	None
Human Resource:	As detailed in the report.
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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# East Herts Council

## Health and Safety Policy

### Lone Working

#### Policy Arrangement No 30.14 (Issue No 08)

January 2017

Policy Owner: Human Resources & Organisation Development – Health & Safety  
Date of last review: January 2017  
Date of next review: January 2020



## Contents

1. Policy Statement
2. Purpose
3. Lone Worker Service Provision
4. Lone Working
5. Personal Safety
6. Working alone at another building/location
7. Employees Working At Home
8. Monitoring and Policy Review

Appendix 1 - Lone Working Service Guidance

Under Review - DRAFT



## 1. **Policy Statement**

1.1. Where the conditions of service delivery or its associated tasks require an employee to work alone; both the employee and their manager have a duty to assess and reduce the risks which lone working presents.

1.2 The Health and Safety Executive defines “Lone Working” as:

*“Lone workers are those who work by themselves without close or direct supervision. They are found in a wide range of situations”.*

For the context of this policy lone working may be any combination or one of the following examples:

- Working alone at the Councils offices and facilities
- Home workers
- Routine visits to other sites during normal working hours
- Routine out-of- hours visits
- Emergency call out
- Remote or hazardous sites
- Empty, derelict or abandoned premises and sites
- Dark/confined premises
- Unmade ground and building sites
- Home visits or meeting the public off site
- Driving on Council business

1.3 This policy applies to all Council employees including temporary and agency staff, volunteers, students and those on work experience.

1.4 This policy should be read in conjunction with the Health & Safety and Safeguarding policies including, where relevant, those of partnership organisations.



## **2. Purpose**

- 2.1 This policy is designed to alert employees to the risks presented by lone working, to identify the responsibilities each person has in this situation, and to describe procedures to minimise risk.
- 2.2 The Council has a responsibility under Health and Safety at Work legislation to ensure all employees reduce the risks to lone working and to implement suitable and sufficient measures to ensure employees' safety at all times when out of hours, off site or lone working. This may cover those parts of employees' homes that may be considered an extension of the workplace due to agreed home-working arrangements.

## **3.0 Lone Worker Service Provision**

- 3.1 The Facilities Manager is responsible for the contract management of the Lone Worker service 'Skyguard – Guardian 24'. All incidents of service failure must be reported to the Facilities Manager (via [FMhelpdesk@eastherts.gov.uk](mailto:FMhelpdesk@eastherts.gov.uk))
- 3.2 Relevant employees will receive a personal safety device and will be trained in the correct use of the device and protocols by their Line Manager. Lone Working Personal Protection Devices are to be used in accordance with the practice guidance as directed by the device supplier.  
Appendix A
- 3.3 In the event of device activation during out of hours events the Alarm Response Centre (ARC) will follow the necessary arrangements to provide assistance to the lone worker. The Alarm Response Centre will send an email to [human.resources@eastherts.gov.uk](mailto:human.resources@eastherts.gov.uk) with the details of the incident. Human Resources will check emails daily and will contact the relevant manager.



## 4.0 Lone Working

4.1 The Council's principles for supporting lone workers include:

- A commitment to supporting employees and managers both in establishing and maintaining safe working practices
- Recognising and reducing risk
- A commitment to the provision of appropriate support for employees
- A clear understanding of responsibilities
- The priority placed on the safety of the individual over property
- A commitment to providing appropriate training
- Ensure appropriate equipment is made available

## 5.0 Personal Safety

5.1 Employees should take all reasonable precautions to ensure their own safety, as they would in any other circumstances.

5.2 Reasonable precautions might include:

- Checking directions for the destination
- Ensuring your car, if used, is road-worthy and has break-down cover
- Ensuring someone knows where you are and when are expected home
- Having your Lone Working Personal Protection Device (if issued) with you and in a working condition
- Avoiding where possible poorly lit or deserted areas
- Taking care when entering or leaving empty buildings, especially at night
- Ensuring that items such as laptops or mobile phones are carried discreetly

