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MEETING	:	LOCAL JOINT PANEL
VENUE	:	COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE	:	WEDNESDAY 29 NOVEMBER, 2017
TIME	:	2.30 PM

MEMBERS OF THE PANEL

EMPLOYER'S SIDE:

Councillors E Buckmaster, L Haysey, G McAndrew and L Radford (Vice Chairman)

Substitute:

A Alder

STAFF SIDE – UNISON (ONE VACANCY)

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

Substitutes: J Bruce 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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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 democraticservices@eastherts.gov.uk or calling the Council on 01279 655261 and asking to speak to Democratic Services.

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MINUTES OF A MEETING OF THE LOCAL JOINT PANEL HELD IN THE COUNCIL CHAMBER, WALLFIELDS, HERTFORD ON WEDNESDAY 7 JUNE 2017, AT 2.30 PM

PRESENT: **Employer's Side**

Councillors, A Alder, E Buckmaster, G McAndrew and L Radford

Staff Side (UNISON)

Andy Stevenson (Chairman), Mr S Ellis,

ALSO PRESENT:

Councillors P Boylan

OFFICERS IN ATTENDANCE:

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

1   **FAMILY FRIENDLY POLICY**

The Secretary to the Employer's Side submitted a report outlining changes to the Policy to reflect health and safety arrangements and minor amendments following legislative changes around shared parental leave and surrogacy leave.

In response to a query by Councillor A Alder regarding casual workers, private adoptions, and arrangements regarding adoption leave, the Secretary to the Employer's Side explained legislative arrangements and referred

Members to the report for the definition of casual workers.

The Panel recommended to Human Resources Committee, (subject to clarification by the Secretary to the Employer's Side via email regarding private adoption in relation to Statutory Adoption Leave), approval of the report, as now detailed.

> **<u>RECOMMENDED</u> – that the revised Family Friendly Policy as now submitted, be approved, subject to clarification regarding private adoption in relation to Statutory Adoption leave.**

2   **<u>HOME WORKING POLICY</u>**

The Secretary to the Employer's Side submitted a report on a revised Home Working Policy to reflect legislative changes and best practice. The Secretary to the Employer's Side provided a summary of the changes, including the ability to appeal home working arrangements.

In response to a query from Councillor A Alder regarding the number of staff actively working as home workers, the Secretary to the Employer's Side explained that of the (approximately) 350 staff, 50-60 staff were regular home workers (actual 66), and that 30-40 staff worked in Revenues and Benefits (actual 59).

Councillor A Alder expressed concern about feelings of isolation and the impact this might have on the wellbeing and mental health of staff. The Secretary to the Employer's Side provided a summary of the steps taken by the Head of Service to ensure that chat links, (1:1) training and communication with home workers were open and accessible on a daily basis.

The Secretary to the Employer's Side acknowledged the Council's Duty of Care to its staff which had prompted the revision to the Policy, as now submitted.

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

> **RECOMMENDED** – that the revised Home Working Policy, as now submitted, be approved.

3   **SAFEGUARDING POLICY**

The Secretary to the Employer's Side submitted a report on a revised Safeguarding Policy. She provided a summary of the report.

Councillor P Boylan welcomed the Policy but expressed concern that two important pieces of legislation had not been reflected in the revised Policy, namely the absence of a legislative framework around safeguarding either for adults or children. He stated that since the last policy of 2014, there had been a number of significant changes:

- **Working Together to Safeguard Children 2015 (which provided statutory guidance to inter-agency working and specific responsibilities for housing services and environmental health);**

  and

- the Care Act 2015 (which provided statutory framework around safeguarding adults);

- **Safeguarding Training for Councillors;**

- **Allegations against Staff and responsibilities (under the Children Act 2004) of early referral to the Local Authority Designated Officer (LADO) at Hertfordshire County Council and so avoid any criticism for attempting to manage any allegations "in house".**

The Panel welcomed these views. Councillor G McAndrew provided a summary of what other actions the Council had introduced from a safeguarding viewpoint and the Council's actions in relationship to partnership

working to promote safeguards.

Councillor P Boylan referred to the responsibilities of Authorities in relation to domestic violence.

The Secretary to the Employer's Side assured Members that the Policy would be amended and circulated in advance of Human Resources Committee to reflect the legislative changes referred to above.

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

> **RECOMMENDED** – that the revised Safeguarding Policy, as now amended, be approved.

4   APPOINTMENT OF CHAIRMAN AND VICE CHAIRMAN

It was moved by Councillor G McAndrew and seconded by Councillor E Buckmaster that Mr A Stevenson (UNISON) be appointed as Chairman for the civic year 2017/18. After being put to the meeting Mr A Stevenson was appointed Chairman of the Local Joint Panel for the civic year 2017/18.

It was moved by Councillor E Buckmaster and seconded by Councillor G McAndrew that Councillor L Radford be appointed Vice Chairman for the civic year 2017/18. After being put to the meeting, Councillor L Radford was appointed Vice Chairman of the Local Joint Panel for the civic year 2017/18

> RESOLVED – that Mr A Stevenson (UNISON) and Councillor L Radford be appointed Chairman and Vice Chairman respectively for the civic year 2017/18.

5   APOLOGY

An apology for absence was submitted on behalf of Councillor L Haysey. It was noted that Councillor A Alder was substituting for Councillor L Haysey.

6   <u>MINUTES</u>

> <u>RESOLVED</u> - that the Minutes of the meeting held on 30 November 2016 be confirmed as a correct record and signed by the Chairman.

7   <u>CHAIRMAN'S ANNOUNCEMENTS</u>

The Chairman welcomed all Members and Officers to the meeting. It was noted that there were no reports from the Secretary to the Staff Side.

The meeting closed at 3.03 pm

Chairman	....
Date	....

