

## UNION / EMPLOYEE CONSULTATION COMMITTEE

### AGENDA

Monday 28<sup>th</sup> September 2015 at 1100 hours in Chamber Suites 1 and 2,  
The Arc, Clowne

<b>Item No.</b>		<b>Page No.(s)</b>
	<b>PART 1 – OPEN ITEMS</b>	
1.	To receive apologies for absence, if any.	
2.	Appointment of Vice Chair.	
3.	To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4 (b) of the Local Government Act 1972.	
4.	Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of:  a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items  and, if appropriate, withdraw from the meeting at the relevant time.	
5.	Minutes of a meeting held on 8 <sup>th</sup> June 2015.	3 to 7
6.	Sickness Absence and Occupational Health Statistics April 2015 to June 2015.	8 to 14
7.	Reward, Recognition and Retention Framework.	15 to 22
8.	Appraisal Templates and Competency Framework.	To Follow

**Union/Employee Consultation Committee 28<sup>th</sup> September 2015**

**URGENT ITEM OF BUSINESS**

**WASTE SERVICES LOCAL AGREEMENT**

**BOLSOVER DISTRICT COUNCIL**  
**UNION EMPLOYEE CONSULTATIVE COMMITTEE**

**28<sup>TH</sup> SEPTEMBER 2015**

**WASTE SERVICES LOCAL AGREEMENT**

**REPORT OF ASSISTANT DIRECTOR STREETSCENE**

**Purpose of the Report**

- To consult recognised Trade Unions and Employees in development of the proposed Waste Service Local Agreement (WSLA) introducing a measured performance management system in Bolsover's waste collection arrangements; in particular, prior to seeking approval by way of Council.

**1 Report Details**

- 1.1 The proposed Waste Services Local Agreement (attached **Appendix 1**) forms part of work Streetscene Services is undertaking to progress harmonisation and joint service delivery standards across Bolsover and North East Derbyshire; in particular, reviewing the Councils' functional waste collection arrangements to stimulate increased efficiency and establish a measured performance work scheme in BDC's waste collection function and promote parity in pay arrangements between the two Councils' workforces to facilitate scope for wider joint working.
- 1.2 As part of this work stream, the role of Refuse Collection Operative at Bolsover requires reviewing to take account of evolving working arrangements; in particular, extended duties during winter green bin suspension periods, including street cleansing and/or grounds maintenance service activities; this, subject to formal review of the role's grading.

**2 Conclusions and Reasons for Recommendation**

- 2.1 Review of Domestic Waste Collection arrangements is concerned with establishing aligned performance levels across refuse collections teams at BDC and NEDDC. The major gain is anticipated to arise at BDC, where opportunity has been identified to reduce the number of refuse collection vehicles employed from seven to six. This secures cashable efficiency savings, summarised later in the financial implications section of this report. However, to secure these savings requires a review of refuse collector roles at BDC and the establishment of a common Local Agreement with measured performance management framework.

**3 Consultation and Equality Impact**

- 3.1 Review of waste collection service arrangements has been discussed with frontline staff at team meetings; further to which, the Waste Services Local Agreement (**Appendix A**) has been developed with initial consultation taking place with waste services staff and local Union representatives (UNITE) in its development stage.
- 3.2 Feedback received to date from waste service Union representatives and response, is set out as follows:

Item\Question Raised	Response
Sometimes vehicles not fuelled up leading to requirement in the morning. This may not acceptable at Riverside through planning restrictions. Also, this relates to vehicles coming out of Transport.	Fuelling at the end of the shift is as a direct result of a planning requirement and as such should be adhered to at all times. The instances you have brought to my attention will be raised with the relevant staff/section however should there be any further issue please keep management informed.
Teams concerned about amount of time spent entering data into the BDC tracker system as this wasn't part of the time study carried out at NEDDC. Management agreed to look at the quantities and if there was any measurable time spent per crew this would be picked up during observations.	NEDDC's current Local Agreement (Part B Specification) required NE Teams to complete hand written forms/reports for missed/non-presented bins which is more time consuming than BDC's button option on tracker system to the rear of vehicles. NEDDC will be adopting the BDC system when it receives its new refuse fleet later this year to make reporting more efficient. As we discussed, if this was still considered to be an issue it could easily be measured onsite and quantified through previous use on the tracker report.
It was queried why bin liners were still mentioned in the document	This is part of the overall measured scheme data. This approach is not currently in use, although some properties do receive a bagged collection (i.e. clinical). However, due to the small numbers involved, it isn't effective to use the measured scheme. Rates remain in schedule and available should they be required.
Asked to confirm whether arrangements established over two prior green bin suspension periods were going to be included working alongside Street cleansing team hours of 7pm- 3pm with a team on "standby" for waste working 6am – 2pm.	The local agreement was specific to the primary wheeled bin waste collection service. Expanding this to include grounds maintenance and/or street cleansing working hours is not necessary or appropriate. These matters are better resolved locally to meet service needs Refuse Staff may be deployed into. This approach has operated successfully over the past two suspension periods.
Clarification was sought as to whether flexibility was available in respect of requirement to work minimum number of hours per day before task & finish arrangements kicked in (i.e. 6hr @ BDC) would be relaxed for green bin collections.	Yes, flexibility is available in respect of demonstrable minimum period waste services staff would be expected to work for task & finish to kick in. The scheme was concerned primarily with high bin presentation; in particular, black bin collections. It was recognised that low green bin presentation levels may result in teams completing their task within a 6hour period. In such instances, teams will still benefit from their 'finish' where the 'task' is completed (i.e. all green bins emptied).
Some NEDDC crews state they take 45 minutes of break during their day; whereas, the measured scheme affords 10 minutes paid morning break and 30 minutes unpaid lunch break.	Some NEDDC crews take 10 minute morning breaks and some 15 minutes. A reason for this, is due alarms/buzzers on tachographs being set at 15 minutes blocks. Some drivers prefer not to incur the buzzing tacho alarm and decide to take 15 minutes; however, where this doesn't affect the overall performance and completion of the daily task, managers acknowledge the driver's position in this.
Where teams are required to work on Saturdays to recover collections affected by Bank Holidays, would they be remunerated for actual hours work (i.e. Task & Finish) or receives full daily hours had it been a normal working day.	Working arrangements\hours will be as if staff had been working on normal working day week. If, for instance, a Friday collection was undertaken on Saturday, staff would receive their normal 9.25hour payment at the appropriate overtime rate (i.e. x1.5). This is to reflect their normal full days measured work content being transferred to a Saturday collection within the expected performance (Task & Finish) requirement.

Item\Question Raised	Response
<p>What is the position with bin collections which couldn't be undertaken due to access issues.</p>	<p>Teams are required to make every effort to request vehicles are moved at the time of collection; if unsuccessful, they undertake a return visit later that same day. After this, alternative arrangements would be made. Teams must demonstrate they have made reasonable effort to gain access (which may be monitored via Tracker). Where reasonable effort has been demonstrated, alternative collection arrangements will be made.</p>
<p>Can the breakdown rota wording be changed to reflect current arrangements at BDC, as the Local Agreement reads the rota will include both black and green week consecutively; whereas at BDC, teams operate on a weekly based rota. With there being three teams in each group they all end up doing both black &amp; green standby.</p>	<p>A flexible approach is taken with regard to arrangements being put in place locally to reflect the requirement at that time. The wording in the Local Agreement has been reviewed and changed to offer this flexibility.</p>
<p>When a vehicle is "shuttled out" would it make more sense for the delivering driver to stay with the vehicle and loaders and the team leader\driver take the loaded vehicle to the tip.</p>	<p>This was not the intention as it was preferable in terms of team performance and route knowledge for the established team leader\driver to maintain his team's performance. Often, delivering drivers of shuttle vehicles may be engaged in other activities linked in to the delivering element. Although we discussed additional vehicle check requirements etc management believe the variables are such that individual occurrences need to be assessed as they arise.</p>
<p>Please clarify the expectation to work Saturdays immediately before and/or after Bank Holidays.</p>	<p>This requirement is already established in waste services staff's current Local Agreement; however, the incidence of this is significantly reduced at BDC arising from a 4 day working week with any requirement predominantly arising around Christmas &amp; New year periods. Management have reviewed pay and working arrangements to reflect Christmas closedown and any Monday/Saturday working arrangements.</p> <p>Staff will recognise that they undertake a highly public profile frontline service to all household in the District and that the Council must undertake its statutory duty with reasonableness in respecting customer care and expectation, whilst establishing reasonable arrangements for staff working arrangements.</p> <p>The undertaking of wheeled bin collections on Monday/Saturday is a primary function and therefore, not all staff will be required to work. This arrangement is as currently established. The Local Agreement rather reaffirms the current established approach.</p>

3.3 UECC is consulted in further developing proposal which will be subject to a further report to Council; the outcome of which, will be the establishment of a 'local conditions' set, to achieve a common measured performance management framework for waste collection arrangements across the two Council's Streetscene (Waste) Services Teams.