For more information see the Suzy Lamplugh Trust website

<http://www.suzylamplugh.org/personal-safety/personal-safety-tips/>



- 5.3 Before working alone, the Corporate Lone Workers Risk Assessment should be reviewed. This is available in the Health and Safety pages on the intranet.
- 5.4 Employees must inform their manager or other identified person when they will be working alone, giving accurate details of their location, an agreed plan and inform their manager when the task is completed. This includes occasions when a staff member expects to go home following an external commitment rather than returning to their base.
- 5.5 If an employee does not report in as expected, an agreed response plan should be put into operation.
- 5.6 The response plan should be tailored to the needs and nature of the team. Issues to take into account include:
- Staffing levels and availability
  - The identified risks and measures
  - Where employees work alone for extended periods and/or on a regular basis, managers must make provision for regular contact, both to monitor the situation and to counter the effects of working in isolation
  - Employees working away from the office should ensure that they have access to a mobile phone at all times and must be issued with a lone worker device (employees are responsible for checking that mobile phones and lone worker devices are charged and in working order)

**6.0 Working alone at another building/location**

- 6.1. Managers and employees must ensure that: -
- All appropriate steps are taken to control access to the building/room and that emergency exits are accessible
  - They are familiar with the fire and, if applicable, intruder alarm procedure and know the location of both exits and alarms





- When making a booking at a venue there will be somebody else present in the building (i.e. Building Manager or Caretaker) and that this person can be contacted in the event of an emergency.
- There is access to a telephone and first aid kit
- If there is any indication that the building has been broken into, they call for assistance before entering
- Whenever possible that they park in a well-lit and busy area
- Ensure sign in and sign out procedures are followed where required

## **7.0 Employees working at home**

- 7.1 Employees working from home should take every reasonable precaution to ensure that their personal address and home telephone number remain confidential.
- 7.2 Homeworkers should be in regular contact with their manager or designated person. Managers should be particularly aware of the importance of such arrangements for homeworkers that live alone (please view the Homeworking Policy)

## **8.0 Monitoring and Policy Review**

- 8.1 Any employee with a concern regarding lone working issues should ensure that it is discussed with their manager or with the whole team, as appropriate.
- 8.2 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

### Lone Working Service Guidance

Skyguard specialise in lone worker security and safety and have a dedicated 24/7 Alarm Receiving Centre (ARC) to manage emergency calls on a daily basis.

#### **What happens when you raise the alarm on your personal safety device?**

Alarms can be raised by simply pressing the dedicated SOS button which connects to the 24/7 UK based Alarm Receiving Centre (ARC), certified to BS 8484 and BS 5979 (Category II). The ARC controllers will be able to view the user's GPS location and the user's pre-registered emergency information, including escalation procedures and contacts.

Controllers will listen-in and if it's safe to do so, talk to the user. Utilising all the information available the Controllers will manage the incident; contacting the emergency services and/or the organisation's nominated responders.

The Incident Management Centre will listen to what is happening at your end, and if it's safe to do so, talk to you to advise and reassure you. If it's not safe to talk, you don't need to speak the Call Centre will send assistance right away, if necessary. The incident will also be recorded remotely – vital should the incident go to litigation.

#### **How to care for your device**

The care and use of your lone worker device is very important for your safety and you should fully understand the lone worker procedures and lone worker policy to support you in a lone worker environment. There are certain steps to take to ensure your device is in full working order.

- a. Ensure your device battery is fully charged before starting work and that you have charging/spare batteries with you if you are away from the lone worker device charging point for extended periods of time.

Lone Working



- b. When entering lone worker areas ensure that you check the signal strength of your lone worker device. If there is no signal in the area you intend to carry out lone working, then inform your manager and work out a risk mitigation plan with them.
- c. Ensure you protect your lone worker device from the weather and environment (unless the device is weather and shock proof).
- d. Ensure you are trained on the functions on your lone worker device and how they work so that if you need to operate your lone worker device in an emergency you automatically know how it operates.
- e. Depending on your situation you may need to place your lone worker device in a position that you can operate it easily and discreetly if required. Consider this before your start your lone working duties.
- f. Work with the Council to ensure appropriate training, policies and procedures are in place and implemented.

Under Review - DRAFT

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## EAST HERTS COUNCIL

LOCAL JOINT PANEL – 30 NOVEMBER 2016

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

PROBATIONARY POLICY

WARD(S) AFFECTED: NONE

---

### **Purpose/Summary of Report**

- Members are invited to approve the revised Probationary Policy and to make a recommendation or not to Human resources Committee

### **RECOMMENDATIONS FOR LOCAL JOINT PANEL:**

**That: Human Resources Committee be advised that:**

(A)	The revised Probationary Policy be approved.
-----	--

### Background

1.1 The Probationary Policy was last reviewed in 2011. The council's programme of policy review states a policy should be reviewed after three years or sooner if legislation and best practice dictate.