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EAST HERTS COUNCIL

LOCAL JOINT PANEL – 29 NOVEMBER 2017

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

EXPENSES POLICY

WARD(S) AFFECTED:　　　NONE

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Purpose/Summary of Report

- Members are invited to recommend to Human Resources Committee approval of the revised Expenses Policy

RECOMMENDATIONS FOR LOCAL JOINT PANEL:	
That: Human Resources Committee be advised that:	
(A)	Local Joint Panel supports the revised Expenses Policy and recommends this for approval.

1.0　　Background

1.1　　The Expense Policy was last reviewed in January 2016. The council's programme of policy review is after three years or sooner in line with legislation and best practice.

1.2　　The current suite of policies, are being reviewed by HR to reflect the following goals:

- Modernise them
- Clear guidance for managers and employees
- Combine policies where they use the same processes
- Clarity on responsibilities
- Create e-forms
- Review benefits attached to policies

2.0   Report

2.1   The key changes to the policy are:
- Dinner and tea allowance combined and dinner allowance has been increased to reflect best practice.
- Electric mileage rate for cars has been introduced.
- To focus on green travel and support the Council's Green Travel Plan.
- To introduce MyView for online claim process.

2.2   The revised Expenses 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

Contact Officer: Emma Freeman – Head of Human Resources and Organisational Development.
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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	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:	None
Legal:	Approved by LT
Financial:	None
Human Resource:	Approved by LT
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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Policy Name	Expenses
Date	January 2018
Statement No	40
Version	3
Review Date	January 2021

The council will ensure that the reimbursement of expenses is carried out in a fair and consistent manner across the council, supporting the council's green travel policy and based on business need.

1.0 Travel expenses

All employees who are required to travel for business purposes must adhere to the ethos of the green travel plan; for example use public transport; to car share; to hold virtual meetings where possible.

Reimbursement is based on HMRC rates.

Mileage	HMRC Rates
Car (first 10,000 business miles per annum)	45p per business mile
Car (after 10,000 business miles per annum)	25p per business mile
Electric Car Rate	20p per business mile*
Motorcycle Rate	24p per business mile
Bicycle Rate	20p per business mile
Passenger Rate (employee/member)	5p per passenger per mile

*HMRC does not currently provide an electric car rate/so the rate has been based on bicycle rate.

2.0 Public transport

Claims can be reimbursed for standard class train fares, London Underground and bus fares. Taxi fares can only be claimed for in exceptional circumstances where no other form of travel is reasonably available.

3.0 Car parking charges

Car parking charges incurred on council business will be reimbursed only where East Herts council car parking is not provided.

4.0 Subsistence

Employees can claim reimbursement only for the additional expense incurred for meals taken whilst on council business away from their normal base.

The maximum claim for meals is as follows:

Breakfast	Before 7am	£7.21
Lunch	Between 12 noon & 2.30pm	£9.95
Evening meal	After 7pm	£15.20

In exceptional circumstances subsistence allowances can be varied by a Director or Chief Executive. Rates will be increased in line with annual salary awards.

5.0 Accommodation

Accommodation must be selected that is appropriate and normally no more than a 4 star level. Approval before booking is required by your Head of Service.

6.0 Individuals responsibilities

Members of staff who have to travel by car must hold a full current driving licence and insurance covering business use at all times.

Employees should submit expense or mileage claims via MyView. VAT receipts must be attached before submitting the claim to their manager. All approved claims will be paid in the same month if approved by the 6th of the month. Claims exceeding three calendar months will not be paid.

7.0 Heads of Service/Manager responsibilities

The HR Officers will provide guidance to them in meeting their obligations listed below.

Heads of Service/Manager will be responsible for:
- Reviewing all official travel and agreeing it is necessary for the employee to effectively carryout their duties.
- Checking documents for employees who are using their own vehicle for any journey on council business to ensure that their insurance covers them for business use and that they have a valid driving licence, insurance certificate and MOT certificate (if applicable) as part of the induction process. Documents must be checked on joining and then on an annual basis (January). A record must be kept that these checks have been carried out.
- Authorising expense/mileage claims submitted via MyView that are in accordance with this policy.

8.0   Claiming expenses/mileage

Employees can claim for business journeys made in the performance of their duties but NOT journeys which are ordinary commuting or private travel. This also applies to home workers, for guidance see the Home Working Policy. Ordinary commuting or private travel does not include callouts on a non-working day or requiring a repeat journey on a work day.

Mileage to a temporary workplace can be claimed LESS ordinary home to workplace mileage. If the journey is less than the normal home to permanent workplace then no claim is permitted.

As a general rule reimbursement should only be for 'out of pocket' expenses.

9.0   Implementation, monitoring and review of this policy

The Head of Service/manager has responsibility for implementing and monitoring this policy, which will be reviewed after three years or sooner in line with legislation and best practice.

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EAST HERTS COUNCIL

LOCAL JOINT PANEL – 29 NOVEMBER 2017

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

TRAINING AND DEVELOPMENT POLICY

WARD(S) AFFECTED: NONE

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Purpose/Summary of Report

- Members are invited to approve the revised Training and Development policy

RECOMMENDATIONS FOR LOCAL JOINT PANEL:	
Human Resources Committee be advised that:	
(A)	Local Joint Panel supports the revised Training and Development Policy and recommends this for approval

1.0   Background

1.1   The Training and Development policy was last reviewed in October 2015. The council's programme of policy review is after three years or sooner in line with legislation and best practice.

1.2   The current suite of policies, are being reviewed by HR to reflect the following goals:

- Modernise them
- Clear guidance for managers and employees
- Combine policies where they use the same processes
- Clarity on responsibilities
- Create e-forms
- Review benefits attached to policies

2.0 Report

2.1 The key changes to the policy are:

- Professional Training policy has been combined and duplication removed.
- The financial support for professional development has been changed to dual funding between the council and employee up to 50% to enable more employees to benefit from the development opportunity.