#### 4 **Alternative Options and Reasons for Rejection**

4.1 The Council's Waste Collection Team need to meet future anticipated increases in demand on the service. This will help ensure the Council is able to demonstrate Value for Money in service delivery. Adopting a 'do nothing standstill' approach is not in the interest of the service, our customers or the adopted growth strategy.

#### 5 **Implications**

##### 5.1 **Finance and Risk Implications**

5.1.1 In reviewing Bolsover's Waste Collection arrangements, £117,637 financial savings are identified offset by £61,242 increased staffing costs, which are predominantly subject to the outcome of reviewing the role of Refuse Operative. An overall efficiency saving of £56,395 to Bolsover District Council may be achievable.

##### 5.2 **Risk Considerations**

5.2.1 The Councils' Streetscene Teams have been proactive in adopting a positive approach to meeting the future needs of the service. Proposals set out in this report maintain this approach in anticipating future needs arising from housing growth.

5.2.2 The following table summarises risks which affect both Councils and control measures to mitigate them:

Risk	Control Measure
The two Councils operated different back office systems. This obstructs potential to administer either/or Council services from either/or operational depot.	NEDDC adopted BDC back office CRM system, establishing one common platform; further to which, BDC back office working arrangements have been reviewed to offer future scope for staff having the flexibility to administer either/or Council's services.
Collection zones in each authority require reviewing to install efficient visitation ordering and reduce non-productive time.	Each Council's collection zones will be re-ordered to reduce ineffective travel time and anticipate development hot spots to ensure collection zones are fit for purpose anticipating re-market testing of burgundy bin contract in 2016/17.
BDC and NEDDC bin lift performance differs, acting as an obstacle to closer working of frontline collection teams.	Alignment of refuse collector working arrangements, as proposed by the Waste Services Local Agreement ( <b>Appendix A</b> ) will enhance waste collection performance and realise efficiency savings set out herein.
Housing growth will outstrip collection capacity of each Council.	Review collection zones anticipate redistribution of collection capacity to meet housing growth. Also, joint working in waste collection will enable both Councils to adopt a shared cost approach, where increased resource is required in the future.
Waste Disposal Authority (DCC) change tipping directions and delivery points for the Council's waste collection vehicles	Re-establishing both Council's collections zones enables refuse round bin counts to reflect their operating proximity to delivery\ tipping points and operational depots.
Inefficient non-productive travel time reduces bin lift performance rates of collection teams.	Establish collection zones to optimise efficient visitation ordering and reduce non-productive (dead) time and ensure alternate week collections (AWC) is organised at ward\ parish level rather than village\street level.

### 5.3 Legal Implications including Data Protection

5.3.1 There are no legal or data protection issues arising from this report.

### 5.4 Human Resources Implications

5.4.1 All staffing matters will be undertaken in accordance with the Council’s Human Resource policies. Given the Council’s are now moving towards joint service delivery in a number of areas, alignment of working practices and parity in terms and conditions, whilst respecting each Council’s established arrangements, will assist in addressing concerns of the workforce regarding difference in treatment of staff between the two authorities.

## 6 Recommendations

6.1 UECC supports development of a common Waste Services Local Agreement to bring about harmonised waste collection performance across the two Councils and introduction of a measured performance management framework within Bolsover’s Waste Services arrangements.

6.2 UECC endorses proposals set out within this report for recommendation to Council.

## 7 Decision Information

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	Yes
<b>District Wards Affected</b>	Streetscene Services delivered to all Council Wards
<b>Links to Corporate Plan priorities or Policy Framework</b>	<ul style="list-style-type: none"> <li>• Providing our <b>Customers</b> with Excellent Service</li> <li>• Supporting our <b>Communities</b> to be Healthier, Safer, Cleaner and Greener</li> <li>• <b>Transforming</b> our Organisation</li> </ul>

## 8 Document Information

Appendix No	Title
A	Waste Services Local Agreement (DRAFT)
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
N/a	
Report Author	Contact Number
Assistant Director Streetscene	Ext. 3044 (BDC) Ext. 7264 (NEDDC)

**STREETSCENE SERVICES**

**WASTE COLLECTION LOCAL AGREEMENT**

August 2015 (Draft 3.0)



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- 2 Range of Work
- 3 Duties of Employees
- 4 Hours of Work
- 5 Service Recovery Arrangements
- 6 Measured Work Performance Reductions to Pre-determined Performance\Standard Levels
- 8 Maintenance of Collection Rounds
- 9 Bank Holiday Collection Arrangements

## **APPENDICES**

- 1 Summary of Standard Minute Values
- 2 Summary of Equipment

## **1.0 INTRODUCTION**

1.1 This Local Agreement details:

- Measured work performance management systems utilised in the collection of wastes using wheeled bin systems from the kerbside and/or nominated collection point.
- Conditions of working and range of work undertaken; measured work values; quality standards; rates and methods of performance calculation; and, performance management framework.
- Bank holiday recover working arrangements.

## **2.0 RANGE OF WORK**

2.1 The collection of waste from domestic and commercial business premises within the District using the wheeled bin method of collection or such other method as may be defined by the Assistant Director Streetscene or Streetscene and Wastes Services Manager.

2.2 Consignment of the collected refuse to a defined place of disposal.

2.3 The distribution and fixing to bins of service information via leaflet or stickers, for which additional resources will be made available or extra payment agreed.

## **3.0 DUTIES OF EMPLOYEES**

### **3.1 Driver**

- (a) Supervision of the collection team.
- (b) Undertake daily vehicle checks including completion of management records and the reporting of defects to first line manager and/or Transport Team, so that appropriate action can be taken.
- (c) Fuel vehicles as required using bunkered and/or external forecourt supplies.
- (d) Wash and clean the vehicle on a weekly basis.
- (e) Undertake the completions, as required, of time sheets, daily work sheets, vehicle sheets and daily list of premises not collected.
- (f) Drive/position the vehicle on the round in a manner to maximise loading capabilities of the vehicle and safeguard operatives involved in loading.
- (g) When not driving, assisting with the loading of the vehicle, up to 60 minutes (approx.) per day.
- (h) Maintain sufficient supply of non-collection notification cards / stickers within the vehicle.
- (i) Ensure customers contained on Assisted Collection Lists receive collection assistance.

### 3.2 **Loader**

- (a) Collect wheeled bins from the kerbside and/or nominated collection points and load to vehicles and return either to the kerbside and/or nominated collection point.
- (b) Collect wheeled bins from properties contained on the Council's Assisted Refuse Collection List, including their return to the property storage point after emptying.
- (c) Under normal circumstances, not remove side waste unless instructed by service management.
- (c) Where applicable, collect liners from the kerbside, leave liners for subsequent week's waste at a point agreed with resident including the loading of liners to the collection vehicle.
- (d) Assist the driver in the safe manoeuvring of vehicles acting as Banks-person.
- (e) Complete as required weekly time sheet and other relevant management records.