2.0 Report

#### **Key Changes in the Policy**

2.1 The policy has been updated and reviewed so it now has a Formal Review Meeting and a Final Review Meeting; the second review meeting stage has been removed.

2.2 The amendments to the policy were made after feedback from managers who having managed a variety of issues asked for the process to be reviewed.

- 2.3 The revised Probationary Policy can be found at **Essential Reference Paper ‘B’**.
- 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 ( <i>delete as appropriate</i> ):	Priority 1 – Improve the health and wellbeing of our communities  Priority 2 – Enhance the quality of people's lives
Consultation:	Consultation has taken place with the Leadership Team and Unison
Legal:	None
Financial:	None
Human Resource:	None
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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**Essential Reference Paper 'B'**

# **East Herts Council**

## **Probationary Policy**

### **Policy Statement**

#### **Policy Statement No 41 (Issue No 2) January 2017**

**Policy owner:** Human Resources  
**Date of last review:** May 2011  
**Date of next review:** January 2020

## **Contents**

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## **1.0 Introduction**

- 1.1 This policy outlines the probationary procedure for all employees commencing employment at the council including those with continuous local government service.
- 1.2 The policy includes employees who are employed on permanent contracts, temporary and fixed term contracts.
- 1.3 An employee's performance, attendance and conduct will be monitored throughout the probationary period to ensure that the requirements of the role are met. The manager will ensure that the employee is properly supported and effectively trained to enable them to become an effective member of the service.
- 1.4 New employees will be subject to a 6 months probationary period. Fixed term contracts employees will be subject to a 3 months probationary period.

## **2.0 Scope**

- 2.1 This policy applies to all new employees except for Chief Officer level and above; and statutory roles, where it should be used in conjunction with procedures set out in the Constitution.
- 2.2 All new employees (with or without continuous local government service) are subject to a probationary period and should follow the review process as a good practice guide.
- 2.3 The probationary period may be extended in exceptional circumstances.

## **3.0 Review Timeline**

- 3.1 The following should be agreed as part of the probation period between the employee and their manager:
  - Role specific objectives
  - Identification of any learning and development opportunities
  - Any appropriate tools or support required for the role
  - Whether the employee would benefit from coaching; mentoring; job shadowing
  - The induction checklist – including attending corporate induction programme

- The council's corporate priorities, service plans and major projects
- The council's values and behaviours and PDR process

- 3.2 The initial review meeting should be held in the first six weeks (3 if on a fixed term contract) between the manager and the employee. At this meeting the individual's objectives would be set, any learning and development needs would be identified and other support would be discussed to ensure the employee is enabled to carry out their new role. Regular 1-2-1 meetings should be diarised.
- 3.3 The manager will then arrange regular review meetings at 12 weeks (6 weeks if fixed term) and 20 weeks (10 weeks if fixed term). The outcome of these reviews should be recorded on the appropriate progress review form and sent to Human Resources.
- 3.4 For the probationary period to be effective, it must have the active and positive involvement of both the manager and employee. This will allow any areas of concern to be raised by either party and appropriate action to be taken to resolve any concerns or development requirements before the end of the probationary period.

#### **4.0 Regular review meetings**

- 4.1 A progress review form should be completed at every review meeting. A completed form should be sent to Human Resources signed by both the manager and employee.
- 4.2 At the review meeting the manager should consider the progress the employee has made against the initial objectives set and check the objectives are still appropriate. The manager should confirm that the employee has attended the corporate induction and read the induction pages on the intranet. Attendance and personal conduct can also be discussed if any concerns have arisen.
- 4.3 If the employee has taken part in any development opportunities this meeting provides an opportunity to evaluate the learning, discuss how it can be applied and identify any further development or learning opportunities that would support the employee to performance their role.
- 4.4 Any issues identified by either party should be discussed at the review meetings and an improvement plan agreed. Human Resources should be contacted for advice and support.

## **5.0 Completion of Satisfactory Probation**

5.1 Human Resources will write to the manager one month before the probation period is due to end. If the employee has satisfactorily completed the probation period the manager should sign off the probation process and Human Resources will write to the employee confirming their employment at the end of the probation period.