2.2 The revised Training and Development 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

Contact Officer: Emma Freeman – Head of Human Resources and Organisational Development.
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Report Author: Emma Freeman – Head of Human Resources and Organisational Development.
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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	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:	None
Legal:	Approved by LT
Financial:	None
Human Resource:	Approved by LT
Risk Management:	None
Health and wellbeing – issues and impacts:	None

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Policy Name	Staff Training and Development
Date	January 2018
Statement No	33
Version	3
Review Date	January 2021

The council is committed to staff development. The key purpose is to facilitate personal and professional development enabling individuals and groups to achieve their full potential at work.

Training and development includes any activity, which contributes to the enhancement of their knowledge, skills, competence, and working practices. Staff development is thus a key contributor to the success of individuals and ultimately to the success of the council as a whole.

A range of development methods will be used to meet these needs: this may include (but is not limited to) formal training courses, seminars, e-learning presentations, conferences, secondments, training for professional qualifications, on the job training, coaching and mentoring, background reading and project work.

Central to the implementation of the policy is the council's training plan, which identifies general training needs across all services.

1.0 Equality
Involvement in staff training and development will be determined by service need, personal merit, performance and by the application of appropriate criteria. Training and development is subject to approval through the PDR process and by line management.

2.0 Identification of Staff Development needs
An assessment of the skills of individuals, when they are appointed to a new role, will lead naturally to the identification of their need for training and development, related to duties that they are to perform. In addition, staff training and development needs may be identified in a variety of ways, e.g. by skills audit, by feedback and by staff performance appraisal. It is our policy that all staff has one annual performance

development review a year with their manager, at which time, training and development needs will be assessed and ways of meeting these will be identified, and an appropriate timescale agreed.

3.0   HR service responsibilities

It is the responsibility of the HR service to oversee implementation of the council's training and development policy and annual plan.

The HR service will be responsible for the delivery of the corporate training plan. The HR Officers will work with Heads of Service to identify training requirements and ensure these are met.

4.0   Heads of Service/Manager responsibilities

The HR Officers will provide guidance to them in meeting their obligations listed below.

Heads of Service/Manager will be responsible for:

- Identifying areas of their own work and work undertaken by staff for whom they are responsible which could be assisted by training and development activities;
- Ensuring their staff attend all statutory training requirements;
- Prioritising training requests within their budget;
- Ensuring that new staff reporting to them are provided with appropriate induction training;
- Ensuring that all staff for whom they have line management responsibility receive regular feedback on their performance, and that end of probation performance reviews and annual performance development reviews are completed on time, with clear objectives set, and any training needs clearly identified
- Developing a service training and development plan as part of the Service Plan completed by Head of Service; which supports the council and service objectives, and regularly reviewing this to ensure that planned training is being delivered on time and that it meets the stated objectives;
- Ensuring that staff who are attending organised training know the reasons for the training, its objectives, the expected outcomes and standard of performance, then ensuring that their performance is measured against this and the training properly evaluated
- Ensuring that staff who are undertaking professional qualifications are given the appropriate support and encouragement, and that regular monitoring is done to ensure they are proceeding well with their studies

- Managing their own service training budget which should be used to support service needs e.g. conferences/seminars.
- To discuss with leavers whether training and development booked within their notice period should be attended.
- Supporting the HR Service in the implementation of this policy

5.0   Individual responsibilities
The council aims to create an environment where staff take shared responsibility for their own individual effectiveness, personal and career development. All employees are required to participate in staff performance development reviews, and to make all reasonable efforts to attend training and staff development as may be identified and agreed from time to time.

6.0   Individual training expenses
The council is fully committed to the career development of all employees and are therefore willing to meet the costs associated with necessary and identified personal study and training focused on the council's requirements. Expenses incurred attending short term training courses, seminars etc. during normal working hours, will be dealt with in accordance with our normal expense procedures.

7.0   Study Leave and Professional Development
The council will consider part funding costs associated with training for proficiency at work and/or career development (maximum 50%). Full funding may be supported for professional roles that are hard to recruit/low retention. Employees who are interested in pursuing longer-term training opportunities will be required to complete an Application for Professional, Career, Vocational Study form, which includes a repayment agreement clause should they leave within 2 years of completion of the training, or abandon the training. This is subject to approval by the Leadership team.

Employees who have been accepted for a course must attend regularly and may be granted half or full day release dependant on the impact on the employee's role, the service and council. Staff may also request additional leave for examinations up to 5 in any 12 month period. Travel and Subsistence cannot be claimed.

The council reserves the right to ask course organisers for periodic reports on any member of staff's progress.

In the event of examination failure, the manager should consider the individual's circumstances and seek the Head of Service permission before any additional course fees, or payments for re-sits are made.

8.0   Training budget

The council aims to allocate the appropriate resources to support training and development activities identified in annual training plans. The HR Service will be responsible for managing the corporate training budget and professional training budgets.

9.0   Training evaluation

The benefits of training activities undertaken by individuals or teams should be reviewed within the relevant service following each activity. Evaluation may also take place via informal feedback and service meetings etc.

Evaluation and review will also be undertaken centrally by the HR service, particularly where training is offered to a group of employees or where substantial investment is involved.

10.0 Implementation, monitoring and review of this policy

The HR service has overall responsibility for implementing and monitoring this policy, which will be reviewed annually.

Professional, Career, Vocational Study form

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: £

Total funding required (Max 50%): £

(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?

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- 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 succession planning?
- What is the impact of the employee attending this course on the service delivery and employee's ability to complete their objectives?