### 3.3 **Driver and Loader**

- (a) Maintain the quality and service delivery performance required by the Council. Deviations in performance and service delivery standards may be investigated by way of the Council's Disciplinary Rules and Procedures.
- (b) Attention of collection teams is drawn to the safety aspect of duties undertaken in close proximity to the highway, members of the public and to other team members. Due allowance for safety requirements has been made within the specified measured work values, performance levels and collection programs (i.e. single pass and/or double pass walking); therefore, no risks must be taken where personal safety or the safety of others is jeopardised.
- (c) Clear up any spillages which may occur arising from collection operations undertake.
- (d) Such other duties commensurate with the grading of the post which may be required from time to time taking account of any particular economic, emergency or climatic conditions that may arise at any given time, including the clearance of snow and ice and/or during winter green bin suspension periods.
- (e) Issue appropriate non-collection notifications, cards / stickers to each identified premises where it has not been possible to undertake individual collections and Inform the Team Leader where unidentified bins have not been processed.

## 4 **HOURS OF WORK**

- 4.1 Task and finish working arrangements is based on a daily task \ daily round completion where crews give their commitment to work all necessary available hours to fully complete the daily programmed task\work. There is a requirement of a minimum daily work output of 6 hours before a 'task and finish' end day time may apply.

In the case of lost productivity arising from circumstances beyond control of collection teams, for which alternative resources cannot be made available to allow completion within the normal daily hours (as set out at section 5) then overtime will be payable.

Overtime will only be payable after the contractual daily hours have been worked.

Existing arrangements for overtime if worked on a Saturday, Sunday and/or a Bank Holiday remain.

4.2 Distribution of hour's arrangements throughout the working weeks is:

<b>Team Leader (Driver)</b>	<b>4 Day Week (BDC)</b>	
Tuesday to Friday	5.45 a.m. to 4.15 p.m.	30 minutes lunch
<p>The Team Leader (Driver) of domestic and commercial collection rounds will be paid ½ hour per day at the appropriate overtime rate to prepare the vehicle prior to the start time of Collector\Loaders and undertake vehicle cleaning on a weekly basis.</p> <p>Subject to working time extending between 6 and 9hours in any one day, a minimum of 30 minutes of break (40 minutes programmed) inclusive of lunch, shall be taken to meet European Organisation of Working Time of Persons Performing Mobile Transport Operations break requirements. Where working time exceeds 9hours in any one day, 45 minutes of break, inclusive of lunch, shall be taken.</p>		
<b>Collector\Loader</b>	<b>4 Day Week (BDC)</b>	
Tuesday to Friday	6.00 a.m. to 4.00 p.m.	30 minutes lunch

4.3 Variation from Standard Hours may arise from the impact of public holiday's and/or service disruption in the event of emergencies and/or inclement weather events standard hours of working may be temporarily amended to meet the needs of service delivery and/or recovery

## **5.0 SERVICE RECOVERY ARRANGEMENTS**

5.1 On occasion, due to circumstances outside collection team's control, it may not be possible to complete the full daily programmed task\round. To mitigate disruption to service delivery, the following arrangements will be affected to avoid missed\delayed customer collections:

### **5.1.1 Obstructed Access (Parked Vehicles).**

In the event access is not able to be gained at first visit due to parked vehicles, return visits will be undertaken on the same day to facilitate effective collection. In such instance, collection teams will:

- Where reasonably practicable, identify owners and/or drivers of obstructing and offer opportunity to move the obstruction (vehicle) to facilitate waste collections.
- Take all reasonable steps, which may involve, sounding the vehicle horn, enquiring with visible residents, calling at properties to ascertain vehicle owner(s), drivers.
- Where vehicle owners are not identified, refuse bins should be stickered\noticed accordingly.

- Undertake a return call whilst work is being undertaken within that locality (i.e. village/town) or where the location (missed bins) is directly accessible via the route to neighbouring villages/towns and/or waste delivery point.

#### 5.1.2 Breakdown Rota

- The 'Breakdown Rota' will require one team from each collection zone group to provide cover (i.e. black and green bin) to their respective black/green team group.
- The team operating on the 'Breakdown rota' will do so over the two (alternate) week black and green bin cycle and/or on a weekly basis as established to meet needs of the service.
- Assistance provided by the team operating on the 'Breakdown Rota, will provide assistance to other teams in the respective black\green team group when a breakdown incurs lost\delayed time above 60 minutes.
- Where teams incur breakdown time less than 45minutes, they will complete their individual team daily task. This of which includes overtime working where standard working hours are exceeded.
- There is a requirement of a minimum daily work output of 6hours before a 'task and finish' end day time may apply.
- Task and Finish arrangements do not apply to any un-measured work area of the service; for instance, bin deliveries, bulk collection, bin repairs, missed bin collections or secondment to other service areas.

#### 5.1.2 Relief Vehicles

In the event of vehicle breakdown and subject to the nature of the fault, teams may be provided with a relief vehicle to replace their normal vehicle inoperable vehicle.

#### 5.1.3 Shuttle Vehicles

In the event of seasonally high waste levels being collected and/or operational constraints which may impact on a collection team's capacity to contain collections within the number of daily targeted load deliveries (i.e. 3 loads) shuttle (unloaded) vehicles may be provided to negate the need to undertake a delivery (tip run) and increase the available effective loading time to ensure completion of the daily task\round is completed within standard working hours.

#### 5.1.4 Overtime Working

In the event that one or more of the above Service Recovery Arrangements is not effective and/or available, overtime working will be undertaken to ensure completion of the daily task\round . Overtime will only be payable after the contractual daily hours have been worked

## 6.0 MEASURED WORK PERFORMANCE

- 6.1 Measured performance is established by way of time values established over a period of time and expressed in standard minute values as set out at **Appendix 1**.

- 6.2 As new equipment is introduced, it may be necessary to undertake check studies in consultation, where required, with recognised Trades Unions to evaluate the performance of such equipment and/or to assess meeting the required level of performance (119 BSI).
- 6.3 Domestic and commercial waste collection rounds will be pre-measured, as far as reasonably practicable, between 100 BSI (Minimum) and 119 BSI (Maximum) targeted performance, across a working week of 37 hours. When a collection round's measured work content reaches 116 BSI, this will normally prompt a review of the round in consideration of reorganisation of its work content.
- 6.4 Driver overtime hours are not included in determination of collection round targeted performance levels.
- 6.5 Service managers will investigate and consult collection teams in respect of substantial departures from pre-determined performance levels and failure to complete daily tasks\rounds.

## **7.0 REDUCTIONS TO PRE-DETERMINED PERFORMANCE\STANDARDS LEVEL**

- 7.1 To give the highest level of service to the residents it is extremely important that a strict weekly collection is maintained, so as to enable the service to achieve high levels of satisfaction and credibility.
- 7.2 If during the collection period (Task) a team fails to provide or perform to the standards laid down, an investigation will be undertaken to understand why performance and/or standards were not achieved.
- 7.3 Refuse collection teams\staff operate within a 'Task and Finish' working arrangement, within which it is required that each daily task\round is completed. Collection teams\staff are expected to give their commitment to work all necessary available hours, including any overtime arrangements, to fully complete the daily programmed task\round, as set out as section 4 of this local agreement.
- 7.4 Premises previously notified to Line Managers as not being collected due to bins not being presented will be discounted for the purpose of task\round completion.
- 7.5 If after initial investigation non-completion of the task\round was found to be attributable to a collection team's conduct and/or lack of performance, this may be further investigated under the Council's Disciplinary Rules and Procedures.
- 7.6 Failure to provide or perform to standards laid down as a result of operational reasons beyond the crew's control and where arrangements to complete the task\round, as set out at section 5 of this Local Agreement, have been undertaken, the team\staff will be considered to have met their reasonable expectations and efforts in the completion of their task\round.