## **6.0 Unsatisfactory Probation - Formal Review Meeting**

6.1 If the manager has identified that there are issues relating to the employee's performance, attendance or conduct these issues should be discussed with the employee at the earliest possible opportunity and a Formal Review Meeting should be arranged.

6.2 The manager must inform the employee, giving at least 5 working days' notice, that they are required to attend a formal review meeting. The employee must be informed of the date, time and location of the meeting. The employee will have the right to be accompanied by a trade union representative or work colleague. Human Resources will attend this meeting.

6.3 The formal review meeting will consider:

- The performance, conduct/behaviour or absence that is below the standard required
- Details of any action taken to assist and support the employee to reach the required standards, including any identified training
- The employee's response/explanation to all issues raised by the manager

6.4 If the outcome of the meeting finds that the employee is working at a satisfactory level the manager should inform the employee no further action will be taken. This will be confirmed in writing within 5 days and a copy will be placed on the employee's personal file.

6.5 If the meeting finds the employee is not working to a satisfactory level the manager will issue a written warning within 5 days of the meeting. An improvement plan will be agreed which will include a clear set of targets for the employee to work to within a given time frame and details of the training and support that was discussed. The improvement targets should be concise and clear and giving the member of staff a realistic

time scale to show improvement e.g. one month. The probationary period may have to be extended at this point to enable the employee to improve within the target deadlines set. A copy of the outcome will be placed on the employee's personal file. The written warning will be kept on the employee's file for six months.

## **7.0 Final Review Meeting**

- 7.1 If the employee's performance does not improve within the agreed timeframe a final review meeting will be arranged, chaired by the Head of Service.
- 7.2 The manager must inform the employee, giving at least 5 working days' notice, that they are required to attend a formal meeting. The employee must be informed of the date, time and location of the meeting. The employee will have the right to be accompanied by a trade union representative or work colleague. Human Resources will attend this meeting, which would be chaired by the Head of Service.
- 7.3 The manager should summarise the position and explain the actions taken to support the employee during their probation period. The employee should then comment on their progression.
- 7.4 The Head of Service should decide if the employee has been able to achieve the objectives set for their post and their performance and behaviour meets the required level and standards of the council.
- 7.5 If it is deemed that the employee has reached a satisfactory level, the Head of Service will write to the employee to confirm they have achieved the expected level and the final warning will remain on their personal file for 12 months. Performance will continue to be monitored at 121 and through the PDRS process.
- 7.6 If the employee has not reached the appropriate level of performance to meet their set objectives; the Head of Service may agree another review period and an extension to the probation period or may recommend to the Head of Human Resources and Organisational Development that they are dismissed. Should the employee be dismissed then the employee will be given one month's notice period while in their probation period. This will be confirmed in writing.

## **8.0 Extension to Probationary Period**

**8.1** The probationary period may be extended to allow employees the opportunity to improve their performance/conduct/behaviour. The extension should reflect the appropriate training need or timeframe of the targets set at the formal review meeting.

**8.2** Managers will seek advice from Human Resources prior to extending the probationary period

## **9.0 Appeal**

**9.1** All employees have the right to appeal against any formal action of this procedure in accordance with the Council's Appeals Policy.

## **10.0 Policy Review and Amendment**

**10.1** 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.



# PROBATIONARY REVIEW MEETING

This form should be completed in accordance with the Probation Policy and forwarded to HR after review each meeting.

Employee Name: _____	Job Title: _____
Manager: _____	Date of Meeting: _____
Review period:      6 / 3 weeks <input type="checkbox"/> 12 / 6 weeks <input type="checkbox"/> 20 / 10 weeks <input type="checkbox"/>	

**Managers should review & discuss the following areas with the employee**

	Excellent	Very Good	Satisfactory	Needs Development
Reliability / Timekeeping				
Working with colleagues/partners				
Attendance record				
Customer service				
Values and behaviours				

**Objectives should be set in line with the PDR Scheme during the employee's first week. This section should be used to review and discuss each objective**

Objective (corresponds to PDR form)	Excellent	Very Good	Satisfactory	Needs Development
1.				
2.				
3.				
4.				
5.				
6.				

Record of good practice / performance delivered

Areas that need consideration before the next review meeting

Learning and development agreed

**Agreement – both employee and manager must sign this form to agree points raised**

Employee: \_\_\_\_\_ Manager: \_\_\_\_\_