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Signed Employee: Date:

Signed Manager: Date:

Signed Head of Service: Date:

Approval by Leadership Team   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 the 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

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EAST HERTS COUNCIL

LOCAL JOINT PANEL – 30 NOVEMBER 2017

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

SOCIA MEDIA GUIDELINES

WARD(S) AFFECTED: NONE

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Purpose/Summary of Report

- Members are invited to approve the updated Social Media Guidelines for officers

RECOMMENDATIONS FOR LOCAL JOINT PANEL:	
Human Resources Committee be advised that:	
(A)	Local Joint Panel supports the updated set of social media guidelines for officers as drafted and in line with the new media strategy, and recommends this for approval.

1.0   Background

1.1   A new communications strategy has been drafted to shape the future communications direction for the council. As part of this, a review was carried out on the way social media channels are currently used by officers and how they will be better utilised in the future. As a result, the social media policy needs to be updated in order to deliver the strategy and keep up with changes in the social media world.

2.0   Report

2.1   The main changes to this policy are around encouraging employees to make better use of social media and some information on the GDPR rules which come in to effect next year.

2.2   The social media guidelines 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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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	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:	None
Legal:	Approved by Alison Stuart
Financial:	None
Human Resource:	Approved by Emma Freeman
Risk Management:	The risks associated with not providing officers guidance on how to use social media are high. Using social media is a great way to engage with the public and share the messages of the council with a wide audience, but as these are public facing channels there needs to be guidance available to all officers on how best to use the channels and what to avoid.
Health and wellbeing – issues and impacts:	None

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East Herts Council

Social Media Guidelines

Statement No 43 (Issue No 2)
October 2017

Policy owner: Communications
Date of last review: October 2017
Date of next review: October 2020

Contents

SOCIAL MEDIA GUIDELINES

1. <u>Background</u>

1.1 Social media opens up the opportunity to engage with customers in a faster and more convenient way. It allows the council to share news with a large number of people immediately and provides the opportunity for instant two way communication.

1.2 There are a range of channels available to help shape and direct communication and this policy provides guidance about the use of social media, for both business and personal use. This policy links with the council's ICT User Policies and the Officer Code of Conduct.

1.3 The council encourages employees to make reasonable and appropriate use of social media as part of their work. It is an important part of how the organisation communicates and promotes its services to the community.

2. <u>Business Use (On Behalf of the Council)</u>

2.1 Social media access for business use
The communications team has overall responsibility for the council's accounts and will work with all service areas to ensure relevant news and alerts are shared in a timely manner. If employees would like to use the current social media channels to share news and relevant information, access and training can be arranged through the communications team.

2.1.1 Employees wishing to set-up new social media profiles or networking sites on work related projects should seek authorisation from the communications team and attend appropriate training. The council must have an oversight of all social media channels being used for council purposes. The council must also ensure there are adequate levels of governance on all social channels being used. If an employee with a social media profile leaves the council, they must alert Communications team to transfer the log in details or close the account.

2.2 Posting on social media for business
It is essential to use social media in a way that helps to protect and strengthen the council's reputation. Damage to reputation,

especially so publicly, can take a long time to repair and result in a lack of trust from stakeholders.

2.2.1 When posting or replying, remember to check the Social Media Guidelines (see appendix) and please bear in mind the following:

- Consider the content – it should not suggest an opinion, political preference or confidential information
- Consider the benefits- Is it something that will inform, benefit or support stakeholders?
- Consider wider news- does this conflict with other messages out there? If there are elections, does it conflict with the rules of purdah?
- Consider the implications- if it raises questions, can these be answered?
- Consider the wider organisation- Is anyone else in the organisation sharing or working on anything that may be a conflict?
- Consider the audience- what channels will they be using? Is the information clear and written in plain English without jargon?
- If responding to a question- is the information available to answer the question fully? If not, respond explaining that the enquiry is being looked into and try to give a realistic deadline for the answer.
- Consider the tone- if comments are abusive, respond with factual information to answer their question and contact the Communications team

2.3   Social media connections
The council may choose to 'follow', 'like' or otherwise other organisations and individuals using social media. This enables the council to view what other social media users are saying and, where appropriate, share their content or make comments. There is no fixed approach to who the council will have in its network but, as a guide, the audiences identified in the Communication Strategy will be considered as potential connections.

2.3.1 Some general watch outs when establishing connections are:

- Be aware of connecting to political or politically motivated groups

- Should a connected organisation or body make public statements (through either social media or any other channel) that are directly contradictory to the council ethos or priorities,

employees should carefully consider if they wish to remain connected

- Should a connected profile/page/site become a platform for conflict or abuse, employees should remove the organisation from their network

2.4   Social media and recruitment

Unless in relation to finding candidates, for example, if an individual has put their details on social media websites for the purpose of attracting prospective employers, managers should only conduct searches, either themselves or through a third party, on social media when these are directly relevant to the applicants skills or claims that they have made in the recruitment process. For example:

- A prospective employee may claim that they have used social media in their previous job (for example as a publicity tool)

- A prospective employee's social media use may be directly relevant to a claim made in their application (for example, if they run a blog based around a skill in which they claim to be proficient)

- A candidate applies via a social media channel

2.5   Using channels to drive engagement and provide a service

Each social media channel is used differently. Employees should familiarise themselves with a channel before uploading content to it. For example, Instagram requires picture content led but relies on hashtags to drive engagement and awareness (see social media guidelines). The communications team can provide guidance on the best way to use these channels before sharing content.

2.5.1 Think about the tone of voice, for example Twitter's core audience is 16- 34 but is growing in popularity with the over 65s, bear this diversity in mind when posting to ensure content is appropriate for all stakeholders.

2.5.2 Make sure information is frequent, interesting and correct. Stakeholders follow a page to receive regular updates that are of interest to them. They also expect a swift response so channels must be monitored frequently and questions should be answered. If an answer is not immediately available, provide regular updates and a realistic timeline.