## **8.0 MAINTENANCE OF COLLECTION ROUNDS**

- 8.1 It is intended that premises on every collection round will be identified and stored to establish pre-determined task\round performances. This will aid collection team performance being measured against pre-determined targets.
- 8.2 Collection rounds (TASK) will be updated as required to account for addition and subtraction of premises and/or assisted collections; these of which, will be established within round targets and performance.
- 8.3 When a collection round's measured work content reaches 116 BSI, this will normally prompt a review of the round in consideration of reorganisation of its work content.
- 8.4 Additional help may be given on a temporary basis where a round's pre-determined target exceeds 119 BSI, until such time permanent alterations are made to the round.
- 8.5 Management reserve the right at any time to investigate and consult collection teams\staff on methods, materials, equipment and working conditions, with the object of introducing improvements to the waste collection activity. These investigations may require further use of appropriate work measurement and/or benchmarking techniques.

## **9.0 BANK HOLIDAY COLLECTION ARRANGEMENTS**

- 9.1 The Council operates a '3 bin' Alternate Weekly Collection (AWC) system collecting residual household\commercial waste and segregated household\commercial recyclables on an alternate weekly basis; this entails collection of residual waste one week and recyclable waste the following week; as follows:
- (i) Black Wheeled Bin – residual household waste presented for collection in black wheeled bins. This is waste which may not be recycled by way of the Council's kerbside recycling (burgundy and green) bin collection arrangements. Collection of black wheeled bins operates 12 months of the year on alternate weeks, achieving 26 collections (approx.) per annum. Up to 3 extra collections may be scheduled over Christmas and New Year (green bins suspension) periods.
  - (ii) Burgundy Wheeled Bins – recyclable household waste presented for collection in burgundy wheeled bins. This is waste which is sent to varying material processors for remanufacturing in to new products or re-use. Collection of burgundy wheeled bins operates 12 months of the year on alternate weeks, achieving 26 collections (approx.) per annum.
  - (iii) Green Wheeled Bins – organic (vegetative garden and food) waste presented for collection in green wheeled bins. This is waste which is sent to composting processes and turned in to useable organic compost. Collection of green wheeled bins operates throughout the main growing seasons for a 9 month period; normally, between March and November. Green bins are collected on a fortnightly basis throughout this period. During the dormant (winter) period, waste collection teams\staff, will undertake other Streetscene (grounds maintenance\street cleansing) activities.

- 9.2 To achieve the number of collections (subject to needs of the service) staff will work Saturdays; and in some instances, Sundays and/or a Banks Holiday (i.e. Good Friday) will be undertaken where a bank, public or concessionary holiday impacts on the established collection day (i.e. Monday) with the exception of Good Friday which will be a normal working day and remunerated in line with the Council's established Single Status Agreement.
- 9.3 Collection days affected by public holidays falling on a Monday (i.e. May Day) will be recovered by way of collection teams\staff working on the Saturday before or following public holidays. Subject to needs of the service, collections teams\staff will be expected to work Saturday's and/or other suitable days to be agreed.
- 9.4 Subject the needs of the service and giving consideration to the manner in which public holidays fall over the Christmas period, working arrangements will be on a "day for a day" basis in consultation with collection teams\staff; which, subject to needs of the service, may incorporate a 'close down period' of residual (black bin) collections throughout the main Christmas week period.
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**Appendix 1****SUMMARY OF STANDARD MINUTE VALUES****BIN ELEMENTS – AUTOMATIC LIFT**Element Description

Obtain full bin from kerbside or collection point, wheel to vehicle and position to load, outside auto cycle	per bin	0.1014
Wait for bin being loaded by auto lift or wait for auto cycle to be completed after:	per bin	0.1042
(i) obtaining next full bin; or		
(ii) returning empty bin to kerbside or collection point		
Wheel empty bin to kerbside or collection point, outside auto cycle	per bin	0.0440
Turn/reposition bin prior to wheel out from kerbside or collection point (assisted collections only)	per bin	0.0506
<b>Total SMV per bin</b>		<b>0.3002</b>

**FULL ASSISTED RETURN**

Walk unladen to collect bin from storage location	per bin	0.2543
Wheel full bin to vehicle	per bin	0.3641
Wait for bin being loaded by auto lift	per bin	0.1042
Return empty bin to storage location	per bin	0.3828
Walk unladen to next bin	per bin	<u>0.2543</u>
<b>Total SMV per assisted collection</b>		<b>1.3597</b>

**PART ASSISTED RETURN**

Walk unladen to bin storage location	per bin	0.2543
Wheel full bin to vehicle	per bin	0.3641
Wait for bin being loaded by auto lift	per bin	0.1042
Return empty bin to kerbside	per bin	<u>0.0440</u>
<b>Total SMV for part assisted collection</b>		<b>0.7666</b>

**N.B.** Full/Part returns. Value includes opening and closing gates etc.

## **WALKING ELEMENTS**

### Element Description

Walk un-laden without bin	per meter	0.010389
Wheel full bin from storage location to kerb and place aside (assisted collections only)	per meter	0156386
Wheel empty bin from kerbside to curtilage or original storage location and place aside (assisted collections only)	per meter	0156386

## **OTHER ELEMENTS**

### Element Description

Tip Allowance	person per tip	15.0000
Travel Allowance	person per mile	3.3000

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## **Appendix 2**

### **SUMMARY OF EQUIPMENT**

<u>Bin Sizes Introduced</u>	- 120 litre
	- 140 litre
	- 180 litre
	- 240 litre
	- 360 litre
	- 660 litre
	- 770 litre
	- 1100 litre

Lifting Equipment - High speed automatically operated.

<u>Vehicle Types</u>	- 8 x 4 32 Tonne GVW Refuse Collection Vehicles
	- 6 x 4 26 Tonne GVW Refuse Collection Vehicles
	- 4 x 2 18 Tonne Refuse Collection Vehicle

GVW = Gross Vehicle Weight

## **UNION/EMPLOYEE CONSULTATION COMMITTEE**

Minutes of a meeting of the Union/Employee Consultation Committee of the Bolsover District Council held in Chamber Suites 1 and 2, The Arc, Clowne, on Monday 8<sup>th</sup> June 2015 at 1100 hours.

### **PRESENT:-**

Council Representatives:- Councillors Mrs P.M. Bowmer, T. Cannon, A. Joesbury, K. Reid, A. Syrett and K.F. Walker.

Unison Representatives:- K. Shillitto and J. Wilmott

Unite Representatives:- No representatives present.

Officers:-

P. Hackett (Executive Director – Transformation), T. Morrell (Senior HR Advisor), S. Gordon (HR and Payroll Operations Manager) and A. Bluff Governance Officer.

Councillor A. Syrett in the Chair

### **0058. APOLOGIES**

Apologies for absence were received from Councillor M.J. Dooley and J. Clayton (Unison).

### **0059. URGENT ITEMS OF BUSINESS**

There were no urgent items of business to consider.

### **0060. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **0061. MINUTES – 12<sup>th</sup> MARCH 2015**

Moved by K. Shillitto, seconded by Councillor K. Reid

**RESOLVED** that the minutes of a meeting held on 12<sup>th</sup> March 2015 be approved as a correct record.

## UNION/EMPLOYEE CONSULTATION COMMITTEE

### 0062. EQUALITIES MONITORING REPORT – JULY 2014 TO MARCH 2015

Committee considered a report in relation to equality data in respect of the Council's recruitment practices for the July 2014 to March 2015 period.

Moved by Councillor A.M. Syrett, seconded by Councillor K. Reid  
**RESOLVED** that the report be noted.

### 0063. SICKNESS ABSENCE/OCCUPATIONAL HEALTH STATISTICS 2014/15

Committee considered a report in relation to sickness absence/occupational health statistics for 2014/15 with comparative data for 2013/14.

The sickness absence target for 2014/15 was 8.5 days and the outturn figure was 9.20 days. In comparison, the outturn figure for 2013/14 was 9.10 days. A breakdown of the figures for 2014/15 by department and by long/short term sickness absence was attached to the report for Committee's information.

The top three causes of sickness absence for 2014/15 was muscular/skeletal, stress and infections. For 2013/14, the top three causes were muscular/skeletal, stress and back/neck.

A breakdown of the reasons for all long term sickness absence for 2014/15 was as follows;

Muscular/skeletal	18	Genito/gyna	3
Stress/depression	8	Other	3
Neurological	4	Heart/bp/circulation	1
Back/neck	3	Infections	1

There had been 8 employees undergoing counselling during the period.

It was noted that although the figure for stress had reduced by around 20% from the 2013/2014 period, the figure still remained high. Stress awareness days had not been well attended at Bolsover but appropriate support was available for employees as other factors other than work could be the cause of their stress.

A lengthy discussion took place.

Councillor Syrett noted that the Portfolio Holder for Health and Wellbeing was working with Mandy Chambers, Principal Health Manager – Public Health, Derbyshire County Council, to promote more awareness days similar to the 'stroke for strokes' day which had taken place at Bolsover on 18th May where staff had taken part in a 12 hour 'Rowathon' in aid of the Stroke Association's 'Action on Stroke Month. Stroke awareness information, blood pressure checks and full health checks had also been offered to anyone in the building by the Stroke Association's volunteers.

## **UNION/EMPLOYEE CONSULTATION COMMITTEE**

The Executive Director – Transformation felt that Managers and the Unions need to continue to work effectively together to minimise stress at work. He added that a Scrutiny Review was being carried out at North East Derbyshire District Council in relation to Mental Health and the outcome of the Review could be put in place across the Strategic Alliance.

Moved by Councillor A.M. Syrett, seconded by Councillor K. Reid

**RESOLVED** that the report be received.

### **0064. DISCIPLINARY POLICY**

The latest draft of the Disciplinary Policy had been circulated and discussions had taken place to address concerns raised by Unions.

It was agreed that the Policy be reviewed in 12 months time to see how the Policy was working.

The HR and Payroll Operations Manager advised the meeting that briefing sessions and training regarding the Policy would be carried out with Managers and the Unions were welcome to attend these sessions.

Moved by K. Shillitto, seconded by Councillor K. Reid

**RECOMMENDED** that (1) subject to annual review the Council approve the amended Disciplinary Policy.

(Assistant Director HR and Payroll/Governance Manager)

### **0065. SICKNESS POLICY**

The latest draft of the Disciplinary Policy had been circulated and discussions had taken place to address concerns raised by Unions.

A Unison representative queried at what stage any review of the triggers would be carried out for individuals currently declaring a disability and receiving standard double triggers. The Executive Director – Transformation advised that a proper measured discourse with affected individuals would take place, taking into account their Doctor's / Clinician's advice who would be dealing with their particular case.

It was agreed that the Policy be reviewed in 12 months time to see how the Policy was working.

Moved by K. Shillitto, seconded by Councillor K. Reid

**RECOMMENDED** that (1) subject to annual review, Council approve the amended Sickness Policy.

(Assistant Director HR and Payroll/Governance Manager)

## **UNION/EMPLOYEE CONSULTATION COMMITTEE**

### **0066. SOCIAL NETWORKING POLICY**

The latest draft of the Social Networking Policy had been circulated and discussed at the UECC pre meetings.

It was agreed that the Policy be reviewed in 12 months time to see how the Policy was working.

Moved by K. Shillitto, seconded by Councillor K. Reid  
**RECOMMENDED** that subject to annual review, Council approve the amended Social Networking Policy.

(Assistant Director HR and Payroll/Governance Manager)

### **0067. MATERNITY POLICY**

It was noted that the Maternity Policy was in keeping with legislation and no issues were raised with the Policy.

Moved by Councillor K. Reid, seconded by Councillor T. Cannon  
**RECOMMENDED** that Council approve the Maternity Policy.

(Assistant Director HR and Payroll/Governance Manager)

### **0068. PARENTAL LEAVE POLICY**

It was noted that the Parental Leave Policy was in keeping with legislation and no issues were raised with the Policy.

Moved by Councillor K. Reid, seconded by Councillor T. Cannon  
**RECOMMENDED** that Council approve the Parental Leave Policy.

(Assistant Director HR and Payroll/Governance Manager)

### **0069. SHARED PARENTAL LEAVE POLICY AND PROCEDURES**

It was noted that the Shared Parental Leave Policy and Procedures was in keeping with legislation and no issues were raised with the policy or the procedures.

Moved by Councillor K. Reid, seconded by Councillor T. Cannon  
**RECOMMENDED** that Council approve the Shared Parental Leave Policy and Procedures.

(Assistant Director HR and Payroll/Governance Manager)

## UNION/EMPLOYEE CONSULTATION COMMITTEE

### 0070. MATERNITY SUPPORT LEAVE AND PATERNITY LEAVE

It was noted that the Maternity Support Leave and Paternity Leave document was in keeping with legislation and no issues were raised with the document.

Moved by Councillor K. Reid, seconded by Councillor T. Cannon  
**RECOMMENDED** that Council approve the Maternity Support Leave and Paternity Leave document.

(Assistant Director HR and Payroll/Governance Manager)

### 0071. ADOPTION POLICY

It was noted that the Adoption Policy was in keeping with legislation and no issues were raised with the Policy.

Moved by Councillor K. Reid, seconded by Councillor T. Cannon  
**RECOMMENDED** that Council approve the Adoption Policy.

(Assistant Director HR and Payroll/Governance Manager)

The meeting concluded at 1140 hours.

**Bolsover District Council**

**Union/Employee Consultation Committee**

**28<sup>th</sup> September 2015**

Sickness Absence/Occupational Health Statistics April to June 2015

**Report of the Joint Assistant Director Human Resources**

This report is public.

**Purpose of the Report**

To provide Sickness Absence/Occupational Health Statistics for April to June 2015 for the Committee to consider.

**1 Report Details**

- Sickness Absence/Occupational Health Statistics April to June 2015 with comparative data for the same period of 2014.**

The sickness absence outturn for April to June 2015 is shown below, with comparisons for the same period of 2014:

<b>Target 2015/16</b>	<b>Out turn April to June 2014</b>	<b>Out turn April to June 2015</b>
8.5 days	1.86 days	1.35 days

A breakdown of these figures by Department, and by long term/short term sickness absence, is attached for information.



- 1.2 The outcome of occupational health appointments April to June 2015, with comparisons for the same period of 2014 is shown below:

	<b>April to June 2014</b>	<b>April to June 2015</b>
Rehabilitated	14	1
<b>TOTAL</b>	<b>14</b>	<b>1</b>

- 1.3 The top three causes of sickness absence for April to June 2015 with comparative data for the same period of 2014 are as follows:

<b>April to June 2014</b>		<b>April to June 2015</b>	
<b>Cause</b>	<b>Days Lost</b>	<b>Cause</b>	<b>Days Lost</b>
Muscular/Skeletal	214.5	Back/Neck	103.5
Stress	158	Stress	94.5
Heart/Circulation	101	Other	77
<b>TOTAL</b>	<b>473.5</b>	<b>TOTAL</b>	<b>275</b>

- 1.4 A breakdown of the reasons for all long term sickness absence for April to June 2015 with comparative data for the same period of 2014 is as follows:

<b>Reasons for Long Term Sickness Absence April to June 2015</b>		
<b>Reason for Absence</b>	<b>No. of Employees Citing this Reason April to June 2014</b>	<b>No. of Employees citing this Reason April to June 2015</b>
Back/Neck	1	1

Muscular/Skeletal	7	0
Stress/Depression	5	1
Heart/BP/Circulation	1	-
Other	0	2
<b>TOTAL</b>	<b>14</b>	<b>4</b>

There have been 3 employees undergoing counselling during this period.