2.5.3 Try to personalise messages by signing a name at the end to avoid being seen as a faceless and unhelpful organisation, and always read questions carefully to ensure the issue is fully dealt with. If a customer becomes rude or aggressive, remain calm, be understanding and try to offer factual answers. If the aggression remains, stop replying and seek advice from Communications team. Remember, anything that would not be appropriate to say in a phone or face-to-face conversation with customers of the council, would also not be appropriate on social media.

2.5.4 If commenting on another page or joining another conversation, be aware of the topics being discussed, anything with a political agenda or not fitting with the culture of the council should be avoided.

2.6   Hours of use
Employees are not expected to monitor and respond to social media enquiries outside of their working hours, unless in an emergency situation. In an emergency, nominated employees will be required to use social media to share news and updates.

2.7   Crisis management
From time to time a crisis may occur. If a crisis is developing, contact the Communications team for advice. They will contact the relevant service for more information or the executive team if there is something they should be addressing.

2.7.1 To identify if the council's social media account is involved in a crisis, consider the following points:

- Are a number of stakeholders repeatedly talking about one subject negatively?
- Is the subject being discussed highly emotive or a high reputational risk?
- Is the subject legal in nature or has negative legal connotations?
- Have the press picked up on it and are reporting it negatively?

2.7.2 The Communications team will monitor the situation, posting factual information if necessary/available and will contact other users to advise them of the situation and where to act. If the crisis takes place across multiple social channels, this can be monitored using Hootsuite.

2.7.3 Avoiding the situation or deleting posts can be viewed as negative, so if there is no information and situation is escalating, simply post something that lets users know the situation is being investigated. If responses become aggressive to do not respond.

2.8 Code of conduct

The Officer Code of Conduct sets out the standards of conduct required of council employees. These standards apply equally to conversations undertaken through the use of online media as they do to face-to-face conversations. Employees should treat anyone they speak to online with respect, comments should not be personal attacks, rude or disrespectful and should comply with equality laws, nothing sexist, racist, ageist or homophobic. Employees should familiarise themselves with the requirements of the Officer Code of Conduct.

2.8.2 All employees are required to adhere to this policy. Employees should note that any breaches of this policy may lead to disciplinary action. Serious breaches of this policy, for example incidents of bullying of colleagues or social media activity causing serious damage to the organisation, may constitute gross misconduct and lead to summary dismissal.

3. Personal Use

3.1 Using council ICT

The council allows limited personal use of ICT resources, including the internet. Please see the ICT User Policies for further information. Employees accessing social media sites on their personal devices should only do so in their own time e.g. lunch time or before or after their agreed working hours.

3.1.1 Employees should not use council ICT equipment to use social networking sites inappropriately or to create new channels that contain council information without agreement from the Communications team.

3.1.2 The council reserves the right to monitor employees' internet usage and, where possible, will endeavor to inform an employee when this will happen and the reasons for it. The council considers that valid reasons for checking an employee's internet usage include suspicions that the employee has:

- Been spending an excessive amount of time viewing websites that are not work-related

- Using the internet for cyber bullying

- Acted in a way that could damage the reputation of the council or breaches confidentiality

- Accessing websites deemed inappropriate as detailed in the ICT Internet Use Policy.

If appropriate, disciplinary action may be taken in line with the council's Disciplinary Policy.

3.2 Using social media for personal use

The council recognises that many employees make use of social media in a personal capacity. While they are not acting on behalf of the organisation, employees must be aware that they can damage the organisation if they are recognised as being one of our employees.

3.2.1 Employees should be aware that social networking websites are a public forum and should always assume that entries on any channel are public and can be seen by everyone, this could include a colleague, a manager, a Councillor and customers. No inappropriate or confidential information should be shared on any social media channel. The council must ensure confidentiality and reputation are protected, along with ensuring that customers are safeguarded.

3.2.2 The council requires employees using social networking sites to consider the Officers' Code of Conduct and not:

- Comment on the work of the council such that it could bring the authority into disrepute

- Conduct yourself in a way that could bring the authority into disrepute

- Allow your interactions to damage working relationships between employees, Councillors and any of the Councils' residents, clients or customers

- Allow your personal opinions to be considered to be the opinions of the council

3.2.3 If employees are commenting on a post, or posting something themselves that is related to the council, or a council project, they should make it clear that they are an employee of the council. The council encourages employees to engage with and share news from the council but should make it clear that they are not speaking on behalf of the council. It is generally advised to add something along the lines of 'all comments and opinions are my own' to your bio to ensure there is no confusion.

3.2.4 The council will not actively monitor the personal social media profiles of employees however, if the council becomes aware of any activity breaching the above, an investigation may include a review of activities on social media.

4.0   Legal Considerations and Compliance

4.1   Legal Framework
Any form of communication has the possibility of being misunderstood and social media is no more or no less vulnerable. The following laws apply with online participation of any kind:

- Data Protection Act 1998
- Defamation Act 1996
- Human rights Act 1998
- Equality Act 2010
- Copyright, Designs and Patents Act 1988
- Regulatory and investigatory Powers Act 2000
- Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000

4.2   Data Protection
People post information on social media about all sorts of things, including, for instance, political opinions. In many cases, their username, their biographical details or their link to their website makes their identity traceable.

4.2.1 The DPA allows employees to process personal data as an individual if it is for purely domestic purposes. This is to allow employees to keep an address book or similar. If employees are engaging in social networking for work purposes, or for research, careful consideration of the DPA is required. The council's Information Manager must be notified of Social Media in use and its purpose, in case the use must be included within the council's notification to the Information Commissioner. For example:

- Referring to someone as, for instance, @JoeBloggs identifies him or her as an individual. Mentioning someone in a Tweet means employees are transferring personally identifiable information out of the European Union if the social media site is hosted outside it,

- Using a Twitter client, which will keep a subset of people employees follow on their computer, may contravene the DPA, especially if their tweets (or others' tweets about them) mention sensitive information and if they have set their Tweets to be protected.