**2. Stress Related Illness by Directorate  
April to June 2015**

<b>NO OF WORKING DAYS LOST*</b>
<b>OPERATIONS</b>
62 days
<b>TRANSFORMATION</b>
32.5 days

**NB Stress related illness only covers Stress/Depression related illness.**

**\* Employee numbers removed to avoid employee identification.**

**TOTAL WORKING DAYS LOST DUE TO STRESS RELATED ILLNESS = 94.5**

**TOTAL WORKING DAYS LOST DUE TO STRESS RELATED ILLNESS SAME PERIOD IN 2014 = 158**

An analysis of days lost due to stress related absence is as follows:



**2 Conclusions and Reasons for Recommendation**

N/A

**3 Consultation and Equality Impact**

3.1 Sickness absence data is considered at the UECC and quarterly performance review meetings.

4 **Alternative Options and Reasons for Rejection**

N/A

5 **Implications**

N/A

5.1 **Finance and Risk Implications**

N/A

5.2 **Legal Implications including Data Protection**

N/A

5.3 **Human Resources Implications**

Contained in the report

6 **Recommendations**

6.1 For the Committee to note the report.

7 **Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
<b>District Wards Affected</b>	
<b>Links to Corporate Plan priorities or Policy Framework</b>	

8 **Document Information**

Appendix No	Title
N/A	
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
<b>Report Author</b>	<b>Contact Number</b>
Linda Charity	2496

**Bolsover District Council**

**Union/Employee Consultation Committee**

**28th September 2015**

**Reward, Recognition and Retention Framework**

**Report of HR & Payroll Operations Manager**

This report is public

**Purpose of the Report**

To ask UECC to note the attached Reward, Recognition and Retention Framework that sets out the existing approach across the Council.

**1 Report Details**

- 1.1 The framework attached at **Appendix A** reflects the Council's position regarding Reward, Recognition and Retention. The framework pulls together existing Council practice into a clear framework that demonstrates the current approach to reward, recognition and retention. It is the same approach that has been taken with performance management where a framework has been established to set out the Council's approach.
- 1.2 Appendix 1 of the Framework lists the employee rewards, recognition and retention initiatives that are currently in place. Any proposed changes to initiatives would be progressed through the established approval channels as appropriate.
- 1.3 The Reward, Recognition and Retention Framework has been circulated to the Trade Unions in June 2015 prior to the Investors in People assessment. It has also been discussed at SAMT. Any suggestions in relation to the Framework are welcome.

**2 Conclusions and Reasons for Recommendation**

- 2.1 It is a recommendation of the extended Investors in People Framework that the Council has a clear approach to reward, recognition and retention. Retaining accreditation against the Investors in People extended framework by July 2015 and full external assessment in 2018 is included in the Corporate Plan. It also reflects people management best practice to have a framework in place that supports reward, recognition and retention and that this is communicated to all employees.

**3 Implications**

**3.1 Finance and Risk Implications**

3.1.1 None.

### **3.2 Legal Implications including Data Protection**

3.2.1 None.

### **3.3 Human Resources Implications**

3.3.1 None.

## **4 Recommendations**

4.1 UECC are asked to note the attached Reward, Recognition and Retention Framework that sets out the existing approach across the Council.

## **5 Decision Information**

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	N/A
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	N/A

## **6 Document Information**

<b>Appendix No</b>	<b>Title</b>
A.	Reward, Recognition and Retention Framework
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
<b>Report Author</b>	<b>Contact Number</b>
Sara Gordon	7677

**Bolsover District Council**

**North East Derbyshire District Council**

# **Reward, Recognition & Retention Framework**

**June 2015**



## **Reward, Recognition and Retention Framework**

### **Introduction**

This document outlines the Council's Reward, Recognition and Retention Framework.

The Council recognises that employees are essential to excellent delivery of services to the District's residents and communities.

It is imperative the Council has in place a Reward, Recognition and Retention Framework that attracts, retains, motivates and engages individuals. This in turn will enable the organisation to sustain high employee and organisational performance together with improving services through transformation and growth.

The Council is committed to ensuring a comprehensive Reward, Recognition and Retention Framework is embedded throughout the organisation to create a supportive working environment for employees and enable achievement of the Corporate Plan.

The implementation of a Reward, Recognition and Retention Framework within the Council will have due regard to the Equality Act 2010 covering age, gender, disability, pregnancy, race, religion, belief and sexual orientation.

### **Principles**

#### **Reward**

The Council is committed to offering a range of rewards to support employees and promote high employee and organisational performance.

The Council faces the same challenges as many Local Authorities in relation to its ability to attract and retain skilled employees, particularly within a number of statutory and regulatory areas.

A wide range of rewards and benefits are offered by the Council to:

- Support employees
- Improve performance
- Increase employee satisfaction and confidence
- Support attendance at work
- Promote a healthier workforce
- Attract potential employees

#### **Recognition**

The Council is committed to recognising and valuing employees' contribution together with celebrating and sharing success.

It is even more important in times of change and austerity that employee's contribution is recognised. Individuals and teams that feel engaged and are committed to their work



are able to perform better and provide a greater contribution to the organisation. Recognition for achievements can be awarded at anytime through developing a culture of thanks and acknowledgement.

Employee performance is key to organisational success and the Council will actively recognise individuals and teams that:

- Advance the Council's aims
- Demonstrate the Council's values
- Achieve outstanding performance
- Achieve customer excellence

## **Retention**

The Council is committed to retaining valuable employees who it is recognised are central to achieving excellent organisational performance.

A high employee turnover has a significant impact on service delivery and succession planning. Retaining skilled individuals whilst encouraging employees to explore opportunities to develop and grow is a challenge. However, this can be achieved through effective retention of high performing and committed employees.

The Council will actively encourage retention of high performing employees to:

- Improve service performance
- Increase staff morale, engagement and loyalty
- Enable team stability
- Minimise staff turnover
- Minimise recruitment and associated costs

## **Supporting Reward, Recognition and Retention**

The Council must encourage and enable employees to perform to the best of their ability and make an effective contribution to the organisation.

A framework is in place to embed a culture of reward, recognition and retention that supports employees to achieve excellent performance. The framework is aligned with the Council's Corporate Plan, organisational values and Corporate Performance Management Framework to enable an integrated and consistent approach throughout the Council.

A combination of reward, recognition and retention initiatives will be implemented and rolled out across the Council that promote the organisations' aims and values. These comprise formal, informal, financial and non financial initiatives that cater for the different preferences and values held by individuals in relation to reward, recognition and retention.

Reward, recognition and retention initiatives implemented by the Council will:

- Encourage high employee performance
- Improve service performance through transformation and growth
- Facilitate employee engagement and commitment
- Promote the Council's aims and values
- Champion the Council as an employer
- Be fair, integrated and consistent

**Senior Management and Line Managers will be responsible for:**

- Embedding a culture of reward, recognition and retention across the organisation and within their service areas that promote the Council's aims and values
- Promoting high employee performance and service improvement, recognising employees' contribution and retaining valuable employees who are central to achieving the Council's aims and values.
- Supporting and implementing initiatives in accordance with the Reward, Recognition and Retention Framework and Framework