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As a result:

- Do not publish the personal data of individuals.

- Do not re-publish the personal data of individuals even when they have chosen to publish it.

- Seek advice before analysing or using any posts on social media as this may be regarded and need consideration under the processing of personal data.

See the Council's Data Protection Policy and Information Security Policy for further guidance.

4.2.2 Employees must also be aware of the General Data Protection Regulation (GDPR), which will apply in the UK from 25 May 2018 and applies to anyone who has day-to-day responsibility for data protection. The GDPR covers a wide range of personal identifiers, such as IP addresses, that will constitute personal data, reflecting changes in technology and the way organisations collect information about people. It applies to both automated personal data and to manual filing systems where personal data are accessible according to specific criteria. You can assume that if you hold information that falls within the scope of the DPA, it will also fall within the scope of the GDPR. Further information on how this will apply to social media users will be available in due course.

4.3 Libel
Employees should not publish an untrue statement about a person that is damaging to their reputation or allow someone else to publish something libellous on the council's website or social media platforms – if employees see such a statement they must take prompt action to remove it by contacting the Communications team.

4.4 Copyright
Placing images or text on any East Herts website from a copyrighted source (for example extracts from publications or photos) breaches copyright. Employees should avoid publishing anything they are unsure about, or seek permission in advance.

4.5 Bias and Pre-determination
Employees should avoid publishing anything that might suggest they do not have an open mind about a matter/decision they may be involved in determining. For example if employees are involved in determining planning or licensing applications or other decisions, the decision runs the risk of being invalidated.

4.6 Obscene material

Publishing anything that people would consider obscene is a criminal offence.

5.0 Policy Review and Amendment

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

6.0 Appendix

6.1 Social Media guidelines

Social media opens up the opportunity to engage with stakeholders in a faster and more convenient way. It allows the council to share news with a large number of people immediately and provides the opportunity for instant two way communication. It also allows you to create character and give an insight into who you are.

There are four key channels that the Council will use to engage stakeholders and share news, each with their own format for doing this, these are- Twitter, Facebook, Instagram and LinkedIn.

6.2 Using Social media

- Each channel will have its own content specifications, for example Instagram is focused on images and Twitter requires short updates, only allowing 140 characters per post, but the general principles remain the same. Social media channels should be used to share updates, information and drive engagement.
- First thing to do is to think about the type of content you want to share to ensure you are using the right channel. Is it a larger piece of text- would this fit better on Facebook or can you just tweet a link? Is it an image- would it be best on Instagram or is the image of a fly tip, in which case it might be better on Twitter.
- Think about who you want to reach. If you want to share details of grants for new businesses, this might be best placed on LinkedIn.
- What do you want people to do with the content- if you want them to share it then ask them to share, if you want them to sign up to something then add the link to do so.
- Think about the people you want to engage with- follow them, like their posts, share their posts and contact them directly using @ followed by their user name to tag them in posts. If you reach out to them, they are more likely to engage with you.

- To get your posts noticed think about hashtags, these will make your post searchable and allow you to be part of other conversations. For example, if you are posting about bin collections use #bin #bincollection #rubbish.
- Think about who you are speaking to when you post. Don't use jargon they won't understand, don't use acronyms they are not familiar with and use the right tone of voice. Social media is conversational so keep your tone informal.
- Use social media to monitor what is being said about the council. Have a look at local press pages to see what they are interested in and they are saying about you. Keep an eye on trends- what are other councils doing, what are residents interested in, what else is happening in your area? Can you add to these conversations or is there something you should be aware of?
- Remember that everyone can see what you post, even if you delete it there may still be a record of it. Don't get drawn into an argument or send anything abusive. If someone contacts you directly, respond with factual information or ask them to DM you, if it becomes aggressive- stop posting. If in doubt, don't post.
- Don't post items for the sake of it but do try and post frequently enough to get your posts noticed and keep followers interested. Think about what your stakeholders want to hear- what will help them relate to you, what council work will stakeholders want to hear about?
- Think about when you are posting- people are most likely to check their social media accounts before or on their way to work, before they go to bed and on a Sunday evening, so these are the best times to try and catch the attention of your audience.
- Don't divulge personal information- your own or anyone else's. If you are being asked to comment on individual cases, ask them to direct message you to discuss out of the public sphere.
- Be aware of wider news stories- there may be trends you can tap into with your posts. There may also be times to avoid making announcements if your news clashes with a wider news story.
- Where possible, always try to respond to questions as quickly as you can, even if it is just to provide a realistic timescale for a full answer. Just ignoring people can make the situation worse.

6.3   Dealing with different channels

6.3.1 **Twitter**
- Twitter is used to share short news snippets and updates to a wide range of users
- The core audience is 16-34 but is growing significantly with users over 65

- Twitter can be used to start or join in with wider conversations, either by using a hashtag or by tagging someone in the post
- If you need to share something privately, use DM (direct message). The message will then only be seen by you and the person you are speaking to
- Twitter only allows 140 characters per post so keep it snappy
- You can share images, GIFs, videos and links to illustrate your point
- You can create a Twitter Poll that will run for 24 hours to garner opinions
- You can pin a key tweet to the top of your page so that this will be the first tweet anyone visiting your page sees- useful for sharing links so that people can easily find them
- Platforms such as Hootsuite can be used to schedule posts to allow for a regular flow of information and to monitor what is being said
- Twitter also allows you to see what is trending and what the most popular hashtags are, allowing you to join these conversations if relevant and to see what people are interested in when drafting posts.