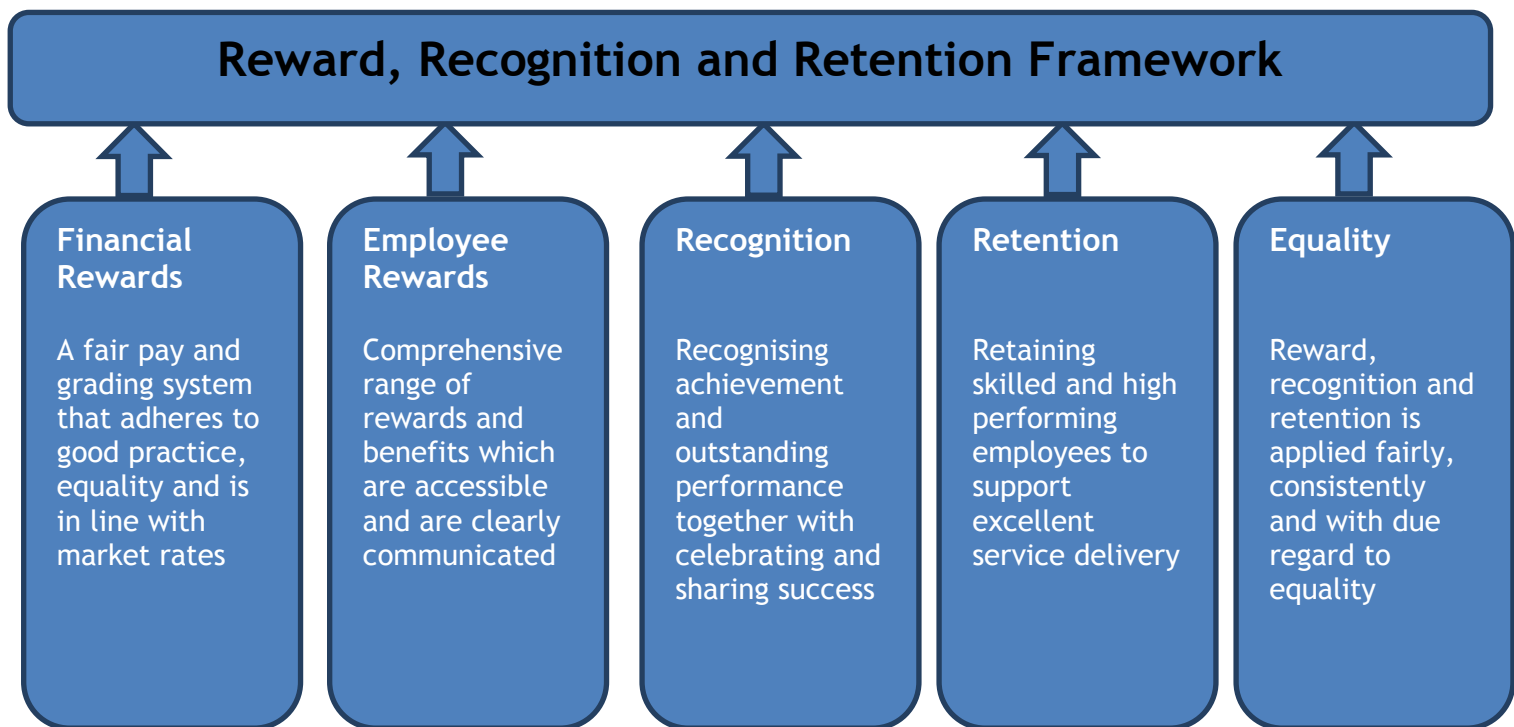
**HR & Payroll will be responsible for:**

- Providing an effective framework for reward, recognition and retention
- Developing and implementing a comprehensive range of reward, recognition and retention initiatives across the Council to achieve excellent performance
- Providing advice and guidance on the application of this framework
- Supporting managers in the implementation of this framework
- Reviewing the framework to ensure it remains effective, relevant and in line with best practice

## Reward, Recognition and Retention Framework

The Reward, Recognition and Retention Framework will support the Council in achieving a high performing organisation and the improvement of services through transformation and growth. It is aligned with the Council's Corporate Plan, organisational values and Corporate Performance Management Framework to enable an integrated and consistent approach throughout the Council.

Reward, recognition and retention initiatives will be subject to annual review to ensure they are relevant, meaningful and effective in improving and sustaining high employee and organisational performance.



## Appendix One



### Current Employee Rewards, Recognition and Retention Initiatives

- Learning and development opportunities (both personal and career development)
- Positive performance management and appraisals process
- Recruitment practices and Induction including “buddy” system
- Opportunity to “Chat with the Chief Executive”
- Senior management “open door” policy
- Range of employee communication channels
- Improving line management/people management skills
- Involvement in decisions that affect employees work such as service planning
- Employee representative forums and good working relationship with Trade Unions
- Employee Surveys
- Discussion Board
- Flexible working arrangements including working from home, job share
- Career graded posts
- Healthy and safe working environment through proactive risk management
- Final salary pension scheme
- Free car parking
- Generous annual leave
- Generous maternity and paternity leave
- Christmas Closedown
- Health and wellbeing including Occupational Health, counselling, eye tests
- Discounted access to Council leisure facilities
- Discounts for employees on products/services
- Internet access
- Employee recognition awards
- Long service awards
- Recognition in employee communications
- Letter of thanks from Chief Executive/Director/Assistant Director/Manager
- Certificates of Achievement
- Team away days
- Employee/Team Profile on intranet
- Employee recognition section on Intranet or in other communications
- Salary Sacrifice Schemes such as childcare vouchers, Cycle to Work
- Access to Westfield Health Scheme

**Bolsover District Council**

**Union/Employee Consultation Committee**

**28th September 2015**

**Learning and Development, Appraisal Templates and Competency Framework**

**Report of HR & Payroll Operations Manager**

**Purpose of the Report**

To ask UECC to note the outcome of an interim review of Learning and Development processes, Appraisal templates and the Competency Framework.

**1 Report Details**

1.1 Following feedback and requests received from managers, employees and the Investors in People assessment an interim review of Learning and Development processes, Appraisal templates and the Competency Framework has been undertaken.

1.2 There was overwhelming support for more streamlined, flexible and user friendly processes and templates to benefit both employees and managers.

1.3 Key outcomes of the interim review are stated below:

- Completion of Appraisals every 12 months. The six month (half year review) is to no longer be considered mandatory as both managers and employees feel this added little value and is already incorporated within regular one to one meetings or other equivalent mechanisms in place such as tool box talks, specific team meetings etc.
- Learning and Development budgets are to be devolved to Assistant Directors from 1 April 2016 to facilitate employee development.
- The employee appraisal preparation form is retained as officers have found this is a beneficial document that helps employees to positively contribute to the review of their performance.
- A revised Appraisal Form is in place that captures key information in a more concise and user friendly format.

- A refreshed Competency Framework that more closely reflects the Corporate Plan is in place that is a standalone document, separate from the Appraisal form.
- A simple one page employee Learning and Development Record and Evaluation Form is in place that is completed by the employee or team after each activity. This can be used to cover both updating training records and evaluating learning and development undertaken. It is intended this form will be available online in next few months as part of the HR Teams “E” forms project.

1.4 Attached at the Appendices are the revised documents for your information.

1.5 The intention is to use the revised processes and templates for the next round of appraisals due to take place late 2015/early 2016 and circulate the revised Competency Framework. The revised processes, templates and framework will be subject to ongoing review to ensure they are fit for purpose. Any suggestions and feedback is welcome.

## **2 Conclusions and Reasons for Recommendation**

2.1 It is clear from feedback received from managers, employees and the Investors in People assessment that an interim review of Learning and Development processes, Appraisal templates and Competency Framework was required.

2.2 There was overwhelming support for more streamlined, flexible and user friendly processes and templates to facilitate learning and development and the performance review process to benefit both employees and managers. The revisions support the recommendations arising from the Investors in People assessment and will also assist the Council in achieving the new Corporate Plan.

## **3 Implications**

### **3.1 Finance and Risk Implications**

3.1.1 None.

### **3.2 Legal Implications including Data Protection**

3.2.1 None.

### **3.3 Human Resources Implications**

3.3.1 As outlined in the report.

## **4 Recommendations**

4.1 UECC are asked to note the outcome of an interim review of Learning and Development processes, Appraisal templates and the Competency Framework together with the attached revised documents.

## 5 Decision Information

<b>Is the decision a Key Decision?</b> (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	N/A
<b>District Wards Affected</b>	N/A
<b>Links to Corporate Plan priorities or Policy Framework</b>	Transforming Our Organisation Engaging and Supporting our Employees

## 6 Document Information

Appendix No	Title
A.	Employee Appraisal Preparation Form
B.	Revised Appraisal Form
C.	Competency Framework
D.	Learning and Development Training Record and Evaluation Form
<b>Background Papers</b> (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Sara Gordon	7677

1) What aspects of your job performance do you feel proud of and why?
2) In what ways have you met the requirements of your job?
3) What aspects of your job performance have made you feel disappointed and why?
4) What areas of your job performance do you feel you could improve?
5) What factors have influenced your achievement of your objectives? Mention here any obstacles/problems
6) Looking ahead, what objectives would you set for yourself?
7) What do you feel are your development needs?
8) How could your manager support you in developing your potential?
9) What are your future career development and personal aspirations for the year(s) ahead?
10) Any additional comments or points that you want to raise during your review meeting?

**If you require a copy of your job description please contact HR and Payroll**



# Appraisal Form

Appendix B

<b>Employee Name or Team:</b>		
<b>Job Title:</b>		
<b>Service:</b>		
<b>Manager:</b>		
<b>Date of Appraisal:</b>		
<b>Job Role Link to Corporate Plan:</b> <i>(tick only those that directly apply)</i>	Unlocking Our Growth Potential	
	Providing Our Customers with Excellent Service	
	Supporting Our Communities to be Healthier, Safer, Cleaner and Greener	
	Transforming Our Organisation	
<b>Review of Previous Year and Current Performance Summary:</b> <i>This section should be used to record discussion on the key areas of the job and performance over the previous year and include a summary of achievement against the objectives that have been previously agreed, (more objectives can be added if required).</i>		
<b>Objective 1:</b>		
<b>Objective 2:</b>		
<b>Objective 3:</b>		

**Summary of Job and Performance Objectives for next 12 months and Beyond:**

*This section should be used to record discussion in the key area of job and performance expectations for the coming year and include setting objectives for the next 12 months and beyond if appropriate, (more objectives can be added if required).*

**Objective 1:**

**Objective 2:**

**Objective 3:**

**Learning, Development & Training over next 12 months and beyond**

*This section should record any identified development requirements for the coming year*

<b>Learning, Development or Training Required</b>	<b>Business Reason</b>	<b>Expected Outcome</b>	<b>Cost (if applicable)</b>
1.			
2.			
3.			

**Career Planning**

*This section should record any areas in which the employee has expressed a specific interest and/or career development/aspirations*

**Other Areas of Discussion**

*This section should record any other points raised at the appraisal meeting.*

**Assessment Level***This is based on performance over the year and against objectives achieved***Outstanding performance***(Objectives exceeded and competencies more than fully demonstrated)***Good performance***(Objectives met and competencies fully demonstrated at required levels)***Standard performance with development requirements identified***(Most objectives met but development required to fully meet all objectives)***Unsatisfactory performance***(Performance unacceptable; objectives not met and competencies not demonstrated)***Employee's signature:****Date:****Manager's signature:****Date:****One copy of completed Appraisal Form is kept by the Employee****One copy of completed Appraisal Form is kept by the Manager****One copy of completed Appraisal Form is sent to HR for employee's personnel file.**

**Competency Framework**

**Appendix C**

	<b>Communication</b>	<b>Customer</b>	<b>Collaboration</b>	<b>Transformation</b>	<b>Performance</b>	<b>Leadership</b>
<b>All Employees</b>	<p>Honest, open and accountable</p> <p>Listens, is involved and responds</p> <p>Shows empathy</p> <p>Clear, concise and confident approach</p> <p>Confident communicating and dealing with a range of audiences</p> <p>Checks people understand the message being conveyed</p> <p>Good oral and written communication skills</p>	<p>Value peoples differences and treats everyone fairly and with respect</p> <p>Ensures customer focus is a top priority</p> <p>Considers the customer’s perspective whilst building good and trusting relationships</p> <p>Owens and deals effectively with any customer feedback to improve service</p> <p>Flexible in finding ways to exceed customer expectations</p> <p>Supports new initiatives and work practices to raise standards of service</p> <p>Keeps personal data secure at all times</p>	<p>Works with partners to provide quality services</p> <p>Committed to contributing to team goals</p> <p>Positive approach to working with others</p> <p>Works well within own team and with others to achieve objectives</p> <p>Clear and accountable for own actions</p> <p>Willing to provide support and assistance to others</p> <p>Develops effective relationships for the benefit of the team and organisation</p>	<p>Embraces change and innovation</p> <p>Will challenge themselves and change for the better</p> <p>Challenges the status quo and proactively seeks opportunity for service improvement</p> <p>Tries and tests new approaches and is positive about change</p> <p>Keeps an open mind, generates new ideas and solutions</p> <p>Helps others through change</p> <p>Always puts the organisation and customer first</p>	<p>Shows respect, honesty and openness</p> <p>Is proud and passionate about what we do</p> <p>Focused and committed to achieving excellent results</p> <p>Develops self to continually improve performance</p> <p>Consistently delivers</p> <p>Positive about taking on tasks and responsibility</p> <p>Persistent in the face of obstacles, sees tasks through to completion</p> <p>Works to a clear set of priorities, adjusting to meet changing demands</p> <p>Seeks feedback from others</p>	<p>Leads by example through own commitment and professionalism</p> <p>Maintains a positive and proactive approach</p> <p>Supports colleagues</p> <p>Provides constructive feedback to others</p> <p>Creates trust through being open and honest</p> <p>Treats everyone with respect, fairness and dignity</p>
<b>Managers</b>	<p>Translates strategic plans into actions appropriate to the audience</p> <p>Handles the communication of difficult issues effectively and with sensitivity</p> <p>Able to successfully address audiences and convey an impelling message</p> <p>Able to champion the organisation</p> <p>Inspires people around corporate vision, values and objectives by clearly explaining the situation to gain commitment</p>	<p>Has good customer insight and aligns plans and services accordingly</p> <p>Actively seeks opportunities to learn more about customers and build services accordingly</p> <p>Learns more about its customers to improve the organisation</p> <p>Ensures personal data is managed appropriately</p> <p>Ensures services are delivered in a fair manner</p>	<p>Motivates the team to share goals and sets clear objectives and accountabilities</p> <p>Effective in providing support and constructive challenge</p> <p>Takes accountability for the team</p> <p>Develops and maintains constructive relationships with others</p> <p>Utilises the strengths of others to improve effectiveness and achieve objectives</p> <p>Recognises and celebrates success</p>	<p>Proactive in developing innovative ways of working to improve services</p> <p>Encourages new ideas, solutions and suggestions for improvement</p> <p>Influences others on the need and drive for change</p> <p>Flexible and adapts in response to new opportunities whilst managing risk</p> <p>Deals effectively with uncertainty and ambiguity</p> <p>Provides strong leadership in supporting others through change</p>	<p>Effectively manages people, budgets and resources to deliver effective and efficient services in a safe manner</p> <p>Sets stretching but realistic objectives ensuring people know priorities</p> <p>Keeps people focussed and ensure tasks are seen through to completion swiftly</p> <p>Develops self and others to improve, ensuring regular discussions on performance are embedded</p> <p>Ensure business continuity arrangements are in place</p>	<p>Inspires, coaches, mentors and empowers others</p> <p>Shows resilience</p> <p>Accessible and shows empathy</p> <p>Demonstrates strong personal conviction and confidence</p> <p>Provides clear direction and priorities where everyone understands their responsibilities</p> <p>Develops sustainable strategies, plans and policies</p> <p>Focus’ on the bigger picture</p> <p>Champions a high performance culture</p>

**Employee Learning, Development & Training Record/Evaluation**    Appendix D

**Section One: Record**

<b>Employee Name/s:</b>		
<b>Job Title:</b>		
<b>Name of Learning/ Development/Training Event Undertaken:</b>		Internally delivered
		Externally delivered
<b>Date/s Undertaken:</b>		

**Section Two: Evaluation**

<b>1. Were your learning objectives achieved?</b>	Fully	Partially	Not at all
<b>2. What did you feel was the best part of this learning/training/development and why?</b>			
<b>3. How will you apply this learning/training/development back in the workplace?</b>			
<b>4. Would you recommend this learning/training/development to your colleagues?</b>			
<b>5. Is there anything that can be improved?</b>			
<b>6. Any other comments?</b>			

**Thank you for taking the time to complete this form**

**Please return one copy to your manager and one copy to Human Resources**

HR Use:	Input on CHRIS:	Date:
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