6.3.2 Facebook

- Initially designed as a way to keep in contact, Facebook is now an ecommerce tool for small business and an advertising tool for larger businesses
- The average user is now over 35, with younger users switching to Instagram
- The additional space and no character limit allows for bigger features, but be careful not to make posts too wordy or you'll lose the audience's attention
- You can share images, GIFs, videos and links
- For a small amount of money, you can boost posts to ensure they are reaching your key demographic, even if they don't follow you
- The cover photo on the page can be used to promote your campaigns, update regularly to keep it interesting
- There are a number of groups that can be followed on Facebook, for example 'spotted in', but read the content on their page before joining to ensure you know what you are following. Some groups will be private, to join you will need to send a request and wait for it to be approved.
- There is a private messenger function and, unlike twitter, this can be used to contact those who don't follow you as well.
- There is also a feature for live streaming- Facebook Live- this is a great feature for sharing interviews or events etc, just be careful what you are sharing as it is live

- Facebook have recently added Facebook stories, allowing you to create short videos that will only stay live for 24 hours.
- Remember Facebook business pages can only be managed by a personal account, if you try to set up an additional account to run this e.g. a Press Officer account, it will be deleted.

6.3.3 Instagram
- Instagram is an image sharing tool to bring together groups of like-minded people or those looking for inspiration.
- The core audience is 18-29
- The key to this is to share stand out images that interest people and stop the scroll!
- When you're out and about, think about what you are doing and what is around you – would this make an interesting image for Instagram, would your followers want to see this.
- Just like Twitter and Facebook you can like posts, comment and tag other users in posts. You can also re-gram posts and send posts to your followers privately.
- Use of hashtag is the key to getting your images noticed by those beyond your followers. There is no limit on the number of hashtags you can use on Instagram so have a look what hashtags other people posting similar images are using and add them to your posts to help get them noticed.
- Instagram will also recommend posts you may like, based on who you follow and posts you like. This can help you find new contacts and provide inspiration.
- Your images should give an insight into your organisation. Instagram can be used to curate your look and define your personality. It can add character and give an insight into who you really are.
- Instagram has recently introduced Instagram stories, allowing you to share short videos with followers that will only be live for 24 hours. This provides the opportunity to share behind the scenes content that you might not want to live permanently on your page.

6.3.4 LinkedIn
- LinkedIn is a business networking tool that allows users to connect to people and companies of professional interest, search for jobs and share best practice and advice
- The core audience is 30-64
- As with the other channels, you can like and share posts and send private messages.
- You can also join and follow groups of interest
- LinkedIn has a business focus so should not be used to just share generic updates on the council. Posts shared need to be business

related, such as job posts, networking opportunities and information useful for businesses.

- Connections should also be business focused, for the council this could be businesses based in East Herts and the surrounding area or those looking to move into the area.
- LinkedIn also recommends connections to you. To ensure you are seeing the right people, make sure your profile is up to date and has relevant information about who you are, where you are based etc.
- LinkedIn is also a great place to share successful case studies, to demonstrate how the council can help businesses.
- The Pulse section of LinkedIn is also a useful tool, it allows you to see what the most popular posts are and what people are interested in. This is helpful when considering your own posts.
- LinkedIn can be used to gather opinions, for example if you are thinking about adding a new service, ask your connections what they think and if they would use it.

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EAST HERTS COUNCIL

LOCAL JOINT PANEL COMMITTEE – 29 NOVEMBER 2017

REPORT BY SECRETARY TO THE STAFF SIDE (UNISON)

RESTRUCTURE CONSULTATION POLICY

WARD(S) AFFECTED: NONE

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Purpose/Summary of Report

- Members are invited to approve the new restructure consultations policy

RECOMMENDATION FOR LOCAL JOINT PANEL:	
Human Resources Committee be advised that:	
(A)	Local Joint Panel supports the new restructure consultations policy and recommends this for approval.

1.0   Background

1.1   Following a number of restructure consultations UNISON suggests that it would be useful to introduce a policy to enable managers to conduct future restructure consultations within a standard framework. No restructure consultation policy currently exists and at present, managers have no written guidance document for this process and rely instead on their own initiative and general advice from Human Resources.

2.0   Report

2.1   The policy has been devised to enable a fair and transparent restructure consultation process to be conducted to ensure compliance with best practice. It is important that the Council remains committed to full and meaningful consultation with UNISON and its employees and any change proposed should cover the proposals, the rationale for the proposed and the

proposed process for any change. There should be adequate time allowed for UNISON and affected employees to properly consider the proposals and for management to fully consider any alternatives suggested to facilitate "buy in" of a proposed change. This will necessitate management setting aside sufficient time to consider any and all observations and objections and to fully consider any alternative proposals put forward.

2.2   It is not within the scope of this document to consider the legal implications of consultation but to provide guidance to those initiating restructure consultations and key stages to be reached in sequence that UNISON believe will help all parties understand how they can participate and contribute more effectively and be able to manage and accept the process of change.

2.3   The policy enshrines the principles of genuine consultation and productive debate and also recognises the Council's right and requirement to manage itself effectively and efficiently.

2.4   The policy will help to reassure staff and UNISON that points, suggestions and even objections can be processed as the consultation is conducted and also at its conclusion. It will provide reassurance that the process is being managed effectively and fairly to ensure consistency, legal compliance and good practice.

2.5   The policy includes a mechanism whereby if, or when, a restructure concludes that staff strongly object, rather than trigger a dispute, the restructure conclusion can be presented to Local Joint Panel for their observations with a recommendation to Human Resources Committee.

2.6   In order to try and reduce workloads on the HR team and UNISON volunteers, the policy suggests that restructures should be limited such that only one is attempted at any one time (e.g. within three months) to allow new processes to embed, manage change and to assess the impact of the new process on the Council and on staff. It will also reduce "restructure fatigue".

2.7   In 2016 management embarked on a number of departmental restructure consultations some of which were not controversial and had little or no impact on staff, but UNISON objected to three restructure consultations – Planning, Democratic Services and Housing and Health. UNISON and staff objections were ignored with what UNISON considers have been subsequent negative consequences.

2.8   The objections were partly due to what staff and UNISON considered as uninformed or badly thought through changes largely conducted by managers with no understanding or professional knowledge of the service area or distinct specialism.

2.9   UNISON considers that staff (often professionally trained and qualified staff) are the ultimate source of knowledge of their own field of expertise. Generic managers should recognise this intrinsic knowledge held by staff in these situations.   If management have very strong reasons for change, the proposed decision should at least be subject to scrutiny

3.0   The restructure review for Health and Housing was triggered by a restructure consultation which commenced in that department in November 2016. UNISON disagreed with the managers' restructure conclusion report and it was therefore suggested by the Head of Service that rather than trigger a formal dispute a 6 month review should be arranged. **Essential Reference Paper "C"** sets out the impact of the review of Housing and Health restructure as produced by UNISON.

3.1   The review UNISON conducted concludes that the restructure has not been successful and that part of the reason for this is because the staff and UNISON were not properly consulted with and their views were ignored.

3.2   A similar outcome has occurred in planning and to a lesser extent in Legal and Democratic services (2016) where staff and UNISON engaged with the consultation and submitted ideas, suggestions, clarifications to (factual) errors made by management and constructive criticism.   In both these departmental restructures staff felt very aggrieved that they were disenfranchised and ignored and that detrimental changes were arbitrarily implemented. The difference with these restructure consultations is that managers did not suggest a 6 month restructure review.

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'** and the Housing and Health restructure review as produced by UNISON

Background Papers

Housing and Health restructure review by UNISON

Report Author and
Contact Officer: Andrew.stevenston@eastherts.gov.uk
                     Extn 1516

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives *(delete as appropriate):*	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:	*Meetings with the Head of Human Resources have been held.*
Legal:	*n/a*
Financial:	*n/a*
Human Resource:	*UNISON considers that if the Consultation Policy is adopted improvements to the way staff are consulted will be embedded leading to greater staff involvement and participation.*
Risk Management:	*n/a*
Health and wellbeing – issues and impacts:	*n/a*

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East Herts Council

Restructure Consultations Policy

Policy Statement No 1 (Issue No 1)
January 2017

Policy owner: UNISON
Date of last review: January 2017
Date of next review: January 2020

Contents

1.0   Introduction

1.1   The council will from time to time initiate consultations with UNISON and staff for the purposes of creating changes to the structures of the councils departments. In order to efficiently and effectively implement changes it would be necessary to consult affected staff in order to understand their views on the changes and to provide to the staff sufficient information in order that staff can make informed responses.

1.2   There are benefits to both the council and the employee which include:
  - Improved efficiency and productivity
  - Improved recruitment and retention of employees
  - Increased goodwill, morale and motivation of employees
  - Supports the council's Equality and Diversity policy
  - Supports the councils aspirations for investors in people

2.0   Scope

2.1   This policy and guidance applies to all who are considering engaging in a consultation including managers, HR and UNISON

3.0   Business Need

3.1   The efficiency, productivity and effectiveness of the organisation can be enhanced through an engaged workforce that contributes positively to restructure consultations which could lead to cost savings and innovative ways of working.

4.0   Definitions

4.1   For the purpose of this policy and guidance a consultation can be defined as:

Restructure consultation

This is where a head of service would propose a fundamental change to the way a service or a team of people delivering a service provides that service. This could include a material change to the service such as increasing or decreasing the size scope and nature of a service.

It could include the introduction of an entirely new service. It could include recruitment of new individuals and also redundancies of individuals.

5.0 **The Process for commencing restructure consultation**

5.1 The need for a restructure is identified by head of service.

5.2 Senior managers or senior affected staff that would be directly affected by the consultation would be able to contribute, including their views in brief, stating whether they would support or not support the consultation. Their comments would be appended to the originating head of service's report.

5.4 A draft report is submitted by the head of service to leadership team (LT)

5.5 Leadership Team agree that the restructure can proceed or alternatively suggest changes and proceed or confirm that the consultation and restructure should not proceed.

5.6 UNISON and HR are asked for their initial input (if LT suggest it should proceed). Full details should be provided to UNISON and HR including timings costings and details of how the restructure will contribute to councils corporate priorities.

5.7 UNISON and HRs initial comments are incorporated into the head of services consultation document

5.8 The consultation is then initiated with a 30 day consultation period. UNISON is provided with a fully costed estimate of the proposal if for example only a limited amount of information was originally submitted to UNISON.

5.9 The current procedure is followed during the 30 day period. UNISON could consult with staff for their views. One to ones are arranged with staff. UNISON can request additional details of the prepared estimates during this period if required.

6.0 Five days before the end of the consultation period, UNISON will meet with the head of service to enable a consensus to be formed. It should be able at this meeting for UNISON to be able to be satisfied that the proposal is workable and acceptable. If the proposal is either

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unworkable and / or unacceptable the parties should try and reach a compromise.

6.1 UNISON provide to the head of service and HR a written statement detailing the branch opinion and if required a conclusion statement which would form part of the final report documentation that the head of service submits to LT.

6.2 The head of service presents the outcome of the restructure consultation and their conclusion report to LT. UNISON would have the opportunity to present their view to LT at the same meeting.

6.3 Leadership team would review the documentation and comments from management and UNISON (and HR if they have submitted any comments) and formally report back in writing to all parties on their conclusion.

6.4 In the event that UNISON disagree with LTs decision UNISON would present their views to the next local joint panel (LJP)

6.5 No more than one consultation would be attempted at any one time and an agreed minimum period of time between consultations should elapse in order that UNISON, Managers, HR etc. can properly resource the exercises.

6.6 The policy could be reviewed after 6 months by UNISON, Managers and HR to check its efficiency and performance.

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